

**Gujarat  
Technological  
University**



*International Innovative University*

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International Conference**

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ICON  
2022**  
*International Conference*



**Business Management  
*in* Turbulent Times**

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International Conference – GTU ICON 2022**

**Management Theme:  
Business Management in Turbulent Times**

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**Organized by  
Graduate School of Management Studies  
Gujarat Technological University**



**Business Management in Turbulent Times**  
**Proceedings of 2<sup>nd</sup> Multi-Disciplinary International Conference (GTU ICON 2022)**

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## Foreword



Gujarat Technological University (GTU) has the vision to create and disseminate knowledge and innovation in Multidisciplinary domains for sustainable development and enrichment of human life. It is indeed a matter of pleasure for me to share that GTU is moving at pace to achieve its vision and as a part of it **2<sup>nd</sup> Multidisciplinary International Conference (GTU ICON 2022) in the field of Management, Engineering, Pharmacy and Applied Science is organized from 20<sup>th</sup> to 23<sup>rd</sup> September, 2022.**

It is important to build a strong network, both for personal and professional development. The international conference of GTU provides an excellent opportunity to students, scholars, researchers, academicians, and many more for networking and knowledge sharing. Discovering the originality of ideas within a multiplicity of attitudes and opinions is exciting. The world has shrunk to the size of a village, and the recent covid-19 pandemic, as well as the Ukraine-Russia war, have had a negative impact on the global and Indian economies. It is a challenging task for businesses to manage their activities during such turbulent times. A conference with the “**Business Management in Turbulent Times**” theme for management discipline will properly address the pertinent issue.

I am happy to learn that more than 100 delegates are registered to attend the conference and 60 authors contributed to more than 40 Abstracts and 28 research articles. It is also encouraging to know that foreign authors have also contributed in this conference. I thank all the writers who have made significant scholarly contributions to this conference and information exchange. I am grateful to Varna University of Management, Bulgaria; European Centre for Career Education, Czech Republic Engineering Institute of Technology, Australia and University of Cape Coast, Ghana for agreeing to become International Academic Partners for the international conference. ES Healthcare Centre is the industry partner & sponsor for the conference which shows close industry – academia partnership. I also extend my congratulations to the technical session chairs, review committee members, and especially the conference’s organizers for their untiring efforts and constant endeavor to make the conference scale new heights. I have no doubt that the participants of a particular domain will find value in this proceeding.

**Prof. (Dr.) Navin Sheth**  
**Vice Chancellor**  
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## **THEME: BUSINESS MANAGEMENT IN TURBULENT TIMES**

### ***Sub-Themes***

#### **1. Finance and Economics**

- International Financial Practices for turbulent times
- International Economics Environment
- Global Financial Crisis and World Economy
- Stock Market and Other Financial Instruments
- Foreign Exchange Payments and Banking Operations (Based on: Russia asking for payments in Ruble)
- Digital Currency and turbulent times
- Behavioural Finance for turbulent times
- Global Financial Infrastructure for sustaining turbulent times
- International Trade and Investments in turbulent times
- Mergers, acquisitions & corporate restructuring during International Crisis
- Financial Innovation, Engineering & Analytics

#### **2. Marketing**

- Global Marketing Trends
- International Business Challenges
- Brand Management
- Emerging Trends of Marketing
- E-Commerce
- Digital Marketing
- Big Data & Marketing Analytics
- Marketing & CRM
- Digital Marketing in the Era of Technological Disruption.
- Corporate Social Responsibility & Brand Image
- Digital Marketing and Artificial Intelligence
- Tourism & Sports Marketing

#### **3. HR and Governance Policy**

- World Employment & Social Outlook in Turbulent Times
- Managing Multicultural Organizational Behaviour in Turbulent Times
- Diversity Inclusion in Multilateral Organizations
- Leadership and Global Strategy during Turbulent Times
- Talent Management and Mobility
- Challenges of Ethical Issues in Digital Era
- Cross Cultural Communication in Turbulent Times
- Industrial Relations & Legal HRM

#### **4. IT and Operations**

- Digital Infrastructure and Global Business
- Supply Chain Management in Turbulent Times
- Managing Global Business through IT systems
- Challenges of Digital Media Platform
- Big Data Analytics for Global Business

#### **5. International Business, Strategy and Entrepreneurship**

- International Business Structures and Strategies
- Innovative Practices to Manage Global Businesses with Perspective to Turbulent Times
- Entrepreneurial Skills to compete in Global Market
- Global strategies for Entrepreneurs
- Strategic Alliance and Technology Transfer in Global Village
- New challenges to marketing operations and strategies in diverse economies
- Core competence and strategy innovations
- Strategy in Digital era During Turbulent Times

#### **6. Risk to Turbulent Times**

- Economic and Financial Risk
- Marketing Related Risk
- Risk with Perspective to Human Resource Management
- Risk in Information Technology



*Segment - II*  
*Management*

*Part - I*  
*Full Papers*

PCP008

## COMPARATIVE STUDY ON CONTENT MARKETING STRATEGIES OF SWIGGY & ZOMATO

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### Abstract

Swiggy & Zomato have become household names & gained popularity as the pioneers of food delivery service. Diversity in the type of services that these platforms offer makes it a popular choice of many. Apart from the operational strategies, the one thing that has truly helped them succeed are its Digital Marketing strategies. In today's era, every organization has a digital presence and competes with others to reach the maximum audience & content shared across these digital channels has become one of the crucial aspects. Be it the social media handles or mailers sent directly to the customers, Swiggy & Zomato have made sure to attract its consumers & connect with them through its content. This paper intends to study the content marketing strategies that Swiggy & Zomato have developed over the years & compare it in terms of their commonality & differences.

**Keywords:** Content Marketing, Food delivery sector, content strategies, comparison

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### 1. INTRODUCTION

Content Marketing can be defined as creation & publishing of brand content on various platforms to engage and connect with the audience. Content marketing is a much broader term and many scholars have tried to define it. Baltes (2015) indicated that there is no universal definition of content marketing, however the author defined content marketing as "...the marketing and business process for creating and distributing relevant and valuable content to attract, acquire and engage a clearly defined and understood target audience- with the objective of driving profitable customer action". Though content marketing became a buzz word with the advent of technology & digital era, content marketing was firstly used as a marketing strategy by August Oetkar in 1891 by sharing recipes on the back of baking powder package. This was followed by John Deere in 1895 in their magazine "The Furrow" wherein he they didn't try to sell any equipment but provided business ideas & educated farmers on new farming technology. Jumping back to today's digital age, technology has made it much easier for brands to connect with its audience. Social media has come a long way & brands make sure to stay relevant & create trending content on their social handles. Marketers have always tried to come up with creative content in terms of flyers, newsletters, brochures, catalogues, infomercials. Today, the trending thing is using digitally created content as Inbound Marketing strategy to cater a large number of audience. This content is created on the lines of informing, entertaining, and engaging the users. (Inbound marketing is a brand management strategy used to promote an organisation via different digital modes such as eBooks, e-newsletters, whitepapers, SEO, social media marketing, blogs, podcasts, video and other such means of content marketing) Content can include a variety of media formats including images, texts, Gifs, videos, audios and even upcoming formats to create maximum impact. Today, the new age platforms are pushing brands to further come up with dynamic content. Be it YouTube shorts or Instagram reels, Tweets or direct mailers, the brand has to make content catering to all the social channels available. Also, with every brand trying to compete for creating its niche space, the successful ones are the ones that are able to engage with its audience through its posts, digital ads, tweets. Capturing viral trends & creating content accordingly & sharing it before it becomes obsolete is another challenge for brands. Gone are the days when a brand would require months to approve an advertisement. The dynamic nature of today's world has made sure that every

brand has to capture the market trend and come up with such content accordingly. As per Rebecca Lieb (Author of Content Marketing), Content Marketing is not just the traditional way of advertising, wherein the messages were sent across to mass consumers. It is not a push but rather a pull strategy of marketing. It's all about posting relevant, educational, helpful, captivating, interesting, inspiring & entertaining content with the consumers. That's the importance that content has today.

### **1.1 Introduction to Zomato**

Now, let us get into a brief history of Zomato. Zomato was founded in 2008 by 2 IIT Delhi alumnus, Deepinder Goyal & Pankaj Chaddah. Earlier known as Foodie bay, Zomato initially started featuring Menus of different restaurants in their website in the vicinity of Delhi. This model was later extended to other metro cities like Mumbai & Kolkata. Launched in 2010. Zomato is basically a technology enabled platform (App & website) which helps in bringing together consumers, restaurant owners and delivery agents, catering to their multiple needs which includes - searching & discovering restaurants, customer reviews and uploading pictures, ordering food delivery, booking a table in the restaurant and making payments while dining-out at restaurants. Apart from that, they also assist restaurant owners with different marketing techniques enabling them to connect with prospective customers and acquire new ones to expand their business. However, their most crucial services still remain providing a final stretch delivery service to customers ordering from their platform in the most reliable & efficient manner. The revenues generated by Zomato in March 2021 are Rs. 2,118.42 Crores. Though, despite huge revenue numbers, their consolidated losses reported were Rs. 812.82 Crores. The biggest win for Zomato came in the form of its IPO. The Rs 9,375-crore IPO, which was subscribed from 14<sup>th</sup> of July to 16<sup>th</sup> of July, witnessed an exceptional response from investors with subscription rate of 38.25 times. It is a record in itself as no other firm has received this huge subscription in the last 13 years (for IPOs valued more than Rs 5,000 crore each).

Factors in India's growing popularity of India's online food delivery market are changing consumer lifestyles and eating habits. Adding to this are the hyperactive work lives and the increasing disposable incomes leading to most of them preferring to consume restaurant cooked food at discounted prices. Another important factor includes digitalization and the growing number of working women in India as a driving force for online food delivery platforms in India. As of September 2022, Zomato is present in 1000+ cities in India, with a list of 3,85,000+ active restaurants and active in 23 countries overseas. It also claims an average of 5+ Crore monthly orders.

### **1.2 Introduction to Swiggy**

Now let us get into the details for Swiggy. Swiggy was launched in 2014 by a group of friends Nandan Reddy, Rahul Jaimini, and Sriharsha Majety (Bundl Technologies Pvt. Ltd.). While Zomato and other platforms were already present, Swiggy's biggest differentiation point was its Simplicity & Transparency. Their initial idea of service ice creams later led to a full-fledged food delivery platform. It started with a very humble beginning of delivering 35 orders in its first month, today, they also have other businesses under its umbrella, namely Swiggy Instamart, Swiggy Genie & Health Hub.

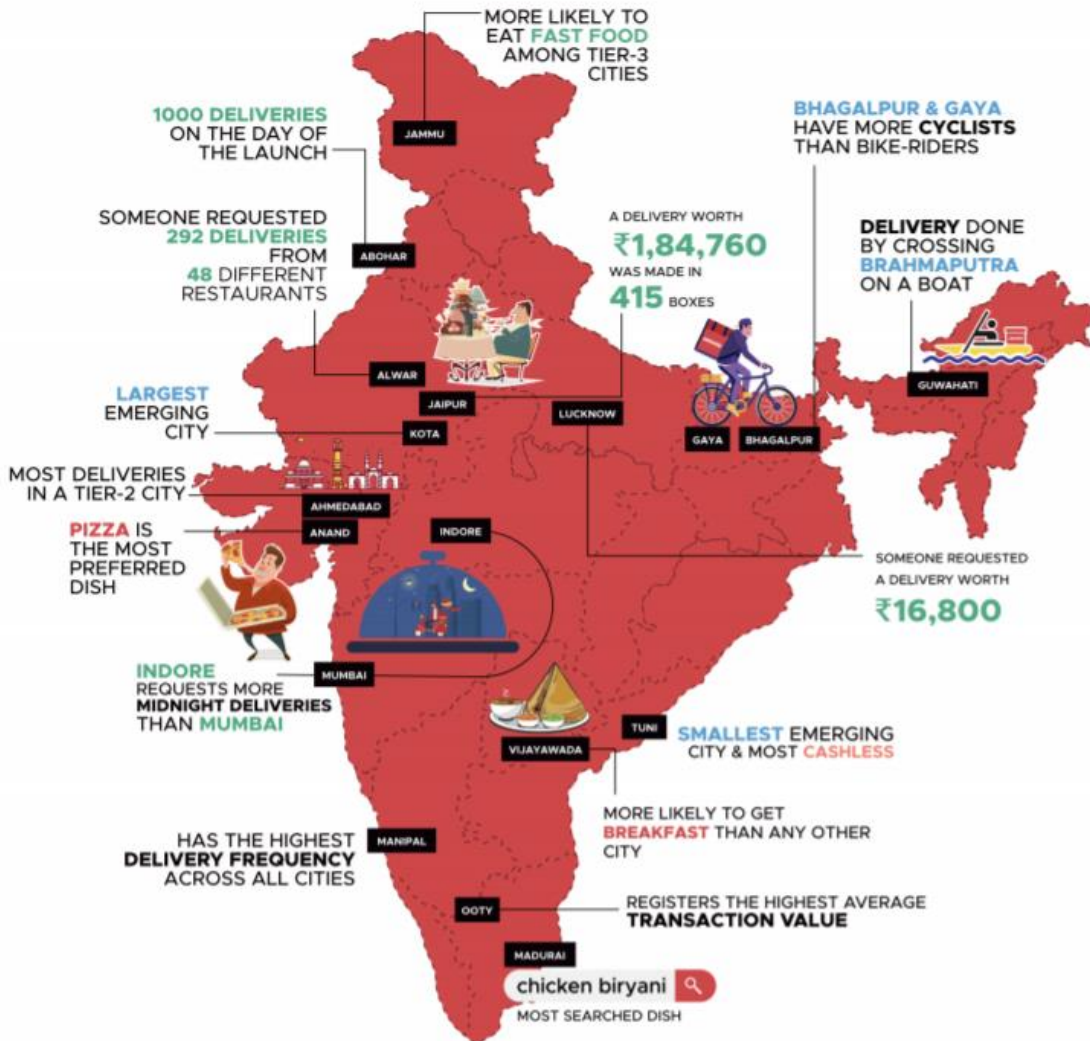
The founders have always believed in humbleness, honesty, integrity & made sure to have a Consumer First approach. Having principles to never settle & constantly improve have made Swiggy highly successful today. As of September 2022, Swiggy has 155,000+ Restaurant partners, 260,000+ delivery executives, strength of 5000+ employees & presence in 500+ cities PAN India.

## **2. MARKETING STRATEGIES OF ZOMATO**

At the heart of Zomato's marketing strategy is innovation and sharpness. India is a land of diversity. With every few miles, we see a change in language, socio-cultural norms, clothing habits, & food eating habits. Managing to stay updated with this diversity & dynamic nature of food delivery is Zomato's biggest success formula. In an interview with the Economic Times, founder, Deepinder Goyal said the numbers always

surprise them. The dynamic team at Zomato makes sure to take their lessons from failed projects & adapt to changes accordingly.

Zomato gave us an insight into the food consumption habit of its consumers across several cities of India in their annual report of FY 2019



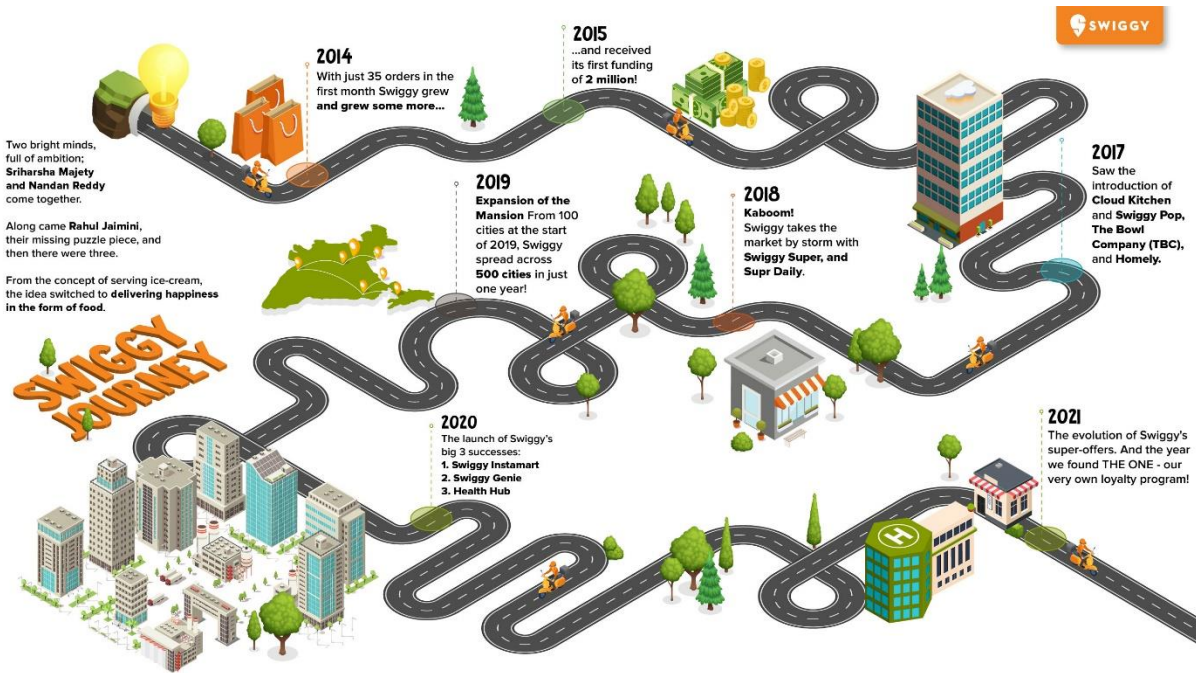
Source: Zomato Annual Report FY 2019

Zomato has grown leaps and bounds since its inception and none of this would have been possible without its unique marketing strategies & ability to adapt to digital marketing at a very early stage. It has highly entertained the audience with creative and catchy content over the years.

### 3. MARKETING STRATEGIES OF SWIGGY

At the heart of Swiggy's marketing strategy is friendliness and connect with the Indians. India is a land of diversity. Managing to capture different cultures of India & the love for food is Swiggy's biggest success formula. While Swiggy has always kept its focus on digital content since its inception, its real thrust started with their IPL collaborations from 2017 onwards. 20 Second edits with simple no celeb commercials grabbed a lot of appreciation.

This was not just restricted to TVC. The creative content that Swiggy has created over the years has made them equally popular on social media platforms. Its content has always been trending, witty, humorous & yet emotional. The tonality of this content has struck the right cord with its audience & helped them grow over the years.



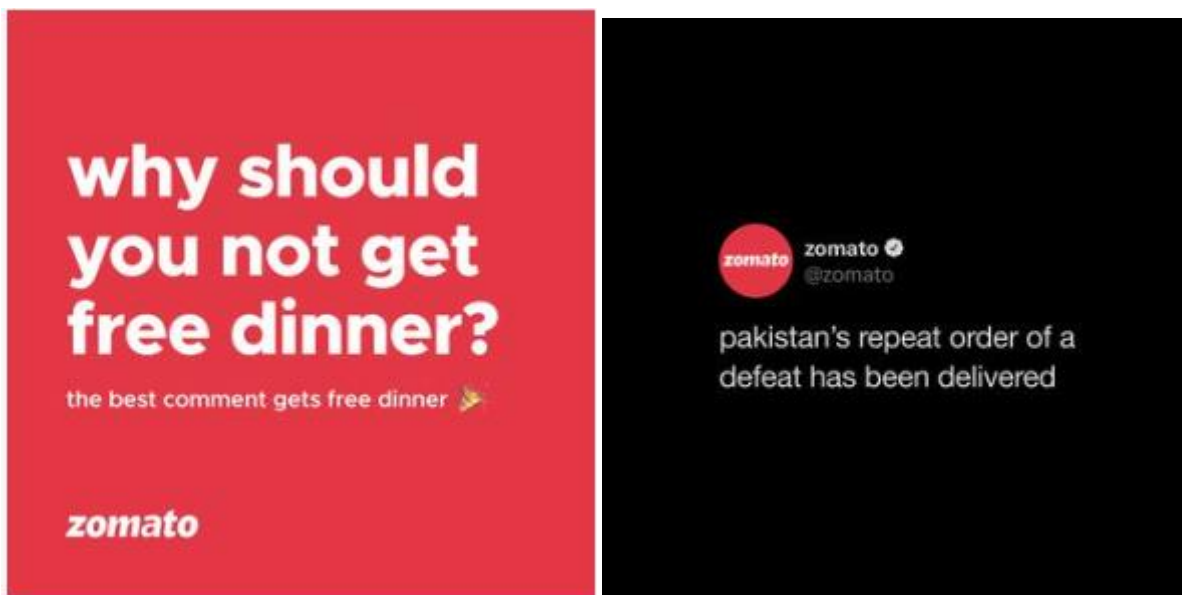
Source: Swiggy website

Swiggy has grown leaps and bounds since its inception and none of this would have been possible without its unique marketing strategies & ability to adapt to digital marketing at a very early stage. It has highly entertained the audience with creative and catchy content over the years.

Let us study the different types of strategies that Zomato & Swiggy have used for different social channels.

#### 4. INSTAGRAM MARKETING:

**Zomato** has captured the essence in its Instagram marketing strategy: Capture the latest trends & memes and create relatable content accordingly. They have followed a simple strategy: take a note of the trending memes & integrated it into its content. This makes Zomato Instagram page a very entertaining one. The following snippets will help in understanding the above:



Source: Zomato Instagram Page

From the above illustrations, we can see how they captured India’s victory to Pakistan in the Asia Cup. They also run regular contest wherein the bet replies gets a free dinner from Zomato. This ensures maximum engagements & increases the probability of page likes Their Instagram handle bio is: “cool brand posting lit

memes to stay relevant”. This has led to Zomato having 740,000 followers on Instagram. Zomato has 2500+ posts & continues to share relevant & trending content pieces.

**Swiggy** has captured the essence in its Instagram marketing strategy: Capture the latest festivities or cultural trends and create relatable content accordingly. This is very similar to what Zomato is offering but the differentiation point is that they focus more on reels. They also have more collaboration with celebs as compared to Zomato. This makes Swiggy Instagram page a very entertaining one. The quality of creatives is also very aesthetic. The following snippets will help in understanding the above:



Source: Swiggy Instagram page

From the above illustrations, we can see how they have collaborated with Khali & asked question to increase engagements. This has led to Swiggy having 356,000+ followers on Instagram. Swiggy has 2600+ posts & continues to share relevant & trending content pieces in the most creative way.

## 5. TWITTER MARKETING:

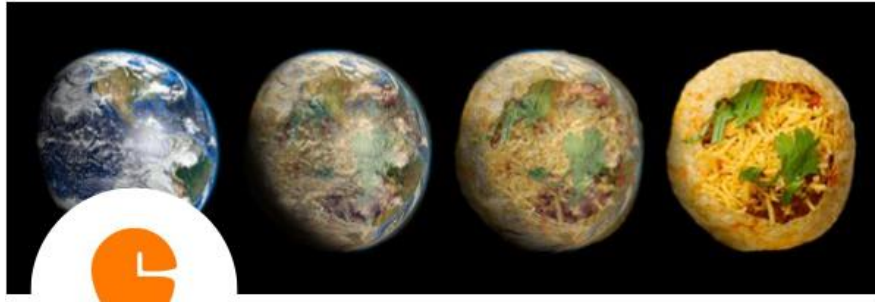
**Zomato** follows a similar strategy but the way the content goes out is very different. While Instagram has purely pictures & videos, Twitter is mainly about words. Though it supports pictures, most of the content generated needs to be within 280 words limit. Zomato’s Twitter account usually adopts a tone that is frivolous, witty and sometimes even counter intuitive. It also opts for a Q&A with the audience to have more engagements. Here, in the below illustrations, we can see how Zomato shares its content in the Twitter world.



Source: Zomato Twitter Page

Zomato’s Twitter bio reads: “sending good vibes to everyone reading this”. It has been active since March 2009 & has a huge 1.5 Million followers along with 13k tweets. Many a times, users share their complaints via Twitter. The team makes sure to address it quickly & resolve their complaints through another Twitter handle “@zomatocare”.

**Swiggy** follows a similar strategy but the way the content goes out is very different. Swiggy’s Twitter account usually adopts a friendly tone with usage of Hinglish for many tweets. It also opts for polling questions with the audience to have more engagements. Here, in the below illustrations, we can see how Swiggy shares its witty content in the Twitter world.



Source: Swiggy Twitter Page

Swiggy’s Twitter bio reads: “jevlis ka” (meaning did you eat in Marathi). It has been active since July 2014 & has a huge 188,800+ followers with 27.3k tweets. Many a times, they also promote Instamart. Apart from this, they also use a lot of images (Tweetpic) in their Twitter page to make it more creative & appealing. They just don’t restrict themselves to memes but also create witty spreadsheet creatives, charts to appeal to the working audience.

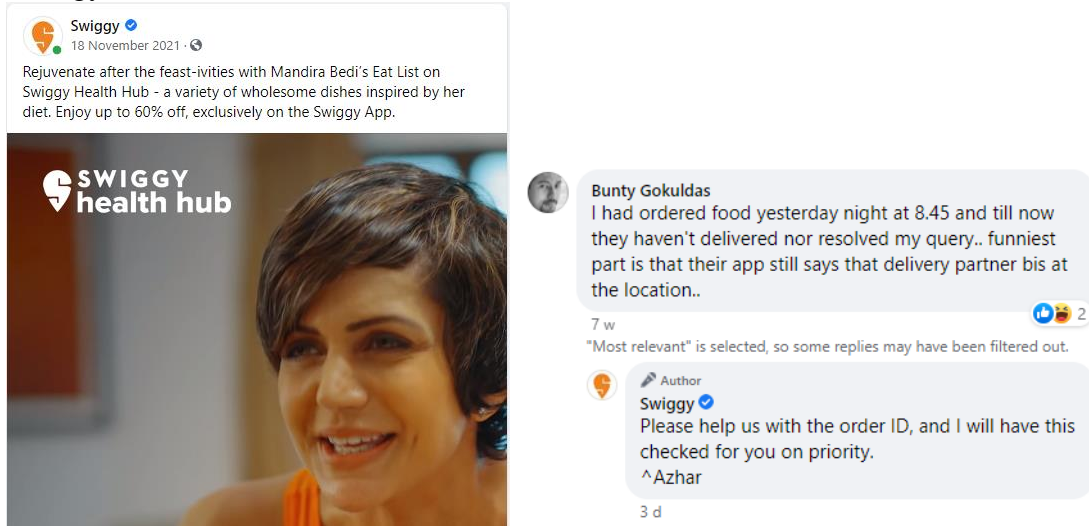
## 6. FACEBOOK MARKETING:

With over 19+ lacs people having Liked their official page & 19.6+ lacs page followers, **Zomato** has some good followers on Facebook. However, it has very limited posts compared with other social platforms. Also, for many of their posts, they either have comments turned OFF or receive complaints in their comments sections. The good thing is that they make sure to reply to all such complaints & requests to get in touch with such customers. This also makes sure that their upset customers are taken care of. The one important point is they have made their Facebook posting very limited. If we see the number of postings, they posted only 16 posts (including a Video) in the year of 2021 & just 1 single post in January of 2022. Since then, Zomato has not posted a single post till August 2022. One of the reasons can be the growing popularity of other platforms as compared to Facebook.



Source: Zomato Facebook Page

With over 9+ lacs people having Liked their official page & 9.9+ lacs page followers, **Swiggy** has its presence on Facebook. However, it also has very limited posts compared with other social platforms. Over the years, millennials & other TG audience of Swiggy has shifted more towards other medias & usage of Facebook has become limited. If we see the number of postings, they posted only 3 posts in the year of 2021 & no posts in the year of 2022. This shift clearly tells us that Swiggy has completely removed Facebook in their digital marketing strategy.

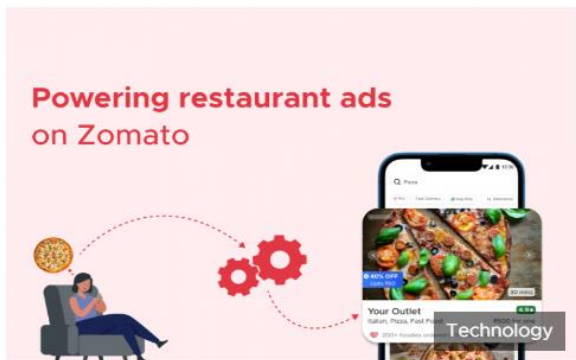


Source: Swiggy Facebook Page

**Blogs:**

**Zomato**

One of the digital tool that became popular since early 2000s was Blogs. While many writers started with blogs on different topics, Food Blogging is still very popular & many people follow bloggers for food recipes & tips. Zomato also has its dedicated page for blog “munchies – the blog”. The different topics that are covered included: Company, Technology, culture & Community. Deepinder Goyal, Founder & CEO of Zomato, is one of the writers & has many blogs on their platform. Most of these blogs are 2-5 minutes read. This strategy to keep the blogs a short read is very effective. The content shared via these blogs has also helped Zomato in coming out as a brand that takes care of its community.



Machine Learning Team | August 16, 2022 | 10 min read  
**Powering restaurant ads on Zomato via Machine Learning**  
 How we train our deep learning models to feature relevant ads to customers?



Deepinder Goyal | August 1, 2022 | 2 min read  
**Q1FY23 shareholders' letter and results**  
 As a home-grown internet company, we feel proud to have contributed to the growth of the digital ecosystem in India.

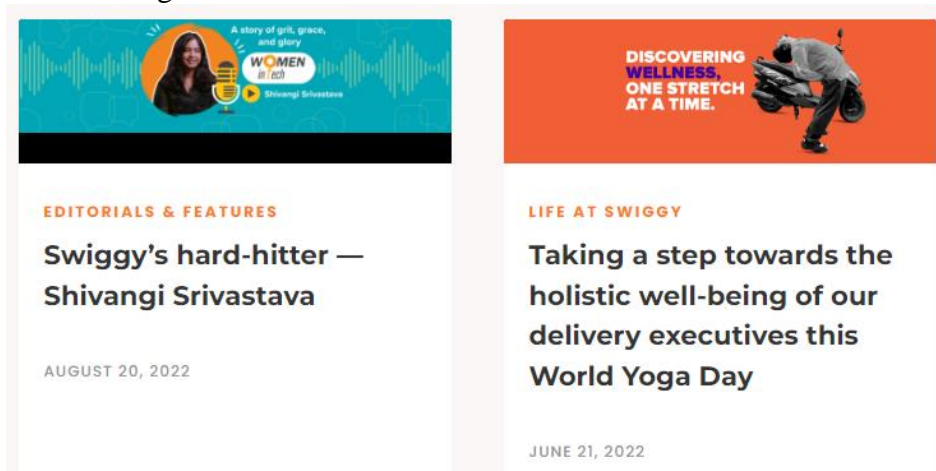
Source: Zomato Blogs Page

**Swiggy Diaries:**

One of the digital tool that became popular since early 2000s was Blogs. While their competitors focus on writing food blogs, Swiggy has a different approach towards its blogging. Its dedicated page for blog is called “Swiggy Diaries”. The different topics that are covered includes: News, Life at Swiggy, Snackables, Teams at Swiggy & Visit Swiggy. The differentiation from others is that Swiggy blogs are not just restricted



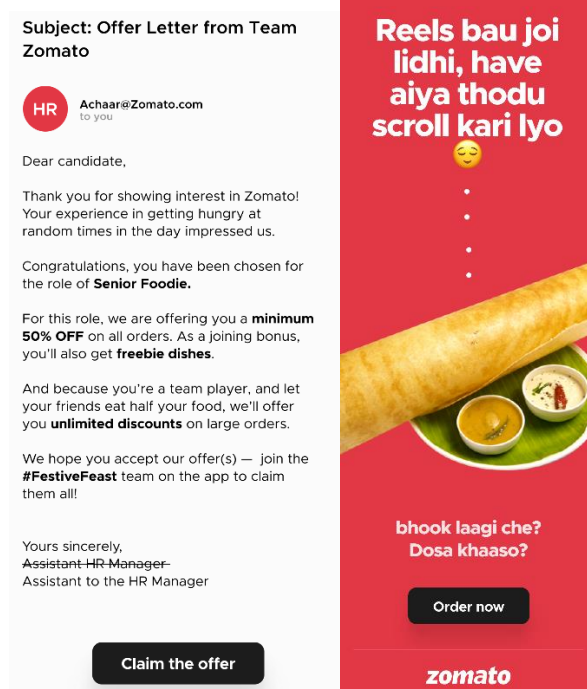
to food recipes but a mix of News, life at Swiggy, Teams. Here again, Teams at Swiggy takes you to a different URL (bytes.swiggy.com) wherein a variety of topics are covered which includes Engineering, Analytics, Life and culture, data science, research, etc. This blogs are an average 7 minutes read. The frequency of these blogs are 2-3 articles a month and the interesting thing is their tech articles area a great way of learning new technologies.



Source: Swiggy Blogs Page

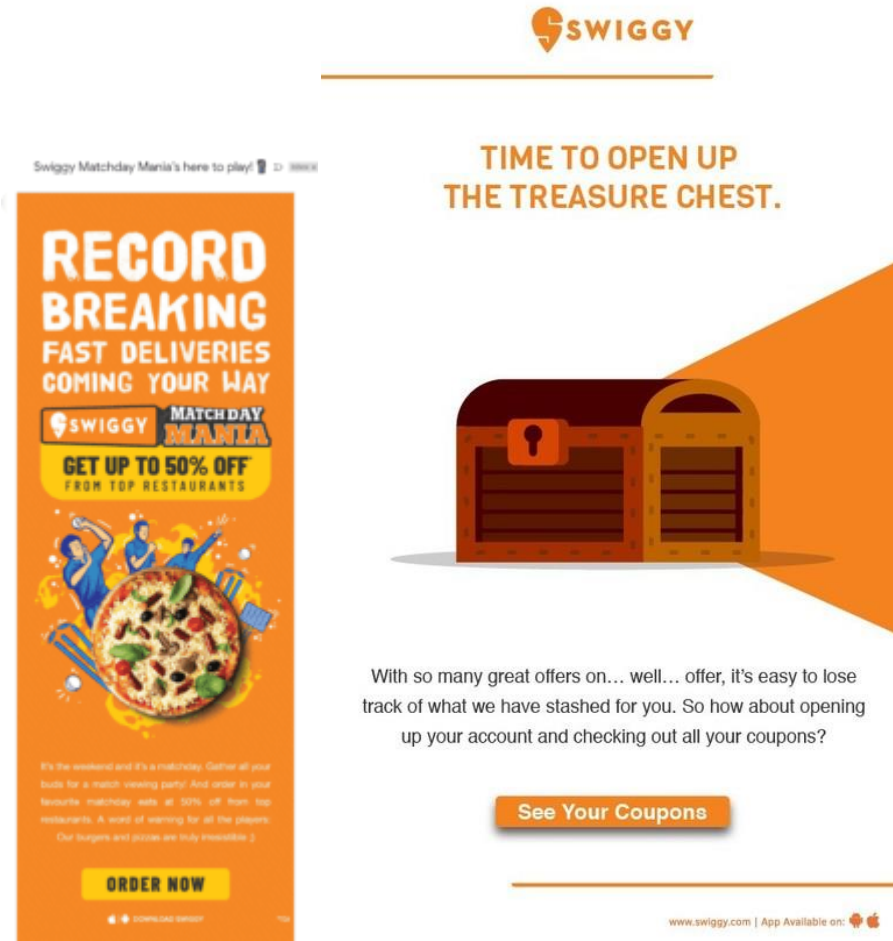
**Direct E-mailers:**

**Zomato** has been very active when it comes to sending direct mailers to their subscribed customers. With a frequency of 3-4 mailers per month, Zomato makes sure to not over bombard their customers with its mailers. The uniqueness of their mailers is their unique Subject line. Also, their mailers have beautiful creative images & trending content to connect with the customers. They share a variety of content: Promoting content as per the location of the customer, sharing stories of Zomato employees, promoting new restaurants, sending exclusive offers, sending mails in Hinglish (regional language in English) and more creative content pieces. The another interesting takeaway is that they personalise the subject line & mail body using first name of the subscriber. In many mail received personally, we do find our names appearing in the subject line as well as in salutation. This makes their content more personalised. Personalisation as a strategy is now adopted by many brands & Zomato seems to be doing it successfully.



**Swiggy** has been very active when it comes to sending direct mailers to their subscribed customers. With a frequency of 3-4 mailers per month, Swiggy makes sure to not over bombard their customers with its mailers.

The uniqueness of their mailers is their unique Subject line. Also, their mailers have beautiful creative images & trending content to connect with the customers. They share a variety of content: Sharing exclusive offers, stories, promoting new restaurants, crisp creative titles and more creative content pieces. The another interesting takeaway is that they have many mailers around cricket season. Knowing Indians association with Cricket, they always come up with creative mailers on that theme. As per a report in Economic times (2019), Swiggy created a new record in Email Marketing by achieving a Click Through Rate (CTR) of 7% as compared to the industry standard of 1.5%. The core idea was to embed a CTA button which would redirect the user directly to the Swiggy App. The coupon details were never revealed in the E-mail body or Subject line with the intent of generating a curiosity among its users. Thus, a user would have to open the app in order to check the offers, which led them closer to conversion. This campaign saw a huge success, particularly on Gmail (95% of Swiggy’s user base).



## 7. CONCLUSION

We have entered the digital age & a lot of marketing is now happening on the digital platform. Content has emerged as a very crucial tool in this digital marketing. Every brand wants to come up with its unique content to stay ahead. In this paper, we have just tried to understand the type of content shared by both these competing brands. While we found many strategies similar, we also tried to study how they made sure to stay relevant & updated in terms of its content strategies in this dynamic digital space. Within our scope & limits, we have tried to understand the basic content strategies that Zomato & Swiggy have been using & we aim that this paper gives an insight to every reader on the same.

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18. <https://www.facebook.com/swiggy.in/>
19. <https://www.instagram.com/swiggyindia/>
20. [https://twitter.com/swiggy\\_in](https://twitter.com/swiggy_in)
21. <https://blog.swiggy.com/>

**PCP013**

**A STUDY ON FACTORS AFFECTING EMPLOYEE ABSENTEEISM AND CHALLENGES TO OVERCOME THE ABSENTEEISM IN AN INDUSTRIAL EQUIPMENT MANUFACTURING COMPANY AT VAPI, GUJARAT**

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**Abstract**

An organisation is considered successful when it's employees are happy from the different factors existing in the organisation such as good culture, healthy relationships, growth, policies and balance between work and life etc. But the situation can take U turn if any of elements are missing from the organisation and this may cause a huge impact on the organisation's productivity in the form of employee's dissatisfaction and absenteeism. The main objective of this study is to investigate the factors influencing the absenteeism and their impact on absenteeism and It was found that the reasons for employee's absenteeism are the that they are not comfortable with the policies related to leaves and the timings of the company. Total 136 employees were participated in the survey of an Industrial equipment manufacturing company of Vapi situated in Gujarat. The Friedman test, Chi Square and ANOVA test were performed to find out the results against the objectives.

**Key words- Employee absenteeism, organisation, turnover, job satisfaction.**

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**1. INTRODUCTION**

Absenteeism means the employee is not present at the workplace in expected duration or hours. Absenteeism is considered as the biggest issue in every second organisation because it can affect the productivity of the organisation and can also harm the image of the organisation in the marketplace, which gradually can result the high attrition rate. Thus, it become important for the organisation to analyse the reasons for the employee absenteeism and rectify those with suitable solutions.

The symptoms of employee absenteeism can be job dissatisfaction, poor health or personal issues. Thus, the issues should be treated carefully and sensibly so that the organisation do not lose a worthy employee. On the other hand, if the absenteeism is without prior notice or without a genuine reason then, there should be a strict action against the employee who have distract the discipline of the organisation and broke the code of conduct. Employee absenteeism in case of strike/ layoff can be considered as voluntary but if the absenteeism become a regular practice of an employee then the organisation should treat this matter cautiously.

The regular absence of any employees in any department can cause the additional workload for other worker, which can lead them towards stress and can convert into many problems like - poor health condition or imbalance between work and life etc. Hence, this study is mainly focused on the factors which influences the absenteeism and what can be the ways to reduce it.

Due to the high rate of absenteeism of employees, company has to endure a huge economic cost, which directly hit the organisation's overall performance. Absenteeism is an intricate issue for any growing organisation, the results of this involves many challenges for the organisation such as- social, cultural and economic. Though, the nature of one organisation can be different from another but the challenges remain same for the management to control the absenteeism and implement the strategies to overcome the employee absenteeism. Therefore, managers have to be little vigilant about the causes for employee absenteeism, so that, they can control it before any loses.

## 2. LITERATURE REVIEW

The biggest challenge for any organisation these days is to retain the good employees due to competitive era. To retain any employee, organisation needs to understand his/her decision and the factors to leave the organisation. These factors can be related to job satisfaction, health etc. which can cause the absenteeism first because the absenteeism is one of the signs of employee to express his dissatisfaction or incompetence to execute the job. (Jobin Sebastian and K.K Ramachandran, 2021). Further, poor working conditions, workload and salary are also the factors for the absenteeism especially in case of nurses in the hospital as they have to perform their duty in case of the absence of their colleagues (Sajida Batool, Muhammad Afzal and Syed Amir Gillani, 2019). According to Farhana Mehmood (2019) nurses should also provide some trainings on how to deal with stress.

Absenteeism is sometimes undetectable but can be dangerous for the organisation and the main reasons for the absenteeism are the policies of the organisation (S. Usha and D.Jaichitra, 2018) and management can use some motivational activities to reduce the absenteeism ( V. Krishna Priya & g. Madhumita, 2015). However, absenteeism can be controlled by executing good working environments, mutual participations and smooth communication (Khurshid Ahmad Bhat and Dr. Sanjay Shankar Mishra, 2019).

On the other hand, during pandemic of COVID-19, just after the lockdown ends, employees were still uncomfortable to go to the organisation and work due to the concern of getting infected with COVID-19, the stress of infecting their family members and for some unknown but scary reasons. The support and the flexibility from their organisation by working from home made their presence regular in the organisation and reduced the expected absenteeism (Oana Magda GRIGORE, 2020).

Though, absenteeism cannot be a permanent problem for any organisation. It can be minimise by implementing few strategies with the help of employer and employee. The strategies can be related to organisational culture, HR policies, employee welfare activities (Harish K. Padmanabhan, 2019). Moreover, implementing little modern technology for maintaining the attendance such as fingerprint or face recognise machines in the organisation can be a great comfort for the HR managers for tracking the employee's attendance and reducing the errors. It can be used as at the time of their performance appraisal and rewarded the employees who have shown improvement in their attendance and performance (N. T. Abeywardana, 2021).

## 3. OBJECTIVE OF THE STUDY

1. To find out the various factors that influence the rate of absenteeism at an Industrial Equipment Manufacturing Company, Vapi
2. To analyse the impact of various factors on employee absenteeism at an Industrial Equipment Manufacturing Company, Vapi
3. To find out the ways to overcome absenteeism

## 4. HYPOTHESIS

- H01: Demographic variables (age, gender and location) do not have equal impact on Employee Absenteeism.  
 H02: There is no significant association between Welfare Practices and Employees Absenteeism.

## 5. RESERCH METHODOLOGY

The key objective of this study is to find out the factors which influences employee's absenteeism. The descriptive research design is appropriate for the study. A non- probability convenience sampling technique was used in this study.

### 5.1 Data

The study is all about the employee absenteeism and the challenges to overcome the absenteeism in an Industrial Equipment Manufacturing Company of Vapi city. The primary and secondary both the data was taken in this study but the research is mainly done on the primary data. Secondary data was taken by company's recruitment and selection records, magazines and from some journals.

### 5.2 Instrument

To gather the primary data, a well-structured questionnaire was designed, in which 5 point Likert scale was used. The questionnaire consisted total 24 questions about the different parameters for the absenteeism such as job satisfaction,

health issues, personal/ family issues etc., which was divided into two parts namely demographic variables and the reasons of absenteeism (structured as per the five point Likert scale). The questionnaire was distributed into the organisation where, the total population was 142 but only middle level and floor level was considered in this research therefore, the total sample size was taken 136 and out of 142 participants, 136 responded in the survey. The questionnaire was also translated in the local language i.e. Gujarati for the better understanding of the participants.

**6. DATA ANALYSIS AND RESULTS**

The questionnaire was divided into two parts- demographic and descriptive data as part A and Part B. Part A included questions related to demographic variables like age, gender, location, distance (kilo meters) and Part B included questions related to the factors causing the absenteeism such as interpersonal relationships, Job satisfaction, Health issues or personal issues etc.

**6.1 The Demographic Profile**

Out of total 136 employees 27% and 25% are between the age group of 25-30 years and 30-35 years respectively. Only 1.5 % employees are from 40-45 years of age group. The gender ratio shows that 87.5% are male and 12.5% are females. 65.4% out of 100 % employees are graduate and 30.9% are postgraduate and only 2.9% employees are carrying professional degrees. The income graph shows that 46.3 % employees are earning 30-40 thousand per month, 36% 20-30 thousand and only .7% employees are earning more than 50 thousand per month.

41.2% employees are having 3-5 years of experience, 36.8% employees are having 0-3 years of experience, 16.9% employees are having 5-10 years of experience and 2.2% employees are above 15 years of experience. Further, 64% employees are married and 36% are unmarried. Total 7.4% employees travel more than 6 kms daily to reach the company. Whereas, 35.3% employees travel 2-4 kms, 33.8% employees 0-2 kms and 23.5% employees travel 4-6 kms daily. 43.4% employees commute from their personal vehicle, 21.3% from bus, 20.6% are from train and 13.2% employees commute daily from auto rickshaw.

Now, to understand the various factors that influence the rate of absenteeism at in the existing company, Friedman test was performed. The factors which was taken to analyse were related to job satisfaction i.e. work life balance, interpersonal relationship, timings, source of commuting to the company and the leave policies of the company because job satisfaction is inversely related to absenteeism (Bhoj Raj Ojha, 2020).

**Table -1 Friedman Test Ranks**

	Mean Rank
20.Are you able to make balance between your personal life and work life	3.81
18.Is your superior supporting you	3.43
19.Is your interpersonal relationship with colleague healthy	3.31
21.Are the timings of the company comfortable	3.04
10.How do you commute to the company	3.68
22.Are the leave policies of the company proper	2.77

Source: SPSS version 23

From the Table no 1, it can be stated that there are the total six factors influencing the absenteeism of employees in the organisation. The most influencing factor is leave policies (2.77) and the least influencing factor among the six factors is work life balance (3.81). the lowest rank, the highest influence. Hence, timings of company (mean rank 3.04) and leave policy (2.77) are major factors that influence the rate of absenteeism at the existing organisation.

Also, the Chi Square test was performed to analyse the impact of various factors on employee absenteeism at an Industrial Equipment Manufacturing Company, Vapi.

**Table- 2 Chi Square**

N	136
Chi-Square	121.414
Df	5
Asymp. Sig.	.000

Source: SPSS version 23

From the above table (2), the value of chi square is 121.414, which is considered significant at 5% level. Which means, the factors are influencing the absenteeism in the organisation and the factor who influences absenteeism the most is policy of the company.

### 6.2 Hypothesis Testing

H01: Demographic variables (age, gender and location) do not have equal impact on Employee Absenteeism.

**Table- 3 ANOVA for Age**

	Sum of Squares	df	Mean square	F	Sig.
Between Groups	16.626	5	3.325	4.005	.002
Within Groups	107.932	130	.830		
Total	124.558	135			

Source: SPSS version 23

From the above table (3), we can see that the significant value is .002 (i.e.,  $p < .002$ ), which is less than 0.05. Hence, we fail to accept the H0. Therefore, age do not have equal impact on Employee Absenteeism.

**Table- 4 ANOVA for Gender**

	Sum of Squares	df	Mean square	F	Sig.
Between Groups	.206	1	.206	.222	.638
Within Groups	124.353	134	.928		
Total	124.559	135			

Source: SPSS version 23

From the above table (4), we can see that the significant value is .638 (i.e.,  $p > .638$ ), which is greater than 0.05. Hence, we accept the H0. Therefore, gender have equal impact on Employee Absenteeism.

**Table- 5 ANOVA for Location**

	Sum of Squares	df	Mean square	F	Sig.
Between Groups	3.571	3	1.190	1.298	.278
Within Groups	120.988	132	.917		
Total	124.559	135			

Source: SPSS version 23

From the above table (5), we can see that the significant value is .278 (i.e.,  $p > .278$ ), which is greater than 0.05. Hence, we accept the H0. Therefore, location have equal impact on Employee Absenteeism

Henceforth, from the above study we can state that commuting, supporting superiors, interpersonal relationships with colleagues, work life balance, timings and leave policies of the company are various factors that influence the rate of employee absenteeism and the most important factor that influences absenteeism is leave policy of the company.

H02: There is no significant association between Welfare Practices and Employees Absenteeism.

**Table- 6 ANOVA**

	Sum of Squares	df	Mean square	F	Sig.
Between Groups	6.927	8	.866	.935	.490
Within Groups	117.632	127	.926		
Total	124.559	135			

Source: SPSS version 23

From the above table (6), we can see that the significant value is .490 (i.e.,  $p > .490$ ), which is greater than 0.05. Hence, we accept the H0. Therefore, there is no association between welfare practices and employee engagement.

After understanding the causes for absenteeism, the researchers also found some ways to significantly minimize the employee absenteeism and they are:

- Create a clear attendance policy and set expectations
- Help them to reach to the company from a pre decided central point through the company's van or bus so that their time can be saved, especially in case, if somebody is travelling from far places through public transports.
- Reward employee for a good attendance

## 7. CONCLUSION

Employee absenteeism is an important aspect which can interrupt the organisational productivity and efficiency. This study was performed in an Industrial Equipment Manufacturing Company located in Vapi (Gujarat) where the issue was organisational inefficiency and huge rate of employee absenteeism. The current study found that the prime reason was company's policies related to the leaves of the employees and the workplace timings. If the employee is not able to reach to the company on the time so, he/she remains absent for the day. Hence, the study concludes that the leave policies of the company and the travelling timings or distance can have a significant impact on employee absenteeism.

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**PCP018**

**A RESEARCH STUDY ON AWARENESS OF FINTECH AMONG MILLENNIALS**

**AP0032**

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**Abstract**

Financial Technology, commonly called “fintech”, is now a highly used buzzword. As a new term in the financial industry, FinTech has become a popular term that describes novel technologies adopted by financial service institutions. Millennials have held an important role as they will become a huge part that plays an important role in shaping and building businesses and industries. The millennials are often attributed to the “technology savvy generation”, they are very familiar with the use of technology. This descriptive research aims to identify the awareness of fintech among millennials. By using a structured questionnaire data is analyzed using the percentage method and chi-square test in SPSS software. While considering the age of the respondents, the adoption of such services is found more among the respondents belonging up to 40 years of age. It is found that the benefits of FinTech service are enjoyed more by the younger generation as compared with the baby boomers. The usage of the services offered by the FinTech firms will rise only when the awareness level improves. Thus, the banks along with the major FinTech firms, local nongovernmental organizations (NGOs), and microfinance institutions (MFIs) should try to conduct literacy programs to educate people regarding the benefits of using technology-based financial services, conduct investor education camps, and also reduce the misconception among the customers regarding the FinTech services.

**Keywords:** financial technology, fintech, millennials

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**1. INTRODUCTION**

The scene of banking and the economic vicinity has long gone thru a sensational trade because the 2008 Global Financial Crisis (GFC), resulting from economic innovation companies, prominently recognised as 'FinTechs'. Both as revolutionary disruptors and facilitators, FinTechs have delivered to the reducing side banking and economic vicinity thru one of a kind channels such as fee enhancement, higher customer support, and economic incorporation. FinTechs play had a huge effect in unbundling banking into centre factors of settling instalments, appearing improvement trade, sharing danger, and dispensing capital. The records and broadcast communications insurgency is regarded because the fifth 'Innovative Revolution' using boom, and FinTech is in rate of this imaginative interruption. The volume of duties of FinTechs has moreover expanded, transferring from crypto assets for installments, protection, stocks, bonds, percentage loan, robo-guides, reg-tech, and sup-tech.

In India, FinTechs and Digital gamers ought to paintings because the fourth part of the Indian economic framework, nearby massive banks, moderate-sized banks such as distinctiveness banks, little cash banks, provincial banks, and useful banks. This fragment can probably normally trade the economic scene in which clients will simply need to appearance over the greater huge association of alternatives at severe prices, and economic businesses ought to similarly broaden effectiveness thru decrease prices. India has arisen because the fastest growing FinTech marketplace and the 1/3 largest FinTech surroundings at the planet. FinTech seems to be opportunities way to helping the evolving Indian economy, playing the advantages of virtual generation and goal to reduce inequalities among industrialised and growing countries.

According to India’s Telecom regulatory agency (TRAI), in April 2009 there have been 1.sixteen billion cell customers. TRAI moreover expresses that the degree of mobileular telecellsmartphone customers in India has evolved final yr massive quantities at a time in India, completing withinside the international's least luxurious transportable statistics.

The new access of telecom operator, Reliance Jio, has modified the telecom marketplace dynamics completely. This operator offers telecom offerings in India that are that the most inexpensive within the international. (The Economic Times, 2018, September 6)

FinTech can probably normally trade the economic scene, grant clients with a greater outstanding collection of economic gadgets at cutthroat prices, and help economic foundations with turning into effective. The short and floor breaking adjustments welcomed via way of means of FinTech have to be checked and assessed so controllers and society can live aware about the hidden revolutionary and pioneering transition.

## **1.1 History of FinTech**

### **1.1.1 FinTech 1.0**

FinTech records lines all of the manner again to the nineteenth century or even earlier than that. In 1860, a device known as PENTELEGRAPH turned into created to verify marks via way of means of banks. Antiquarians renowned 1866 because the first sizable FinTech impression. This turned into the yr the transoceanic hyperlinks had been installation prompting a time of creating community frameworks and linkages all at some point of the planet. The putting in of Electronic asset flow thru Telegraph and Morse code in 1918 via way of means of Fedwire induced the primary small step within the digitalization of cash. The WW moreover noticed any other association of coders and codebreakers predominantly for navy purposes (but this installation coding and destiny superior flip of occasions). The distribution of the book "The Economic effects of Peace" in 1919 is handled as the primary suspect at the FinTech-pushed destiny. For the maximum element, FinTech college students of records omit one huge and lifechanging event of FinTech 1.zero and this is Diner's Card in 1950. This turned into the number one authentic try and make your instalments credit score best and retaining in thoughts that the begin turned into unassuming and constrained to eateries instalments, it organized for the destiny to create. This turned into accompanied via way of means of the presentation of Credit Cards via way of means of Amex in 1958. With the presentation of Screen-primarily based totally inventory statistics via way of means of Quotron in 1960, the economic marketplace took a colossal step, one huge fruitful execution of early FinTech thoughts.

### **1.1.2 FinTech 2.0**

FinTech 2.0 is taken into consideration no matter the presentation of ATM machines via way of means of Barclay's in 1967. Simply the earlier yr in 1966, Telex had substituted Telegraph for transferring records throughout the international; subsequently proclaiming a time of related economic exchanges and correspondence. The essential FinTech improvement got here in 1971 with the association of NASDAQ as the primary Electronic economic alternate. It modified the way wherein supplying is performed and modernised the IPO interplay essentially. This is regarded as pretty probably the primary FinTech development ever. This turned into trailed via way of means of the presentation of SWIFT in 1973, any other revolutionary help standard. The '80s noticed the development of digital exchanges and net banking frameworks. Trade plus (E-alternate) provided the E-alternate with out precedent for 1982 for its customers. This turned into trailed via way of means of NBS/WF supplying net banking to their customers via way of means of 1983/1985. Today, we cannot envision a international with out those innovation administrations in our daily existence. 1983 turned into the yr whilst Mobile phones had been dispatched apparently as well. The development of elaborate figuring frameworks helped within the beginning of more energizing and greater effective cycles and gadgets. One huge development turned into the improvement of E-change all through the mid-'90s which made the dependence on computerised finance extensively huger. 1998 noticed the dispatch of PAYPAL, the pioneer of credit score-best instalments in years to come. The 2000's bubble burst and the ensuing years noticed the fast development of innovation in economic areas, basically being conveyed via way of means of the traditional banks as a assisting potential to their vital channels. The 2008 economic emergency drove an vital trade within the standpoint in the direction of the FinTech vicinity and the requirement for improvement induced the real blast that turned into found out within the coming years.

### **1.1.3 FinTech 3.0**

The 2008 emergency induced the accompanying requirements

- Post emergency adjustments required stricter administrative impulses for traditional banks and it spread out any other marketplace for greater modest gamers. This turned into moreover helped via way of means of doubt of public in substantial economic foundations

- Generally speaking, the focus of the enterprise turned into on decreasing down purposeful rate utilizing innovation
- The technique of latest improvements like P2P, Wallets, Bitcoins induced comfort for the general client These requirements and improvements induced any other length of economic administrations and FINTECH as some distance as we is probably involved today. Two huge events had been the development of Bitcoin in 2009 because the number one virtual cash and P2P installment frameworks in 2011. The western international has been agitating new turns of occasions and plenty of new unicorns from that factor forward. BaaS, RegTech, Digital Lending, InsurTech, Wallets, and lots greater fragments are seeing improvement and improvements consistently.

#### **1.1.4 FinTech 3.5**

The year 2014 onwards noticed a non-direct ascent of the 2 maximum crowded countries in FinTech; particularly China and India. Without substantial chains of thoughts-boggling real economic frameworks, those countries noticed an exceptionally rapid improvement withinside the FinTech vicinity. This along FinTech improvements in Africa is taken into consideration because the improvement motor for 2014-2018. This is pushed via way of means of SaaS improvements like economic programming via way of means of Indian IT businesses, m-Pesa in Africa, Payment banks in India, Alipay in China to present a few examples.

#### **1.1.5 FinTech 4.0**

FinTech is forming the destiny of economic administrations, and traditional banks and economic institutions want to regulate unexpectedly to the modified weather to endure. Different new businesses have disturbed the marketplace and feature raised the stakes as some distance as mechanical progression, but similarly plans of motion and all of the greater critically, customer enjoy. It is classified that 59% of customers in North America, 61% in Western Europe and 59% within side the Asia-Pacific are utilizing FinTech gadgets. While some banks have won floor in reception of latest FinTech administrations, severa buyers have now no longer but understood the volume of development the economic administrations enterprise goes thru and assume little of the impact FinTech 4.zero is having on customers, who're definitive disruptors. Monetary institutions have to foster a FinTech 4.zero machine to assure their proceeds with persistence withinside the midst of organization competition. 80% of customers experience FinTech businesses provide faster sorts of help than banks.

#### **1.1.6 Key Drivers of the FinTech Market**

Increasing demand for mobile banking applications and e-commerce platforms among users for a more user-friendly platform to perform financial transactions is anticipated to drive the FinTech market.

Increasing adoption of advanced technologies in business operations by banks and insurance companies rather than using legacy operating systems is anticipated to spice up the demand for FinTech among companies.

Investors are collaborating with wealth management solution companies to consolidate their position within the market and supply advanced solutions in financial technologies, this is often expected to supply significant opportunities to solution providers of FinTech.

In attempting to decide the contrast between FinTech clients and non-clients, EY found practically no curveballs. The age classes that were probably going to be drawn to FinTech arrangements are related to those probably going to utilize computerized gadgets. These buyers are more youthful (matured 25-44).

This is likewise the segment classification of heavier monetary item clients, property holders, and more taught buyers. Lucky for FinTech suppliers, these buyers are likewise probably going to attempt another supplier. Buyers in more seasoned age bunches are more gotten comfortable with their monetary propensities and more faithful to their momentum supplier. (More adverse to switch).

The most sensational difference between FinTech clients and non-clients is the manner in which shoppers like to deal with their lives. As indicated by EY, "64% of FinTech clients lean toward dealing with their lives through computerized channels, contrasted with 38% of non-FinTech clients. FinTech clients are likewise bound to be clients of non-FinTech

advanced stages, for example, on-request benefits (computerized taxis, online food, and so forth) and the sharing economy (bicycle and lodging rentals)."

### **1.1.7 The key catalysts behind the rise of the Indian FinTech Revolution**

- The demands for digital finance
- The mushrooming of smart phones
- Need for easy payments
- Support from the regulatory bodies
- The arrival of API-based services
- The interest of Venture Capitalist
- The rigid structure of traditional banks

### **1.1.8 Fintech Services Today**

Now, withinside the early a part of the twenty first century, retail economic offerings are being similarly digitized through cell wallets, price apps, robo-advisors for wealth and retirement planning, fairness crowdfunding systems for get admission to to personal and opportunity funding possibilities and on-line lending systems. These FinTech offerings aren't easy improvements to banking offerings, however as an alternative changing banking offerings completely. So, FinTech may be idea of in large classes, consumer-dealing with and institutional. It is those consumer-dealing with FinTech offerings that are fast gaining clients and competing with banks.

In the final couple of years, many FinTech quarter commentators and watchers have pointed to the approaching death of banks. Several have puzzled whether or not banks will exist withinside the destiny. As the records suggests, retail banking has flourished up till now. But this maximum current evolution in FinTech may also trade the banking panorama in a few markets.

### **1.1.9 Types of Fintech companies**

According to Accenture, economic generation businesses may be labeled into essential classes which might be Competitive Fintech Ventures and Collaborative Fintech Ventures. In the trendy document in 2016, Accenture explains that the Competitive Fintech Companies are folks who will reason direct boundaries in addition to create demanding situations for the economic offerings organizations. These businesses have performed a number of fulfillment through the years via way of means of focusing especially on offering new reviews and advantages to their clients thru generation merchandise rather than concentrated on at excessive profits.

Accenture additionally does now no longer overlook to emphasise the significance of Collaborative Fintech Companies in using the evolution of the economic establishments. In fact, the Collaborative Fintech Ventures recall the prevailing economic establishments as their capacity clients. Therefore, they continually attempt to cooperate, support, and offer answers to enhance the placement and the pursuits of those economic establishments withinside the marketplace. To illustrate, the Collaborative Fintech Firms assist the economic establishments to innovate their services and products in addition to smash their conventional enterprise version to deliver a brand new and greater sustainable improvement withinside the destiny. Besides that, additionally they assist economic establishments optimize their present enterprise, limit prices and simplify techniques in addition to normal economic offerings thru the innovation and the utility of the excessive-tech merchandise. (Accenture 2016.)

## **2. OBJECTIVES**

1. To identify the awareness of FinTech among Millennials.
2. The present study aims to identify which target age group acts as a popular user of fintech services as well as which age group is more prone towards which type of financial service.
3. It aims to measure the degree of satisfaction of users with specified financial services like financial planning, payments, lending and borrowing.

## **3. RESEARCH METHODOLOGY**

1. Type of research: The research is descriptive in nature based on primary data.

2. Area of study: The area of the study covers Vadodara city.
3. Technique of data collection: Mainly primary sources are used for collecting data, and a structured questionnaire is used for collecting primary data. Supporting secondary data are also collected from various reports and journals.
4. Data analysis technique: Data is analyzed using percentage method and chi-square test by using the SPSS software.

#### **4. LITERATURE REVIEW**

(Kim, Choi, Park, & Yeon, 2016) Results suggested that usefulness, ease of use and credibility had an effect on intention to use and self-efficacy was found to have a moderating effect on independent and dependent variables. Further, concern for information privacy was found to be a factor obstructing the path to intention to use.

(Ms. Ashlin Mathew, APRIL 2020) Concluded that Gen X are rigid and are not open to adapting to any technological innovations in the financial world. Gen Y attracted towards rewards and other benefits offered by digital wallets with the proliferation of information technology, Gen Z are the most comfortable in using digital wallets. They belong to the era of digital revolution where smartphones and internet is pervasive and part of their daily routine.

(Mervin Anthony, 2021) The results provide further insight into young people's financial health and their usage of fintech. The study found:

- 1) The general financial status of young adults and their monthly spending
- 2) Majority of young adults in Malaysia are familiar and are using fintech applications
- 3) Concordant with other studies fintech was least used for investment by young adults
- 4) the linkage between fintech and a young adults financial health cannot be discounted.

(Rajkumar, S. R., Ronak, P., Jha, V., & Dilip, D. 2020) (1) It will be difficult for larger incumbent firms to match small entrepreneurial start-up firms at producing value-creating FinTech applications with high innovation.

(2) The FinTech sector is likely to experience significant adjustment and evolution as time passes and it matures into a typical industry sector, as opposed to one of the newest among them, and probably sooner than many observers may expect.

(Keke Gal, 2018) This paper completed a survey on five key technical aspects of FinTech for understanding contemporary development of the discipline and guiding future research. Five technical aspects included data oriented techniques, facility and equipment development, application designs, service models placement, and security and privacy protections.

(Jacob Donald Tan, 2018) There are a number of business opportunities which have opened for new entrants in the financial sectors by using the IT collaboration systems

(Solarz, M., & Swacha-Lech, M. 2021). On the other hand, our research shows which Millennials group does not yet use FinTech, allowing identifying the reasons for such decisions. On this basis, managers of individual financial institutions can take action to expand their customer base. We found serious indications for this that in Poland, the market will develop dynamically in the near future. Among the 312 Millennials who have not yet used FinTech: 97 respondents intend to use FinTech services within six months, and 131 respondents declared their intention to use them in the future.

(Li, B., Hanna, S. D., & Kim, K. T. 2018) The positive relationship between adoption rate of each state and respondent likelihood of use supported Hypothesis 8 and can be interpreted as the effect of mobile payments provider' or retailers' acceptance of mobile payments. Infrastructure is an important factor in determining the use of mobile payments. Thus, the benefits of using mobile payments will be higher because more merchants will allow mobile payments. The adoption rate also can represent the impact of subjective norms or social influence. The decision to use mobile payments or not is influenced by friends, family, colleagues, or mass media.

(Saksonova, S., & Kuzmina-Merlino, I. 2017) This paper provided an overview of the trends in the development of the fintech industry. The development of fintech was due to globalization giving a chance to small but sophisticated enterprises to develop financial services without the help of banks, by combining finance with IT, and offering consumers faster execution of typical banking processes

(Nguyen Vinh Khuong, 2022) This study documented the following significant results: Firstly, the benefits of using Fintech positively affect users, thanks to the economic benefits and the convenience of using Fintech. Secondly, the intention to continue using Fintech is positively related to the benefits from Fintech and is negatively affected by the risks it brings.

### 5. DATA ANALYSIS

Count		10					Total
		Never	Occasionally	Sometimes	Often	Always	
Age	Below 30	9	9	18	17	3	56
	31 to 40	7	12	20	24	6	69
	41 to 50	8	4	11	13	3	39
	51 & above	7	3	7	17	3	37
Total		31	28	56	71	15	201

Based on the above bivariate frequency distribution table of **Age** and **FinTech service usage**, of the respondents indicates that most of the respondents belong to the age category of 31 to 40 years i.e 69 of which 24 prefer to use Fintech service often and 20 of them chose sometimes.

### 6. FINDINGS

It is observed from the study that the older generation has a misconception toward the FinTech services which is the principal reason for lack of trust and use of FinTech services. Another important factor which hinders the adoption of such services is lack of education.

While considering the age of the respondents, the adoption of such services is found more among the respondents belonging to up to 40 years of age, average among the respondents belonging to the age group 40–50 years, and low among the respondents belonging to the age category above 51 years.

The payment-based FinTech services have received tremendous adoption in the area of the study but this is not the case with the FinTech firms working in the Lending, Insuretech, Investech, Blockchain, etc.

The highest difficulties faced by the respondents while using FinTech services are problem in the server, lack of technical knowhow while using the technology based services, and also low security such as receiving fraud calls and messages.

It is also found from the study that psychological barrier, lack of confidence in the system, and inhibition in virtual transactions among the less educated and also the respondents belonging to older generation have an impact on the adoption of FinTech services.

### 7. CONCLUSION

With the smartphone penetration and outpouring of technological innovations, the customers have adopted various FinTech services.

It is found that the benefits of FinTech service is enjoyed more by the younger generation as compared with the baby boomers.

The usage of the services offered by the FinTech firms will rise only when the awareness level improves.

Consequently, the security should be strengthened so that the users have positive attitudes toward using such services and the users should also be careful while using the FinTech services in order to safeguard themselves from cyber threats.

Proper knowledge, government support, proper grievance mechanism can create positive attitude toward adoption of technology-based financial services.

FinTech will ensure financial inclusion that will result in bringing the unbanked to the banking sector. This will make the formal financial system robust and will help to channelize the resources toward the economic growth of the country.

Overall, from this study it can be concluded that there is a tremendous awareness of FinTech among Millennials.

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PCP026

**A STUDY ON WORK LIFE BALANCE AMONG THE TEACHING PROFESSIONALS OF DNH REGION IN TURBULENT TIMES**

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**Abstract:**

In this turbulent time, there has been increasing focus about how to adjust work and life responsibilities effectively and to reduce work life conflict and enable employees to be more effective at work and other roles. This research study explores the impact of new HR Practices on work-life balance of Teaching professionals working in DNH region. It covers the description of new HR practices for teaching professional, which includes **work from home, flexible working hours, Use of ICT tool, job-sharing, compressed work week, childcare facilities and family leave programs**. For Study purpose, 100 teachers were selected randomly from different educational institutions of DNH region and Questionnaire was used for primary data collection. According to the nature of data and interpretations required, appropriate statistical tools have been applied. The statistical tools such as Weighted Arithmetic Mean, Frequency distribution, Chi-Square Analysis and ANOVA test have been used to summarize the research findings. The outcomes of the study specify that various new HR Practices has a constructive impact on teacher's work life Balance. In addition, the result also confirms that new HR Practices certainly increases enthusiasm and satisfaction as teachers are getting more flexibility to manage their family role. It is also found that the use of Information Technology tools, work from home and flexi timing in managing the life chores has a significant relationship with Work Life Balance.

**Keywords:** Work Life Balance, HR Practices, Teaching Professionals, Employee Effectiveness

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## 1. INTRODUCTION

Over the past many years, Human Resource Management has induced emergent attention in the education industry as it is considered a significant aspect to enhance teacher efficacy and satisfaction in the context of student teaching and learning process. Globally, there is a need to implement new HRM practices as per the changing scenario all over the world in order to retain trained and professional workforce to achieve better performance in the educational institutes. Implementing the suitable and modern HR practices in the era of globalization has been an important tool for attainment of goals of the organization and proved as a competitive advantage for many organizations.

Many studies have proved over time and then that adoption of better human resources practices allows staffs of educational institutions to be more effective in performing their jobs for the success of the respective organizations. Academically, improving employee and organizational performance has always been the main concern of any institution. Over the past few years academic researchers are paying more attention towards the development and use of new HR practices as there is change in the working pattern of academicians in the current changed scenario. In order to facilitate optimization of productivity, it is very essential that organizations have effective human resource management strategies to manage their valuable assets in the best possible manner. At the same time the individuals and organizations should focus on ensuring a better balance between employee work and life roles.

In higher education institutions, when the teachers are highly satisfied and balanced between life and work roles, they show greater interest in teaching and providing better quality education to the students. Thus, new HR practices have been studied as the predictor for teaching professional work life balance.

We have adopted a restricted conception of HR practices which does not take much into account the current scenario of turbulent time, where there has been a change in working pattern in educational industry due to inclusion of ICT, work



from home etc which induce us to focus more on how to adjust work and life responsibilities effectively and to reduce work life conflict and enable employees to be more effective at work and other professional roles.

This paper suggest various components of HRM Practices ie. Work from home, flexible working hours, Use of ICT tool, job-sharing, compressed work week, childcare facilities and family leave programs. Which are directly and significantly associated with employee's work life balance.

## **2. OBJECTIVES**

- To study overall HR practices for employees of educational institutions
- To understand the gender specific drivers of work life balance in selected Educational Institutes of DNH.
- To deduce empirical evidence on the influence of various HR practices on employees perception of work life balance.

### **2.1 Hypothesis testing**

The following Null Hypotheses are framed to identify the significant relationship between factors.

- There is no significant relationship between Gender and perception that technology reduces workload.
- There is no significant relationship between type of employment and work flexibility preferences.

## **3. RESEARCH METHODOLOGY**

### **3.1 Research Design**

Descriptive research studies are designed to obtain applicable and accurate information concerning current status of phenomenon. The research is a conclusive and quantitative research which would help in understanding the drivers of the work life balance in selected Educational Institutes in the light of new HR practices and decide upon the best course of action in times to come.

### **3.2 Data Collection**

In the present study, the descriptive survey method of investigation was employed to study new HR practices impact on Work Life Balance among teacher educators in relation to work from home, flexible working hours, Use of ICT tool, job-sharing, compressed work week, childcare facilities and family leave programs amongst the 100 teacher educators of Colleges and schools of Dadra and Nagar Haveli, Union territory.

### **3.3 Sampling**

The convenience sampling method has been used to select the sampling units from educational institutes of Dadra and Nagar Haveli

### **3.4 Research Instrument**

Structured questionnaire comprising of some demographic and twelve descriptive items regarding work life balance and new HR practices are used for this research.

## **4. LITERATURE REVIEW**

The review of literature stated in this study enables researcher to explore and explain the significance of new HR Policies and work-life balance. The new HR policies helps in adjusting work and life responsibilities effectively and to reduce work life conflict and enables employees to be more effective at work and other professional roles.

Business link (2011), Flexible working option or work from home programs are one of the significant HR practice in the performance of employees where Flexible working calls for flexibility in time and flexibility in location to work. Wise and Bond (2003) studied that in order to enhance their business performance with the use innovative HR practices which help employees balance their work and non-work roles have become increasingly popular among employers in recent years.

HR practices, refer to a set of approaches that lead to increasing workers' motivation, ability and opportunities (Stirpe et al, 2015). Lambodar Saha (2017) Concluded that there is no significant impact of human resource practices on employees' job satisfaction in the Automobile Industry. The results indicated that work is likely to occupy personal life

and coping with work-life balance is not that easy task today. Still, by applying innovative HR strategies help you to strike a healthier balance.

Maniam Kaliannan & Kala Perumal(2016) studied how doctors belonging to different generations perceive their work life balance and correlate it with their levels of happiness with job. It was found in the empirical findings i.e. work life balance positively contributes to the doctors’ job satisfaction level. In order to achieve greater work life balance and enhanced greater job satisfaction, both the employer and employee need to form a partnership in planning and executing their responsibilities. It was recommended by the researcher that relevant government bodies and private agencies need to formulate a more employee friendly work life HR policies to ensure that hospital employees can achieve high level of employee productivity and performance without compromising on their work life balance issues.

Igalit Shmul Cohen(2016) studied How Teachers regard their roles when working with Generation Z Pupils in a Technology based Learning Environment. The researcher found that irrespective of the extensive experience of the teachers in using the new technologies, there is very low confidence in realizing the absolute potential of these technical tools. Particularly, the opportunity for supportive technological learning is offered by online technologies which are not always exploited effectively. The research found that there are new challenges and barriers in the application of the new pedagogy in the technological learning environment that teachers face differently as per their capabilities.

Donna L.Haegera Tony Linghamb(2014) explored how new technology patterns are shifting the relationship between work and life spheres. Multi-group analysis across generations surfaces clear indicates a shift to a fused approach toward work and life management especially among younger generations. Findings from this study have implications for leaders and human resource managers. The study has demonstrated that use and advancements in technology will invariably affect how we manage both work and life domains. The results uncovered a trend toward Work Life Fusion which is salient and significant not only to the Millennials but also to GenXers as they transact with this this shift.

Cristina Calvo-Porrall, Rogelio Pesqueira-Sanchez(2020) researcher aimed to find if there are differences in the motivations of technology behaviour among different generational groups. There may be differences in the way each generational group uses and engage themselves with technology. Research findings indicate that millennials mostly use technologies for entertainment and hedonic purposes, while Generation X individuals are mainly driven by utilitarian purposes and information search. Further, research findings indicate the moderating role of generational difference in the use of technologies.

## 5. ANALYSIS PART

### Data Analysis & Interpretations

Table: 1 Measurement of overall work Life Balance

<b>Descriptive Statistics</b>		
Indicate the frequency with which you felt in a particular way-	N	Weighted Mean
1. Your personal life suffers because of your work.	100	2.02
2. You have to neglect personal needs because of work	100	1.93
3. You miss personal activities because of your work	100	2.07
4. Your work suffers because of your personal life	100	1.64
5. You feel better at work because of your personal life	100	2.48
6. You feel better because of your job	100	3.05
<b>Average Weighted mean</b>		<b>2.20</b>

### Interpretations:

Overall work Life balance Weighted grand mean score is 2.20 on a scale of 1 to 4 where 1 represents rarely and 4 represents always, so the grand Weighted mean score indicates positive level of agreement towards work Life balance of these employees in their respective Educational institutions.

Table: 2 Measurement of overall new HR practices

<b>Descriptive Statistics</b>		
Indicate how you experience below factors impact on your work life balance.	N	Weighted Mean

1. Workload decreased to some extent due to technology	100	<b>1.38</b>
2. Do you think that technology will reduce workload	100	<b>1.50</b>
3. Working from home option improves work life	100	<b>2.00</b>
4. Involvement/Engagement towards work increases when childcare facilities are available	100	<b>1.57</b>
5. Job sharing helps in reducing workload	100	<b>1.40</b>
6. Institutes Leave programs improves fulfilling family responsibilities	100	<b>1.45</b>
<b>Average Weighted mean</b>		<b>1.55</b>

**Interpretations:**

Overall impact on perception of work Life balance Weighted grand mean score is 1.55 on a scale of 1 to 3 where 1 represents No and 3 represents Yes, so the grand Weighted mean score indicates positive level of agreement towards work Life balance of these employees in their respective of new HR policies inculcated in Educational institutions.

Table: 3 Chi-Square Analysis and Interpretation

Factors	Calculated value	Table value	Result
Gender Vs Preference of technology	0.0933	0.7600	Not Significant
Type of Employment Vs Work From home preferences	1.8651	0.1720	Significant

**Result of hypothesis testing**

The following results are derived from the above Chi-Square Analysis

1. There is no significant relationship between Gender and Preference of Technology.
2. There is significant relationship between Type of Employment and Work from home preferences among Private and Public employees.

Table: 4 ANOVA (Gender Vs New HR Policies)

Source of Variation	SS	Df	MS	F	P-value	F crit
<b>Between Groups</b>	0.136364	1	0.136364	0.798381	0.37667	4.072654
<b>Within Groups</b>	7.173611	42	0.1708			
<b>Total</b>	7.309975	43				

**Interpretations:**

As per ANOVA table, it is concluded that calculated value is greater than tabulated value therefore the null hypothesis is not accepted. Hence, the demographic variables gender has a significant effect on satisfaction from New HR policies.

**6.FINDINGS**

The empirical results show that overall the adoption of new HR practices in the educational institutes of Dadra and Nagar Haveli can enhance teacher’s enthusiasm towards their Job and simultaneously help them to correct their work-life imbalance. ICT and new HR policies has a significant impact on work life balance. The Chi-Square test reveals that there is no significant relationship between Gender and Preference of Technology. While there is Significant relationship between Type of Employment and Work From Home preferences among Private and Public sector employees of educational institute. ANOVA test reveals that the demographic variables gender has a significant effect on satisfaction from New HR policies.

**7. CONCLUSION**

This research concludes that overall New HR Policies for employees of Educational institutions of Dadra and Nagar Haveli has a positive level of agreement. From the structured analysis, two important demographic variables, namely Gender and Type of employment were identified for measuring overall impact on work life balance. Overall New HR practices positively contribute to work life balance and reduce workload for employees of educational institutions.

Research study shows that the inclusion of Technology has a positive effect on employees work life. Studies on Work life balance and new HR practices are the vital element for the Human resources development of any organization. If an organization does not look after constructive change in the work life balance practices of its employees as per the changing scenario where environment is constantly changing like recently we faced this world wide impact of pandemic ‘Covid-19’, direct and indirect impact of Ukraine and Russia war etc, in this turbulent times then the probability of employees dealing with the job performance, work life balance would be abruptly affected. Further studies can be done in the same or different industries in different geographical areas to validate the impact of new HR practices on Work life balance.

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**PCP030**

# **DIGITALISATION PROMOTES THE PRODUCTION, TRANSMISSION PROMOTES THE PRODUCTION, TRANSMISSION AND PROCESSING OF SOFT INFORMATION IN SME CREDIT EVALUATION: THE CASE OF INDIAN BANKS**

**AP0060**

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## **Abstract**

Small and Medium Enterprises (SME) contribute to half of the employment in developing economies and are a significant part of their growth. Yet, SMEs are under-financed by the banks, and financial technology (fintech) firms have digitally disrupted this financial intermediation. The objective of this qualitative multi-case study was to understand how Indian banks are embracing digitalisation and big data in improving SME financing from a credit manager's perspective. The study was guided by a theoretical framework primarily based on organisational adoption. Three research questions covered organisational adoption of new technologies in information production, transmission, and processing in credit evaluation activities. Purposive sampling was used to select twelve participants from banks and financial regulatory bodies. The selected banking experts had an average professional experience of ten years, while the regulatory specialists had at least three to five years' experience overseeing the lending market. Participants shared insights on banks' adoption of digital tools, sources of soft information (e.g. customer and supplier relationships, business plan), and factors that influenced big data implementation in the SME credit evaluation process. During the data analysis stage, nine themes emerged. The most significant ones were: the banks are enhancing the productivity of SME financing operations through digitalisation, and SME soft information can be verified using IT tools. While addressing SME information opacity, the following common SME soft information attributes emerged: supplier relationship, customer relationship, business plan, and managerial succession. The high priority recommendations for SME credit managers include developing partnerships to access publicly available soft information produced by industry associations and "online B2B trade platforms", availing SME's consent to access SME's private hard information in digital form from trade platforms and enhancing the bank's SME financing productivity through business process automation.

**Keywords:** credit evaluation process, SME financing, soft information, digitalisation, big data, organisational adoption, digital disruption, banks

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## **1. INTRODUCTION**

### **1.1 Information asymmetry in SMEs - the market for lemons**

This study was based on the theory of information asymmetry in markets developed by George A. Akerlof. According to Akerlof (1970), credit markets in developing countries often exhibit strong indicators of the Lemons Principle (Akerlof, 1970). It is a challenging task for Indian bankers to identify good SMEs for financing, which is equivalent to identifying peaches from lemons. According to Froot & Stein (1998), "information is a crucial input for the banking business, especially risk management, capital budgeting, and capital structure policies" (Godbillon-Camus Brigitte & Godlewski Christophe J., 2013, p. 3). Diamond (1984) added that the primary function of financial intermediaries in financial markets is to overcome borrower information asymmetry (Godbillon-Camus Brigitte & Godlewski Christophe J., 2013).

Several operational issues exist when banks finance SMEs: credit risk, high service costs, and lower revenue per account (Owens et al., 2017). Bankers use quantitative (hard) and qualitative (soft) information to assess credit risk. According to ICCR (2018), "Lack of credit data is one of the major obstacles to financing individuals and SMEs in developing countries." (La Torre et al., 2010; Owens et al., 2017). A number of industries, including the financial services industry, have been disrupted by digital technology, driven by advances in mobile computing. Digital data has been expected to

double every two years (Owens et al., 2017), and digitalisation is causing banks to rethink the core products and value chains of their business (Urs Gasser et al., 2017).

## 1.2 Risk of SME's information opaqueness mitigated by digital data

Despite employing a large percentage of the labour force in developing countries, SMEs receive limited external funding compared to large firms, which leaves them with a financing gap. As indicated in the ICCR (2018) report, formal SMEs account for 33% of GDP and 45% of employment, whereas these statistics are significantly higher if MSMEs and the informal sector are included. According to the World Bank Group, approximately half of the estimated 400 million small and medium-sized enterprises (SMEs) in developing markets have unmet credit needs totalling USD 2.1 to USD 2.6 trillion annually (Owens & Wilhelm, 2017).

Regulatory, academic, and market views improved knowledge of disruption phenomena. In banking and finance, innovation is driven by data (Walliser & Mignon, 2015). In the context of digitalisation & Big data adoption by Indian banks, this study explored three questions about how new players and incumbents can address the pressing challenges of SME financing. How is digitalisation helping banks in addressing operational challenges of SME credit evaluation? How does soft information address SMEs' information opaqueness? How is the Big data helping banks in assessing credit risk?

Figure 1 – SME financing market – Supply-side vs Demand-side issues



Source: (Owens & Wilhelm, 2017, p. 16)

## 2. RESEARCH OBJECTIVES

According to a study by Kumar & Rao (2015, 2016), almost 92% of SMEs in India have no access to traditional sources of finance; they are reliant on informal sources of funding or self-financing (Kumar & Rao, 2015, 2016). As primary lenders in the market, banks face productivity challenges while addressing the opaqueness of SMEs' information using soft information. EBA (2018) stressed that digitalisation and the adoption of large amounts of data are on the rise among financial institutions, as evidenced by Petersen & Rajan (2002) that IT adoption improves productivity. Moreover, Beck et al. (2016) stated that financial innovation has the potential to improve productivity for banks, particularly in developing countries with stricter regulatory guidelines (Beck et al., 2016).

As IT advances, Petersen & Rajan (2002) predicted that lenders would ignore small and opaque companies due to the difficulty of incorporating soft information into computer-based credit decisions. However, Filomeni et al. (2016) suggested the use of information technology (IT) to harden soft information within a large European bank, extending soft information boundaries in the process. Likewise, Cornée (2019) emphasized that soft information collection generates substantial labour costs. However, with new IT developments that increase soft information's economic value, soft information collection costs decrease. The development of hard and quantifiable information by IT in banks has positively impacted business processes. Meanwhile, IT adoption allows banks to process and transmit quantitative information for decision-making purposes. It is clear that IT adoption should be carefully incorporated into this study in light of the importance of IT in the lending process, transmission of soft information, and hardening of soft information.

Therefore, the aim of this qualitative multi-case study was to gain an understanding of Indian bankers' perceptions of digital technology adoption, soft information, and big data technology in the process of evaluating SME credit. In the study, empirical evidence about a bank's perspective on SME financing was sought. Additionally, the research propositions suggested that banks may be able to innovate as a result of IT advancements within the business environment. The research gaps were addressed by articulating three research objectives. The first objective was to assess the level of IT adoption among large and small banks in India for evaluating SME credit scores. The second one was to understand the usage and content of SME's soft information that facilitates addressing SME's information opacity. The third objective was to identify the perceived internal and external factors that influence the adoption of big data by banks.

### **3. LITERATURE REVIEW**

The initial literature review suggested that financial services industry disruption has had unprecedented consequences. These predictions, however, have not been shown to manifest themselves in the banking industry or affect specific business areas, including financing for small and medium-sized businesses. Consequently, the author selected the "systematic literature review" method to study the phenomenon of "digital disruption in financial services". The systematic literature review was significant in determining the direction of the study and in identifying the most relevant business problems based on the phenomenon. As part of the study, the author developed a broad understanding of the disruptive phenomenon in the financial services industry. Regulatory publications, academic articles, and practitioner perspectives were examined as part of the systematic literature review. Through this process, the four research gaps were identified within SME credit evaluation process at banks.

#### **3.1 SME's credit evaluation and addressing constraints of soft information**

This research gap examined the constraints of soft information in the context of SME credit evaluation. The banks rely on quantitative and qualitative information in order to evaluate SME credit. It has been extensively discussed in the literature that soft information is important in SME financing, and its limitations are that it is unverifiable, unquantifiable and sometimes subjective (Berger & Udell, 2006; Yosano & Nakaoka, 2019). There was, however, little evidence of how banks overcome these limitations and whether they use the hardening of soft information (Uchida et al., 2008).

#### **3.2 SME credit evaluation and content of soft information**

The second research gap examined the content of SME's soft information, also known as hard and soft information in the context of SME credit evaluation. In order to address SME information opaqueness, soft information has been widely discussed. Furthermore, it was evident that soft information enabled lenders (i.e., banks) to identify potential SMEs from the market by applying a risk-based approach. There is, however, a lack of research on the content of soft information (del Gaudio et al., 2020), i.e., which specific soft information attributes are most important.

#### **3.3 SME credit evaluation and adoption of digital technologies**

The third research gap examined banks' perceptions of digitalisation and the adoption of digital technologies in the context of business process digitisation. There was limited evidence of lenders' or banks' perceptions about the use of digitalisation and big data in SME credit evaluation activities (Baig et al., 2019; Uchida et al., 2008).

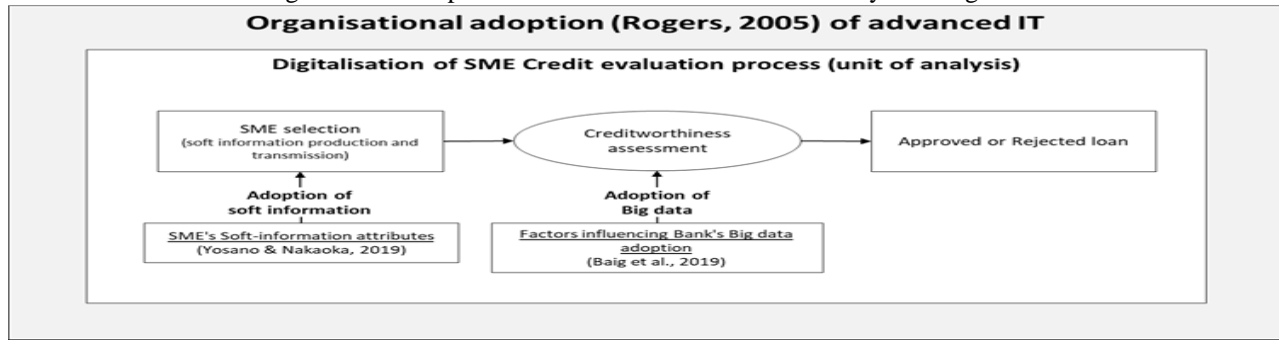
#### **3.4 Digitalisation phenomenon impacting banks**

Last but not least, limited academic research has been conducted about the impact of digital technologies on banks. Fintech firms disrupting payment products have eroded about 10% of banks' profit margins, according to a recent study. However, there is limited evidence on how banks or incumbents are responding to digitalisation and the adoption of digital technologies. The author's decade-plus of experience in the banking industry contributed to confirming the gap in the literature. As a result of the identified research gaps and limitations, the conceptual framework could be developed and the research questions refined. Further, the study was limited to evaluating the credit evaluation process at banks focusing primarily on financing small and medium-sized firms. In this study, specific factors such as information technology, financial innovation, Big Data and Soft Information were examined in relation to credit evaluation.

In terms of theoretical foundation, this study was based on Rogers (2005)'s "theory of organisational adoption/implementation" where a conceptual theoretical framework was developed. It was used to evaluate the implementation of digital technologies within an organisation and the business processes within that organisation. The conceptual framework developed by author included Yosano & Nakaoka's (2019) framework when considering soft information. As part of the credit evaluation process, it helped evaluate the production, transmission, and content of soft

information by small and medium-sized businesses. Furthermore, Baig et al. (2019) framework was incorporated into the conceptual framework to determine the factors influencing the adoption of Big Data technology in credit evaluation.

Figure 2 – Conceptual theoretical framework of this study with organisational view

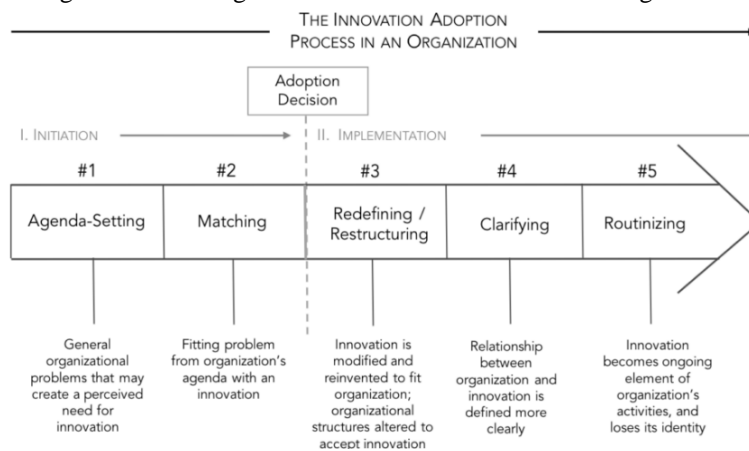


Source: By the author

### 3.5 The innovation adoption in an organisation

An organisation's level of awareness and commitment to a particular technology or idea has traditionally been referred to as adoption in an organisational context (Rogers, 1995). In contrast, during the diffusion phase, the technology is sparing the population, people, groups or organisations (Rogers, 1995). It has been considered that the book written by Professor Gerald Zaltman and colleagues (1973) was an important milestone in the field of innovation in organisations. Their findings suggested looking at organisation adoption from the following perspectives: adoption (deciding to use an innovation) or implementation (implementing an innovation) (Rogers, 2005, p. 532). Using the study's findings, each organisation was assessed on its adoption of innovation. According to Rogers (2005), the innovation process in an organisation has been comprised of two broad activities, initiation and implementation. Initiating an innovation involves gathering information, conceptualising it, and planning it, leading up to adoption. The implementation process entails the activities, actions, and decisions involved in implementing the innovation (Rogers, 2005) (refer to figure 3).

Figure 3 - Five stages in the Innovation Process in an Organisation



Source: (Rogers, 2005, p. 537)

The implementation of technological innovation requires mutual adaptation within an organisation. On the one hand, innovation adapts to existing organisational structures and practices, while at the same time it transforms them (Rogers, 2005). Market-driven factors play a crucial role in adopting specific organisational innovation. It was expected that participants/bankers would provide insights into the adoption of digital technology in each organisation. Comparisons were made using theoretical sampling variables. In the study, participants had experience in the SME lending business, had a solid understanding of business technology at the bank, and different banks in India were experiencing different levels of digital adoption.

## 4. RESEARCH METHODOLOGY

A number of factors were considered in evaluating the appropriateness of the research method. In relation to the quantitative method, Yilmaz (2013) defined it as the use of quantitative measures for collecting and analysing data in order to make predictions about the results (Yilmaz, 2013). The objective of quantitative research is to test a hypothesis on the basis of numerical data by using survey (Venkatesh et al., 2016). Contrary to popular belief, the purpose of this study was not to collect quantitative data but rather to gather detailed expressions of individual participants. Consequently, the absence of pre-existing theory rendered quantitative designs unsuitable. A qualitative approach using a multi-case study design was selected as the most appropriate methodology for this study, as theory was developed

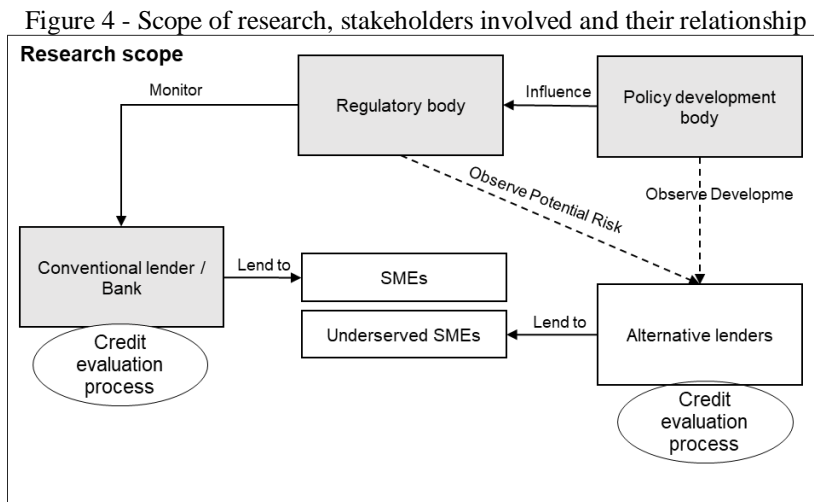


while perspectives were gathered from bankers who faced different challenges in lending to small and medium-sized businesses in the organisation’s credit evaluation process (Ridder, 2017). During the data collection process, bankers and regulators were interviewed via video-recorded interviews (Brinkmann, 2014; Harrison et al., 2017). A triangulation of data was accomplished by considering regulators’ overarching perspective on the banking industry, the progress of technology and perceived risks associated with lending to small businesses.

#### 4.1 Research design and scope

In this study, a sound research design was developed using the research onion map by Saunders et al. (2016). This study employed the interpretivism philosophy to understand subjective and socially constructed meanings expressed about the digitalisation phenomenon within the context of SME credit evaluation processes. Furthermore, Denzin & Lincoln (2011) stated that qualitative research has predominantly been associated with interpretive philosophy (Denzin & Lincoln, 2011; Milliot & Freeman, 2015; Saunders et al., 2016, p. 168). Inductive theory development was employed in this study to develop a more comprehensive theoretical perspective that addressed literature limitations and gaps by using a naturalistic and emergent research design (Saunders et al., 2016, p. 168). Based on open-ended questions, the purpose of the study was to gather feedback as part of its exploratory nature. Furthermore, all three research questions began with the word "How," in an effort to understand how soft information, big data, and digital transformation play an important role in a bank's evaluation of SME credit (Saunders et al., 2016, p. 174).

As the study employed a single method of data collection, semi-structured interviews, as well as a qualitative analysis procedure, it has been referred to as a monomethod study (Saunders et al., 2016, p. 168). Secondly, “case study” was chosen as a research strategy since “case” can be used to refer to individuals (for example, loan officers), groups (for instance, credit assessment units), organisations (for example, banks), processes (for example, credit evaluation processes), as well as many other types of case subjects (Saunders et al., 2016, p. 184). Furthermore, the study has a cross-sectional time horizon, as it was performed at a particular time in history.



Source: By the author

As shown in the above diagram, secondary research contributed to developing the research scope, identifying key stakeholders and defining their relationship within the Indian SME financing industry. As indicated in the above diagram, regulators continue to monitor banks as a systemically important industry. While monitoring market development, policy development bodies influence the development of laws and regulations which directly impact banks at the same time. Symbiotic relationships exist among banks, regulators, and policymakers.

#### 4.2 Population and sample

To maximize the likelihood of generalizing results to similar organisations, a comparative case study (multi-case study) was chosen. Therefore, participants were selected based on the size of their bank’s SME financing portfolio and current SME financing activity in the market. In India, 36 banks are publicly listed, with approximately one-third owned by the government and the remaining by the private sector. Top-10 banks in the Indian banking sector represent approximately 95% of the market capitalisation. Seven participants from banking community agreed to participate through semi-structured interviews. The banks of the participants represented approximately 70% of the market capitalisation. In addition, five participants from regulatory bodies agreed to participate with direct exposure to overseeing SME lending activities in the country.

### 4.3 Data collection, processing and analysis

Interviews were conducted via video conferencing with participants' permission for recording and analysis. During the first half of 2021, in-person interviews were avoided due to COVID-19 constraints. Following the interview guide, the discussion lasted from 45 minutes to an hour and fifteen minutes. During this session, the participants discussed facets of the SME credit evaluation process in a bank, including soft information factors, the influence of big data technology, and the relationship between the research constructs. In-depth interviews with open-ended questions were conducted to collect information about participants' perceptions and experiences. These open-ended questions enabled participants to discuss and explore details about the phenomenon in depth. Twelve face-to-face interviews with SME banking experts and regulatory specialists were conducted at an average of 60 minutes each. The data triangulation was addressed by arranging two data sources: SME financing bankers and regulatory specialists. In response to the initial analysis of participant feedback, follow-up questions were raised in order to better understand two emerging aspects of the data, namely the perceived benefits of soft information and the perception of soft information's impact on credit conditions.

The data processing stage involved deconstruction, coding, and assembling of data using interview questions and then identifying emerging themes and relating these themes to the research question. The aim of the qualitative study was to develop relationships and patterns revealing the meaning of the responses to the instrument (Harrison et al., 2017). The purpose of the study was to analyse verbal narratives and documented responses and to develop relationships and patterns that would provide insight into the meaning of the responses given to the instrument (Denham & Onwuegbuzie, 2013; Harrison et al., 2017). Following the completion of the interviews, the analysis had begun. Transcripts were generated following the completion of the interviews using OTTER.AI, then validated and corrected against the recording. The transcripts were emailed to participants for review and corrections, as well as peer-reviewed by DBA cohorts for any inaccuracies.

## 5. DATA ANALYSIS PART

Thematic, content and narrative analysis was carried out in the same order to uncover different level of insights. The thematic analysis was followed Strauss and Corbin (1998) model where the analysis was divided into three steps: open coding, axial coding, and selective coding. Open and axial coding was used to separate the content from the transcript texts and to categorize the responses to the questions (Saldaña, 2013). Open coding was an analytic process in which concepts were identified and their attributes and aspects were discovered in data. Through open coding, patterns within data could be identified and analysed, which facilitated the identification of emerging themes (Gläser & Laudel, 2013; Saldaña, 2013). Axial coding, the second phase, reassembled fragmented material in new ways by connecting a category with a subcategory. Selective coding, the third phase, incorporated and developed the theory. A theme was formed by connecting all other categories to the core category in order to conclude the analysis.

Research question one (RQ1) yielded two main themes as shown in the below table.

Table 1 - the themes and categories that emerged from the RQ1 analysis

<i>Themes for Digitalization and Technological Adoption</i>		
Themes	Categories	References
Digitalisation in SME Financing	Credit Evaluation Process	7
	Challenges in SME	7
	Information for Credit Evaluation	2
Influential Factors for Technology Adoption	Digital Tools in SME Financing	7
	Innovation factors	7
	Technology factors	7

Source: By the author

Research question two (RQ2) yielded three main themes as shown in the below table.

Table 2 - the themes and categories that emerged from the RQ2 analysis

*Themes for Soft Information in SME Organisations*

Themes	Categories	References
SME's Soft Information Facilitates Addressing its Information Opacity	Business and Management Leadership	7
	Network or Alliance Partnership	7
	Organisation System Categories	7
Qualitative Evaluation and Benefits of Soft Information	Benefit and Influence of Soft Information	7
	Other Information for Qualitative Evaluation	4
Environmental and Organisational Factors	Environment Factor	7
	Organisational Factor	7

Source: By the author

Research question three (RQ3) yielded three main themes as shown in the below table.

Table 3 - the themes and categories that emerged from the RQ3 analysis

*Themes for SME Products and Monitoring and Environmental and Organisational Factors*

Themes	Categories	References
SME Definition and Products	SME in Organization	7
	Products Offered to SME	7
SME Monitoring and Impact of Pandemic	Impact of Pandemic on SME	3
	Monitoring of SME	3

Source: By the author

Discussion with regulators yielded three main themes as shown in the below table.

Table 4 - the themes and categories that emerged from the discussion with regulators

*Regulators Themes*

Themes	Categories	References
Role of Technology in SME	Challenge of Technology in SME	2
	Role of Technology in SME Financing	5
Risk and Issues in SME	Critical Issues of SME	4
	Risk in Ecosystem	4
Importance and Benefits of SME and Qualitative Data	Benefits of Qualitative Data	5
	Importance of SME Financing	3

Source: By the author

## 6. FINDINGS

This multi-case study was conducted to explore the implementation of digitalisation, soft information, and big data in a bank's SME credit evaluation process and address the operational challenges associated with SME funding for a bank. This study was designed to identify the extent to which Indian banks have adopted digital technologies in the evaluation of SME credit (Rogers, 2005). The study also aimed to understand the use and content of soft information while adopting digital tools and the factors that may influence the implementation of big data (Baig et al., 2019) (Yosano & Nakaoka, 2019).

Challenges with SME financing are multi-fold and not linked to only one source. The primary concepts and issues about this study should be understood by researchers (Vaismoradi et al., 2015; Yin, 2011). From the bank's perspective, the first challenge is the operational capacity to collect soft information and transmit it within the management hierarchy for decision-making purposes. The second challenge arises from processing a large amount of information (Big data). Lastly, the challenge arises from addressing SME information opaqueness and the most important soft information

attributes. The identified themes from RQ1 indicated that Indian banks have acknowledged the importance of digitalisation and adopted digital technologies/tools as part of the SME credit evaluation process to increase their market penetration. Few more concepts that were consistent with the literature on SME financing were (a) soft information production (Hattori et al., 2015), (b) hardening of soft information (Filomeni et al., 2016) (c) IT adoption in banks (Marinč, 2013) and (d) IT developments increase the economic value of soft information (Cornée, 2019).

Continuing the discussion from RQ1, RQ2 and RQ3 examined how banks used soft information while implementing Big data to address the opaqueness of SME information. The importance of soft information for opaque borrowers (SMEs) in banks' decision-making and setting of credit conditions has been highlighted by Cornée (2019) however only a few studies have been conducted in this area, despite its importance. A study cited by (Grunert et al., 2005) concluded that 50% of German banks assess credit risk using qualitative information. Management quality was identified as a significant qualitative factor. As an example, (Grunert & Norden, 2012) pointed out that the notion of soft information is poorly defined in the literature and attempted to define management skills as nonfinancial or soft information for SMEs.

RQ2 guided data collection to find evidence of digitalisation, the content of soft information, and its benefits to address SME information opacity while understanding how bankers perceive soft information in India. Concerning the importance of soft information, (Matthias et al., 2019) emphasized that qualitative variables play a critical role in determining the credit risk of micro-firms and small and medium-sized enterprises. Additionally, Liberti & Petersen (2018) noted that the replacement of soft information with hard information results in a loss of information. According to Diamond (1984) and Berger & Black (2011), the collection of soft information is a costly process; therefore, it is more cost-effective to utilize soft information for large loans if hard information is available (Berger & Black, 2011; Diamond, 1984). Interestingly, all of the participating banks used soft information for lending to SMEs, demonstrating that the results were contrasting. The study also revealed that the percentage of banks using soft information varies between 30% and 50%, depending on their risk appetite and market focus.

In line with Yosano & Nakaoka's (2019) findings, the results of RQ2 showed that business and management leadership were the most significant soft information factors for Indian bankers to address the information opacity of SMEs. Additionally, results demonstrated that supplier relationships, customer relationships, business plans, and managerial succession played a significant role in assessing an Indian small and medium-sized company.

A key objective of RQ3 was to collect data on the use of Big Data in creditworthiness assessment and identify the internal and external factors that influenced its application. The participants indicated that different data and analytics systems were used by banks to assess creditworthiness, and the banks collect, verify, and store customer information from diverse sources. According to de la Torre et al. (2010), banks should concentrate on small and medium-sized businesses and align organisational resources; additionally, EBA (2018) stressed that financial institutions possess a large amount of verified, trusted, and audited data in addition to stressing the importance of utilizing Big Data for financial institutions. This study found that perceived internal factors influencing the implementation of Big Data in banks included data quality, data integration, and availability of Big Data tools. As the findings are not entirely consistent with those identified by Baig et al. (2009), it may be that the context of this study was a contributing factor. As far as perceived external factors were concerned, they include "risks of outsourcing" and "security, privacy, and risk". Considering external factors, the findings of "security, privacy, and risk" were consistent with Baig et al. (2019), suggesting that it could be industry-neutral and influential factors among organisations that have adopted Big Data.

## **7. CONCLUSION**

As a systemically important industry, banking and finance have been highly regulated with strict confidentiality and nondisclosure rules. As a result, researchers were unable to obtain the most current data and information from bankers or lending organisations in such a scenario. In the literature, there have been very few studies that have gathered the latest information regarding banks' evaluations of small and medium enterprises. This study provided insight into bankers' views about the adoption of digital technologies in the assessment of small and medium-sized enterprises (SMEs) that represented a significant contribution to the theory of credit evaluation.

## **8. CONTRIBUTION TO THEORETICAL KNOWLEDGE**

According to academics, there are two major research purposes: first, to contribute to the development and conceptualisation of theory through empirical and conceptual research, and second, to contribute to practice (Silverman, 2017). This study provided several practical implications for banks financing small and medium-sized businesses based on its findings.

Research question one (RQ1), how is digitalisation helping banks in addressing operational challenges of the credit evaluation process in financing SMEs? The study results revealed limited yet significant evidence for “hardening of soft information” during the process of producing soft information with two large banks. In accordance with other study findings, large banks are more likely to adopt information technology than smaller banks, and larger firms (irrespective of market power) are more likely to innovate in SME financing (Akhavain et al., 2005; Marinč, 2013; Schumpeter, 1950). Additionally, there were only a few studies in the literature that demonstrate lenders' ability to harden soft information to their advantage (Agarwal & Hauswald, 2010; Filomeni et al., 2016; HATTORI et al., 2015).

Two areas were further examined with limited but significant evidence emerging. A participant noted that the hardened soft information could be easily transmitted within the bank and increased the accuracy of internal rating of small and medium-sized enterprises (Godbillon-Camus & Godlewski, 2005). One participant highlighted using a traditional rating-based approach for financing SMEs that integrates soft information and addresses its constraints (Matthias et al., 2019).

Research question two (RQ2), how does soft information address SMEs information opacity to identify potential SMEs? In their SME credit evaluation process, all participants confirmed varying usage of soft information and acknowledged that it has a significant impact on decision-making and setting up credit conditions. In accordance with Matthias et al. (2019), qualitative variables (soft information) contribute decisively to the classification of micro-firms and small and medium-sized enterprises to assess credit risk (Cornée, 2019; Matthias et al., 2019). It was found in this study, in contrast to the findings of (Berger & Black, 2011; TSURUTA, 2019), that large and small banks consistently used soft information when lending to small and opaque borrowers.

It was evident from the results that two soft information factors were commonly perceived: "network or alliance/partnership" and "business and management leadership." Based on extant literature, "networks or alliances/partnerships" and "business and leadership" factors reduced lender losses (Yosano & Nakaoka, 2019). It should be noted that Matthias et al. (2019) argued that credit risk management cannot be generalised across countries, especially when soft and hard information were combined (Matthias et al., 2019). There were four commonly perceived soft information attributes within these factors: supplier relationship, customer relationship, business plan, and managerial succession. One of these attributes, business plan, was consistent with the literature on the subject as well. With regards to the “business plan” attribute, Yosano & Nakaoka (2019) argued that SMEs are informationally opaque due to a lack of track records that require lenders to obtain private and proprietary information to assess the stability and growth prospects of their businesses. Consequently, the business plan has been essential to SMEs obtaining financing from lenders as a result.

Research question three (RQ3), how are banks benefiting from the implementation of Big data in creditworthiness assessment? The banking sector has long recognized Big Data as a valuable operational and strategic resource, and some of the applications identified in specific areas include retail (private banking, bank collections, credit cards), commercial (customer and sales management, middle-market loans, credit risk analysis) (Dvorski Lacković et al., 2016; Zoomdata, 2017). Several internal factors perceived as influencing Big data implementation were identified from the results: "data quality and integration", "availability of Big Data tools", and "predictive analytics accuracy". The results of the current study did not match those of other studies, suggesting that the current study may represent a limited view of non-IT managers within the Indian banking industry (Baig et al., 2019). According to the results, two commonly perceived external factors affecting Big data implementation were identified: "risk of outsourcing" and "security, privacy, and risk". According to findings from other studies and regulator perceptions, "security, privacy, and risk" (Baig et al., 2019), were agnostic about industry and country and affected all adopters.

## **9. RECOMMENDATION FOR PRACTISE**

In this study, the overall theme was centred around three essential steps in the evaluation of SME credit: the production, transmission, and processing of soft information by banks. In utilizing soft information to resolve the information opacity of SMEs, banks are faced with a primary productivity constraint. These steps addressed this constraint. Banks could benefit from implementing these recommendations in their business practices to better serve SMEs and support the socio-economic goal of the inclusion of financial services in India. A significant contribution could be made by the findings of this study to Indian banks' credit managers responsible for securing credit for SMEs.

The immediate priority recommendation for SME credit managers that the soft information attributes for SME credit managers must be reprioritised, starting with "network or alliance/partnership" and "business leadership". The "network or alliance/partnership" of SMEs could be characterized as publicly accessible soft information. SMEs conduct

transactions with their customers/suppliers using online B2B trade platforms, which are a new and emerging source of publicly accessible soft information. It is possible for SME credit managers to collaborate with such platforms to gain access to SMEs' soft information and private hard information.

The short-term priority recommendation for SME credit managers would be that as custodians of SME credit evaluation, credit managers play a crucial role. Using digital tools, SME credit managers can propose and lead soft information hardening in the SME credit evaluation process. Adopting new tools and technologies requires business process redesign. The hardening of soft information enables it to be transmitted within the organisation hierarchy of the bank for decision-making purposes as well as easier to store. As such, the second recommendation for SME credit managers is to propose or lead the implementation of developing an internal credit rating for SMEs based on soft data or a rating-based methodology. By implementing these two measures, the bank would be able to improve its coverage of the SME market and identify potential SMEs by applying a risk-based approach.

The medium-term priority recommendation for SME credit managers would be that it is becoming increasingly common for banks to manage massive customer data to derive value from the multitude of data sources and types of information that are available. In the medium term, SME credit managers can influence the higher management to switch towards Big data implementation that facilitates enhancing the value that the bank derives from customer relationships. The margins from SME financing will consistently diminish as competition intensifies in the market. For banks to make the SME customer relationship profitable, it may also be necessary to cross-sell products and services. For a bank to move from data-driven decision-making to data-driven customer relationship management, SME credit managers can demonstrate the cost-benefit of implementing Big Data to higher management and executives.

The recommendation for the regulatory and policy development bodies would be to encourage the use of soft information. Credit rating agencies have been a key contributor to the wide spread of credit to corporations and individual consumers for the last two to three decades (Carruthers & Cohen, 2010; Kiviat, 2017; O'Neil, 2017). In India, credit rating agencies can devise strategies to include public soft information in public credit scores, such as CIBIL, which eliminates scepticism and encourages wider usage of soft information.

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PCP032

## Challenges and Opportunities for Digital Currency in India in turbulent time

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### Abstract

A Digital currency can be defined as a currency which is only available in digital form. It is not represented in physical form like the coins and notes of traditional currencies. It might be stored in a centralized database or on a decentralized ledger or blockchain. Presently in market we see digital currency such as central bank digital currencies, crypto currencies and stable coins. In Budget 2022, the union government introduce central bank digital currency (CBDC) in form of Digital Rupee based on blockchain and other technologies. This paper talks about present challenges for Indian CBDC compare to rest of world as well as upcoming opportunities for Indian as well as foreign investors. It also suggested a framework to move ahead.

**Keywords:** central bank digital currency, Digital currency, crypto currency, blockchain

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### 1. INTRODUCTION

A new chapter is introduced by way of digital currency in the history of money. The currency has moved from bartering to bank notes and from bank notes to bitcoins. Bitcoin is one type of Digital currency. Recently, BCG has issued a report which says that “There Will Be 1 Billion Cryptocurrency Users Worldwide by 2030”. This clearly indicates that digital currencies are becoming a popular method of payment around the world.

As per Finder’s Cryptocurrency Adoption Index August 2022 report, India ranked 1<sup>st</sup> among the list of 27 countries surveyed for cryptocurrency ownership. Bitcoin is the most popularly owned crypto currency.

UNCTAD in his recent report on digital currency stated that India ranked 7<sup>th</sup> in the world in terms of India’s population owns digital currency (in the form of cryptocurrencies) in 2021. Ukraine got the 1st rank. Further COVID-19 pandemic increases the use of cryptocurrency globally at an unprecedented rate.

### 2. OBJECTIVES

- To study the concept digital currency in global and Indian context
- To study the challenges of Central Bank Digital Currency(CBDC) in India and rest of the world
- To identify the growth and future prospects of CBDC

### 3. RESEARCH METHODOLOGY

The study mainly includes literature review from various articles published in worldwide and Indian journals. The other secondary data sources include reports of the RBI and information published on websites.

### 4. LITERATURE REVIEW

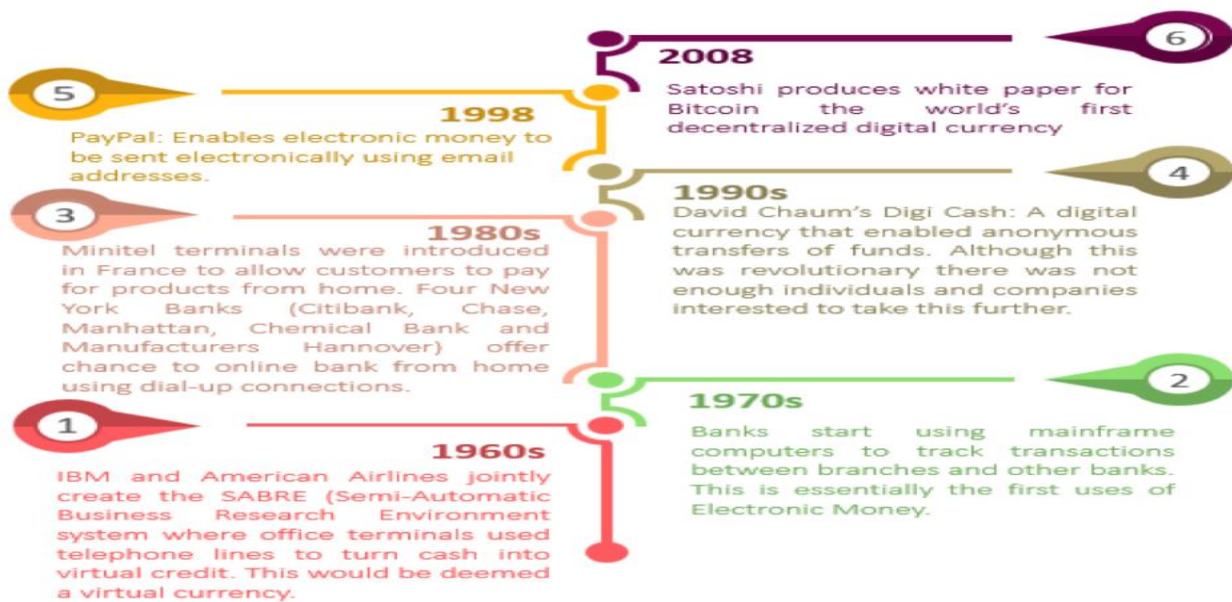
Peterson K. Ozili (2022) in his paper of review of literature of Central bank digital currency research around the world used a systematic literature review methodology. The objective of the paper is to achieve some insight into financial organization digital currency research by reviewing the recent advances in financial organisation digital currency (CBDC) research in an exceedingly way that might help researchers, policymakers and practitioners to require a more in-depth study CBDC. The review shows a general consensus that a CBDC may be a liability of the financial

organization and its cash-like attributes. The review also presents the motivation and benefits of issuing a CBDC like the necessity to extend financial inclusion, the requirement to boost the conduct of monetary policy and to foster efficient digital payments. The review also shows that a lot of central banks are researching the potential to issue CBDCs thanks to its many benefits.

Boar and Wehrli (2021) undertook a survey of CBDC adoption, and found that the vast majority of central banks, about 86% of central banks, were actively researching the potential to issue a CBDC, 60% of central banks were experimenting with the technology and 14% of central banks were in the development and pilot stages of CBDC

#### 4.1 The Concept of Digital Currency:

Digital currency before bitcoin can be traced back to the 1960s. It can be depicted below.



Source: [https://bookdown.org/Jack\\_Biggs/Cryptocurrency/what-is-digital-currency.html](https://bookdown.org/Jack_Biggs/Cryptocurrency/what-is-digital-currency.html)

The concept of digital currency was first outlined in year 2008 by unknown person or group of people using the name Satoshi Nakamoto. In the year 2009, the currency began to use. The implementation of currency was introduced as open-source software and it named as Bitcoin.

Digital currency is only available in digital or electronic form. It is also termed as digital money, electronic money, electronic currency or cyber cash. It is primarily managed, stored and exchanged in digital or electric form only. It does not require intermediaries. It is the cheapest method of trading currencies.

Digital Currency involves both “e-money” and “virtual currency”. E-money is a digital representation of fiat currency. Fiat currency means the coin and paper money of a country established as legal tender. E-money is used to transfer value denominated in fiat currency electronically.

Virtual currency is a digital representation of value that can be digitally traded and serves as (I) a medium of exchange and/or (II) a unit of account and/or (III) a store of value, but which does not have legal tender status."

That is, virtual currency is a subset of digital currency that is distinct from e-money.

Virtual currency can take many forms. It can be either convertible or non-convertible (that is, exchangeable or non-exchangeable for real currency), and follow a centralised, decentralised or hybrid model (have a single administrating authority, none at all, or some combination thereof). Virtual currencies also include algorithm-based, open-source, peer to-peer, decentralised, convertible cryptocurrencies, such as Bitcoin, whose operations are protected by cryptography.

## 4.2 Types of Digital Currency:

Types of digital currencies include cryptocurrency, central bank digital currency and stable coins.

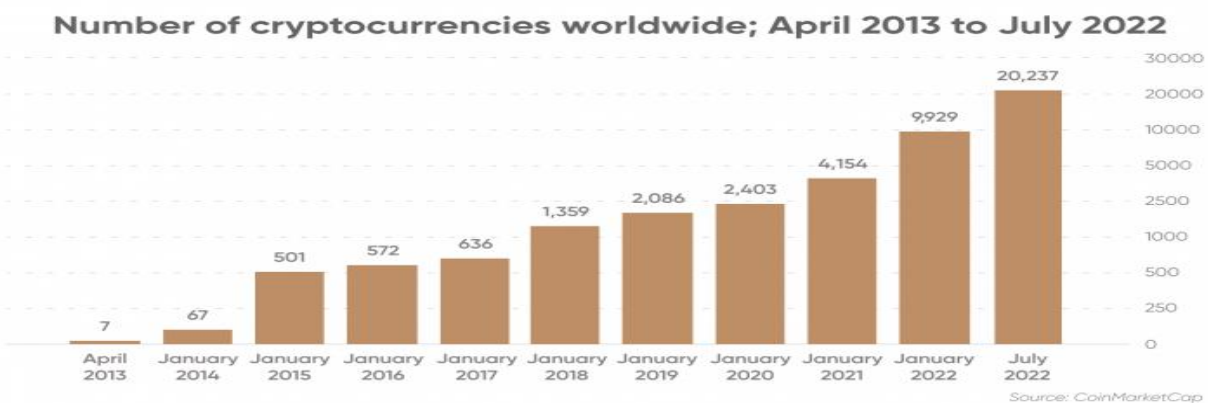
**Cryptocurrency:** - A cryptocurrency is a medium of exchange and uses encryption techniques to control the creation of monetary units and to verify the transfer of funds. It is monitored and organized by a peer-to-peer network called a blockchain, which also serves as a secure ledger of transactions, e.g., buying, selling, and transferring. Unlike physical money, cryptocurrencies are decentralized. In the investment world, cryptocurrencies have gained popularity since they were first introduced.

**CBDC:** -Central bank digital currency is the digital form of a country's fiat currency. A CBDC is issued and regulated by a nation's monetary authority or central bank. Fiat money is a government-issued currency. It is considered a form of legal tender that can be used to exchange goods and services. Traditionally, fiat money came in the form of banknotes and coins, but technology has allowed governments and financial institutions to supplement physical fiat money with a credit-based model in which balances and transactions are recorded digitally.

**Stable Coin:** -A stable coin is a digital currency which is fixed to a "stable" reserve asset like the US dollar or gold. Stable coins are designed to reduce volatility relative to unfixed cryptocurrencies like Bitcoin. Most popular stable coins are Diem (Formerly known as libra), Tether, USD coin, Dai. Stable coins are primarily divided into four types. Fiat-backed Stable coins, Crypto backed stable coins, Algorithmic Stable coins, Commodity backed Stable coins.

## 4.3 Digital currencies at a glance:

Digital currencies have a lot of potential to change the world. Today as per coinmarketcap data there are currently more than 20,000 crypto currencies in circulation all over the world. The number of crypto currencies listed on coinmarketcap from 2013 to 2022 is as under.



Further as per coinmarketcap data as on June 2022, the 10 largest cryptocurrency as per market capitalization are Bitcoin, Ethereum, Tether, USD Coin, Binance Coin, XRP, Binance USD, Cardano, Solana, Dogecoin.

### 4.3.1 Motivation for issuing CBDC around the world:

Motivations for CBDC is driven by global trends. It is also driven by country- specific circumstances. Broadly, CBDCs should be seen in the context of the digitalization of economies.

- There was a rapid rise in interest in Bitcoin and other cryptocurrencies that compete with traditional forms of money
- Arrival of private sector-issued stable coins.
- Entry of big tech into payments, and more generally the disruption that platform-based business models and big data bring to the financial system.
- The Covid-19 pandemic has accelerated the adoption of digital payment technologies with that shift, it has also accelerated central banks’ work on CBDCs in some jurisdictions

### Motivations for issuing a CBDC

Average importance

General purpose (retail) CBDC

Wholesale CBDC



Bank of International Settlements (BIS) in his publication mentioned that India's high currency-to-GDP ratio holds another motivation for introducing CBDC. To the extent large cash usage can be replaced by CBDCs, the cost of printing, transporting, storing and distributing currency can be reduced

According to an RBI survey of 2018-19, cash still remains the preferred mode of payment for the majority of the population despite the growing use of digital transactions. This is where CBDCs can act as the true digital version of cash. Since CBDCs would not be routed through the banking channels, it can offer the anonymity that cash also offers, especially for small-valued transactions. And in that sense, it can help the RBI to reduce the cost of printing and distributing currency notes.

#### 4.3.2 Features of Central Bank Digital Currency:

- CBDCs are issued by a central bank or a central monetary authority.
- CBDCs are backed by the central bank or issuing monetary authority.
- CBDCs are easily transferable between peers via peer-to-peer platforms.
- CBDCs may be essentially programmed for any application.
- CBDCs are widely accepted as legal tender.
- The digital money of a central bank is linked to a fiat currency.

#### 4.3.3 Benefits of issuing CBDC:

- Ensure continued access to central bank money if cash use is declining
- Reduce direct costs associated with physical cash
- Reducing informality
- Promoting financial inclusion
- Improve resilience and safety of payment systems by backing up other electronic payments mechanisms in case of failure
- Provide mechanism for distributing funds to hard-to-reach individuals or locations
- Promoting openness and competition between private payments providers
- Simplifying the financial system and fostering innovation
- Support monetary sovereignty and financial stability
- Improve efficiency and lower the cost of cross-border payments
- Enhancing the channels of monetary policy transmission
- Shift towards Cashless

#### 4.3.4 Central Bank Digital Currencies Global landscape:

Globally, the CBDC idea came in response to the enormous rise of Bitcoin as an alternative currency. Central Bank of the world are exploring digital currencies as a potential solution to combat various challenges such as low financial inclusion, money laundering and unregulated cryptocurrencies increasing in circulation.

The Atlantic Council's Geoeconomic Centre recently released Central Bank Digital Currency (CBDC) Tracker. As per the tracker, 105 countries who are representing over 95% of global GDP are exploring CBDC. Among them 50 countries are in advance stage of digital currency exploration (development, pilot or launch). Further 10 countries have fully launched a digital currency.

As per Bank of International Settlements (BIS) 2021 survey, 86% of the world's central banks are exploring digital currency in various use cases realizing the importance of developing digital fiat currency.

Implementing Central Bank Digital Currency (CBDC) could help in restricting high cross-border transaction costs and reduce settlement times. CBDCs may boost financial inclusion by enabling financial access to unbanked populations.

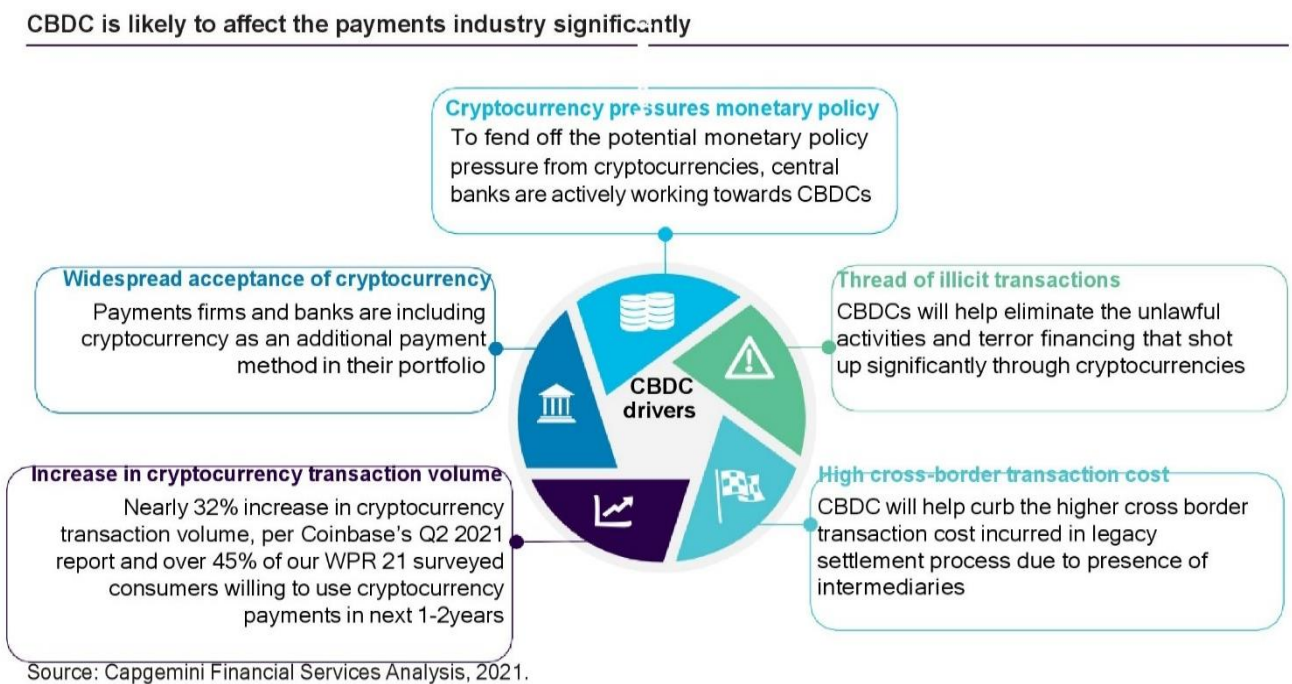
Central banks in the United States, France, Sweden, and Russia are supporting CBDC pilots. Canada and the European Union actively plan pilot phases, Argentina and New Zealand demonstrate a growing interest in CBDCs. The People's Bank of China's digital yuan is on track to debut for the 2022 Winter Olympics.

In India, The Reserve Bank of India also introduced the contactless payments instrument e-RUPI in 2021. E-RUPI is a person-specific digital gift card in the form of a QR-code or SMS string that doesn't require a bank account, smartphone, or middleman interference. The move is a pioneer to India's plan to launch a digital currency.

The Reserve Bank of India (RBI) is set to introduce the Digital Rupee, India's own Central Bank Digital Currency (CBDC) in this fiscal year itself. Talks of a digital currency issued by the RBI have been going on since late 2020. However, the RBI first announced its plans in late 2021. Focusing on the CBDC, the RBI, in 2021, had launched a new separate department called Fintech Department which has been looking into the project CBDC and its execution. Launched in 2018, the department functioned as a division under the Department of Payments and Settlement, earlier. Union Finance Minister officially launched the CBDC Project on February 1, 2022. The goals of CBDC implementation are monetary policy regularization, financial stability, and efficient operation of the currency and payment system.

### 4.3.5 Drivers of CBDC:

As per Capgemini Financial Services Analysis, 2021 report, the CBDC drivers are depicted below.



The PwC CBDC Global Index 2022 analyzes and ranks leading retail and wholesale CBDC projects. The index assesses the current state of CBDC project development, also taking into account central bank opinion and public interest. Overall, retail CBDC projects (digital currencies used by the public) have reached a higher maturity than wholesale projects (digital currencies used by financial institutions with accounts at central banks), although over the past year progress has been made in many respects. A successful pilot project for wholesale.

The Index retail project is led by Central Bank of Nigeria (CBN) eNaira, his first CBDC in Africa, and Sand Dollar, which was issued as legal tender by the Central Bank of the Bahamas in October 2020, to introduce a CBDC to the Bahamas. First country to do so. China will be the first major economy to pilot his CBDC with a digital yuan in 2020, with pilot programs underway in 12 of her cities, including Beijing and Shanghai, as of March 2022.

The e-CNY experiment should be seen in the context of the widespread adoption of private digital payment services and the recent mobile payment duopoly of Alipay and WeChat Pay, which together control 94% of the mobile payment market.

Figure below presents the main design features of e-CNY based on the CBDC pyramid. The architecture is truly a "hybrid CBDC" model. Although this is a direct bill to his PBC, the onboarding and real-time payment services are operated by intermediaries ("Authorized Operators"). Central banks regularly receive and store copies of retail customer

holdings and transactions. The backbone of the infrastructure will be a hybrid system using traditional databases and distributed ledger technology (DLT). However, PBC stresses that DLT is not yet ready for such large-scale applications.

Design aspect	PBC DC/EP design choices	Details
Inter-linkages	Retail & wholesale linkages	Tourists and business travellers may be able to use CBDC domestically in China with a foreign cell phone number.
Account or token-based access?	Mostly account-based, allowing for smart money interfaces	Different levels of user identification. Balances and transaction limits increase with the strength of the KYC requirements.
DLT-based or conventional CB infrastructure?	PBC runs conventional infrastructure and DLT	PBC runs conventional infrastructure and DLT, private sector free to choose.
Architecture: indirect or direct claims, and what operational role for the central bank?	Hybrid CBDC	CBDC is a direct claim on the central bank, private sector intermediaries ("Authorised operators") execute payments, central bank periodically receives a backup copy of holdings and transactions.

Source: Auer and Bohme (2020)

On the wholesale side, the index's main project is a joint effort by the Hong Kong Monetary Authority (HKMA) and the Bank of Thailand (BoT) to launch the mBridge project, which focuses on developing a proof-of-concept prototype. , enabling real-time cross-border forex payments on distributed ledger technology. Also ranked high are his two new CBDC projects for the Monetary Authority of Singapore (MAS), which continues to develop wholesale CBDCs for cross-currency payments.

#### 4.3.6 CBDC Types:

CBDCs can take on various forms or models, based on their application. The main models are retail CBDC (also known as general purpose CBDC) and wholesale CBDC. These models have potential benefits in acting as a catalyst for innovation and development of financial ecosystems.

##### Wholesale CBDCs

It is Commonly used for transactions between central banks and domestic public/private banks. CBDC payments help mitigate risks associated with liquidity and counterparty credit. This space is one of the most important uses of CBDC. A CBDC will help make the country's entire financial system faster, safer and more economical.

The Indian situation will allow RBI to communicate more quickly with intermediaries, helping to improve the existing real-time gross settlement system (RTGS) used in the current system. A wholesale CBDC can facilitate cross-border transactions between wholesale CBDC schemes in multiple countries. This is achieved by creating a corridor network or "bridge" with operator nodes jointly operated by the central banks of participating countries issuing depository receipts. It helps make cross-border payments faster and safer through participating central banks.

Tokens can be used to build a wholesale payment network and increase efficiency. This infrastructure lacks the adoption, scale, and regulatory complexities of retail CBDC infrastructure.

##### Retail CBDCs

It serves as a digital form of fiat currency for the masses and is used by ordinary consumers to conduct financial transactions in their daily activities. Retail CBDCs are typically based on distributed ledger technology (DLT). This helps track transactions while maintaining anonymity, much like a private government-controlled blockchain network. It also reduces the involvement of private parties and helps prevent criminal activity such as money laundering and fraud.

Retail CBDCs can be issued directly to the public by central banks. This form of release is called direct release. Alternatively, a retail CBDC can be issued to an intermediary (public/private bank) and issued to the public by the intermediary in a manner similar to fiat currency. This method of allocation transfers counterparty risk to a regulated intermediary and is known as indirect issuance. A third publishing method called hybrid publishing is also available. In this case, retail CBDC is issued to an intermediary, similar to indirect issuance. However, for hybrid issuance, the central bank periodically updates its own ledger with retail balance sheet records.

The retail CBDC model is more suited to an account-based model that allows a user to create an account with a central bank or intermediary to receive her CBDC. Such designs must be easy to use and accessible, and can be open rather than permissive. This will make it easier for private companies to develop products and services through the network.

#### **4.3.7 Challenges of CBDC around the World:**

Central Banks of the Country may face challenges posed by the issuance of CBDCs by foreign central banks or by the issuance of private digital currencies (either by domestic or foreign parties)

##### **Accelerate currency substitution and reinforcement of the volatility of capital flows**

IMF (2020), BIS (2021), He (2021) and CPMI, BISIH, IMF and WB (2021) recognized that foreign CBDCs and private digital currencies may pose challenges to many central banks. One of the challenge is acceleration of currency substitution. Further Capital flows may become more sensitive to economic and financial conditions, both at home and abroad. The reason for such challenges is that it may allow for greater accessibility and lower transaction costs. Further it may also smooth the multi-layered structure currently required for cross-border transactions. As a result, it becomes easier for users to switch out of domestic currency, to transact and hold saving in non-domestic currencies, and to transfer wealth abroad. The adoption of a foreign CBDC, combined with poor cooperation among tax authorities across jurisdictions, could expand the scope for tax evasion as it could allow individuals to quickly move their resources abroad.

##### **Legal and regulatory constraints**

The legal and regulatory aspects is also connected with CBDC issuance. Present legislation of the country in some jurisdictions may prevent or restrict the issuance of CBDCs. According to several central banks, they have the legal foundation to issue a CBDC, but the law still needs to be adjusted in order to regulate some legal issues related to CBDCs' specific features. For Example programmability.

##### **Technical challenges**

CBDCs' technical infrastructure and application is also posing a challenge. Many possible difficulties could arise at the technical level. For example, internet connectivity especially in rural areas, interoperability with the existing systems, or cyber-attacks.

##### **Digital Financial literacy**

Today majority of Central Banks of the world has primary objective behind issuing a CBDC is to promote financial inclusion. Global Covid-19 pandemic has increased country's digitalisation in daily life and in the financial services industry has increased but it is not necessarily indicating an increase in financial literacy among its population. It may make it even harder for specific segments of the population to access and use the new technologies and the related digital services.

##### **Bank disintermediation**

If the issuance of a CBDC is not designed suitably, it may result in bank disintermediation and lead to serious implications for banks' core business. The role of banking sector is important for financial inclusion due to their interlinkages with other segments of the financial ecosystem.

#### **4.3.8 Challenges of CBDC for India:**

The major challenges for India's own Central Bank Digital Currency (CBDC) Digital rupee are enlisted as under.

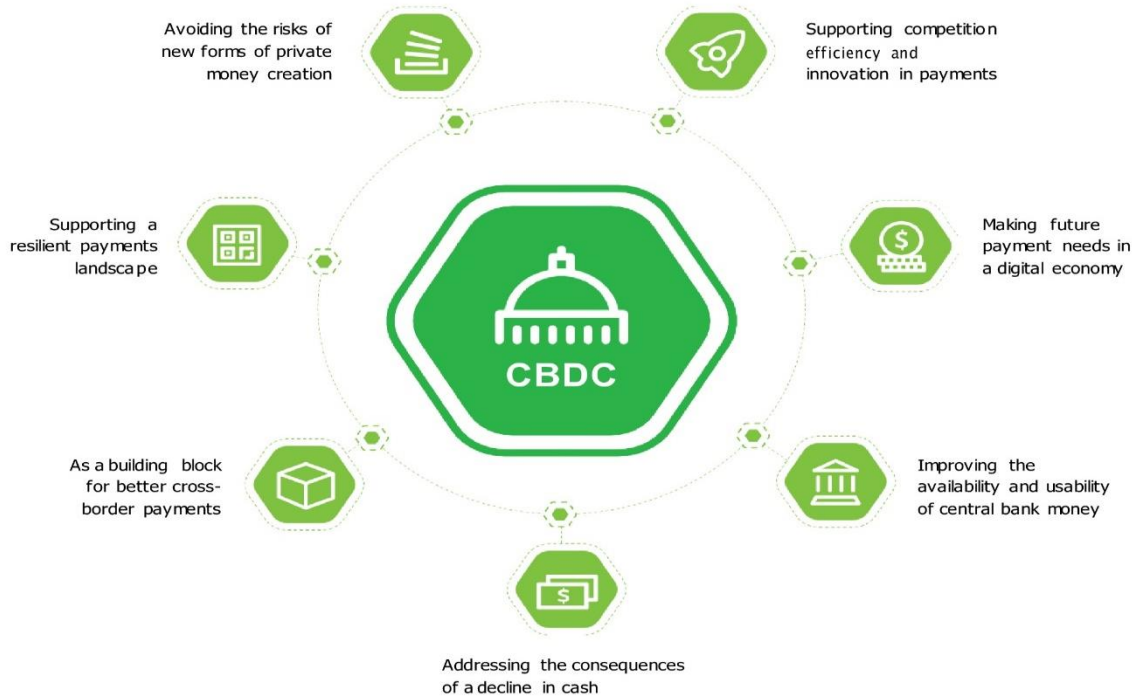
- **Privacy of the users**  
The first key issue is to address that the digital currencies will not offer users the level of privacy and security offered by transacting in cash. The data stored with the central bank in a centralized system will hold serious security risks also, and strong data security systems will have to be set up to prevent data breaches. Thus, it is important to employ the right technology that will provide enough back up to the issue of CBDCs.
- **Choosing the privacy- and security-enhancing technology** The choice of technology employed for CBDCs is critical as it should be scalable, with almost zero latency, secure and privacy preserving. The RBI will have to map the technology landscape thoroughly and proceed cautiously with picking the correct technology for introducing CBDCs.
- **Proper set up of the regulatory architecture** The financial data collected on digital currency transactions will be sensitive in nature, and the government will have to carefully think through the regulatory design. This would require close interaction between the banking and data protection regulators, where turf battles between authorities may also become a major issue. The institutional mechanisms would need to ensure that there is no overlap between different regulators and chart out a clear course of action in case there is a data breach of digital currencies. As on today, India is yet to pass the data protection bill and set up the Data Protection Authority that would oversee the range of privacy compliance by institutions, including grievance redressal in case of violations of personal data.
- **Higher Credit Risk** The central bank may be required to provide additional liquidity to banks, resulting in the central bank taking on credit risk. Citizens may withdraw an excessive amount of money from banks at once and purchase CBDCs, resulting in a bank run.
- **Retail Segments challenges**  
The RBI is introducing the CBDC in the wholesale segment. Wholesale transactions involve financial institutions and include inter-bank and cross-border transactions. It will be easier to transition these transactions to CBDC since the number of participants are fewer and they are under direct supervision of the central bank. Implementing CBDCs in the retail segment will be far more challenging since these have to be made available to the public as a direct claim on the central bank; similar to paper currency. All other forms of digital money have an intermediary. RBI will have to decide the extent to which it will use banks in retail CBDCs. Further RBI has to decide on UPI which has achieved tremendous growth among retail users.
- **Anonymity to the CBDC Holders** RBI will also have to decide the extent to which it provides anonymity to the CBDC holders. Higher degree of anonymity, parallel to cash has policy trade-offs as it will help money laundering and other illicit practices. Countries are turning towards providing anonymity to small-ticket CBDC transactions while keeping high valued transactions on the regulator's radar.
- **Technical infrastructure and application** Many possible difficulties could arise at the technical level, for example relating to internet connectivity, especially in rural areas, interoperability with the existing systems, or cyber-attacks. Government has to create a strong technical infrastructure for CBDCs.
- **No incentive to switch to digital rupee for user** From a user's viewpoint, there is no real incentive to switch to a CBDC as a growing proportion of retail transactions are already done digitally or by using UPI-based fast payment systems.
- **Law to ban or embrace cryptocurrencies compare to other countries**  
India has adopted a wait-and-watch approach in its plans to bring in a law for either banning or embracing cryptocurrencies, it will continue to keep an eye on developments in other countries when it comes to CBDCs.
- **Low financial Literacy** People at the bottom of the pyramid are not very financially literate. It requires more efforts to make them financially literate.
- **Competition from existing mobile wallets** CBDCs also get strong competition from existing mobile wallets like google pay, phone pay etc.



### 4.3.9 Opportunities for CBDC:

For any CBDC below depicted opportunities are available to support their monetary and financial policies.

Opportunities for CBDCs to support Monetary and Financial Policies



Source: Central Bank Digital Currency: opportunities, challenges and design, Bank of England

SWOT Analysis for CBDC from India’s Perspective is depicted as under.



Source: <https://www.cnbctv18.com/cryptocurrency/all-you-need-to-know-about-central-bank-digital-currency-12732692>

### 4.3.11 Role of RBI in CBDC:

Following are the three basic models concerning the role of the central bank in CBDCs:

- Unilateral CBDCs

The central bank performs all the functions right from issuing the CBDC to carrying out and verifying transactions and also dealing with the users by maintaining their accounts.

- Hybrid or Intermediate Model

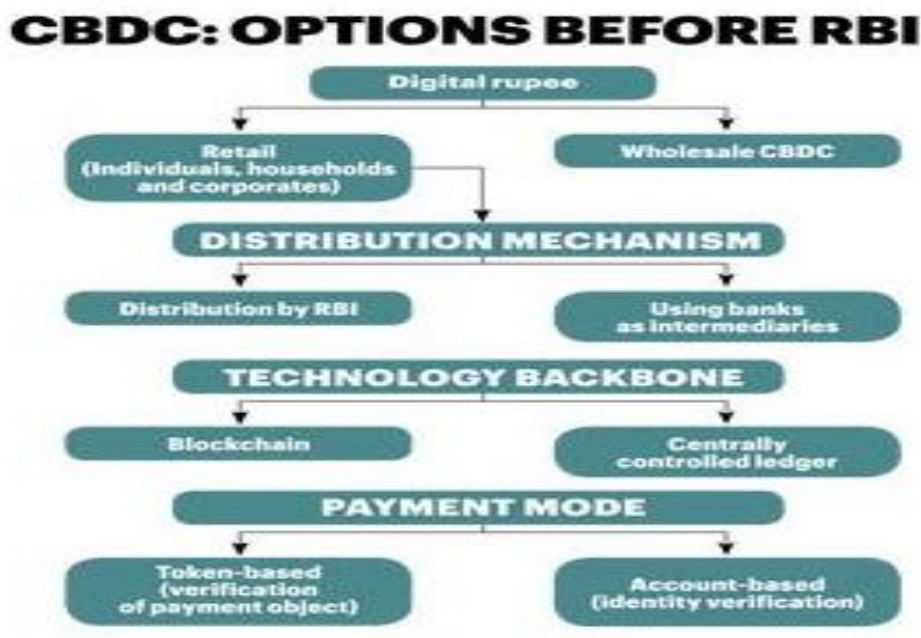
In this model, the CBDCs are issued by the central bank, but private firms carry out some of the other functions such as providing wallets to end users, verifying transactions, updating ledgers, etc. These private entities will be regulated by the central bank to ensure that there is sufficient supervision.

- Synthetic CBDCs

In this model, the CBDC itself is not issued by the central bank but by private players. However, these CBDCs are backed by central bank liabilities, thus providing the sovereign stability that is the hallmark of a CBDC.

The mentioned models could also be modified to suit the needs of the economy. In India’s case RBI needs to adopt better model.

The options available before RBI are depicted below.



RBI should also choose an account-based or token-based module. “Account-based modules are easy to develop, but token-based modules are time-consuming. Account-based CBDCs work like regular savings accounts. UPI, for example, is an account-based module. , digital tokens must be issued by the central bank to the issuing bank. There is no need to verify your identity and these tokens can be changed freely for P2P payments. The review of the module will be revealed in due course, according to RBI.

## 5. Conclusion

Countries have different positions on CBDC adoption. Some countries are conducting iterations of research and testing to gradually set up CBDCs, while others are heading towards rollout.

It is worth noting that Indian fintechs are already making a name for themselves in the digital payments arena with the invention of UPI (Unified Payments Interface) in the country. Further adoption of fintech was in payment banks in 2014, account aggregators in 2016, prepaid financial products in 2017, peer-to-peer lending in 2017, and in 2018 digitally driving the industry to reach consumers, individuals, and more. , and simplify boarding of KYC documents.

Reserve Bank of India (RBI), Deputy Governor recently informed that central banks would go with careful and calibrated nuanced manner considering the large number of uncertainties in terms of which model works, which design works well

in terms of its impact on the banking system, on data privacy on monetary policy. He also said that the essential learning does not come from global experience but basically comes from your own experience in context of one of the principles for introduction of any technologies is that it should not do harm.

In the Indian context, CBDCs will have far-reaching implications on the future of finance, including the buying and selling of digital assets and securities. It will rely on the foundations of a dedicated legal framework to facilitate the transparency, distribution, and issuance of a digital form of money by global governments. As regulators and central banks take concrete steps in the direction of establishing CBDCs, the world will begin to embrace digital currencies as a standard.

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PCP034

## EXPOSURE AND AWARENESS OF OCCUPATIONAL HEALTH AND SAFETY AMONG BANDHANI DYEING WORKERS OF SAURASHTRA

AP0053

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### Abstract

Saurashtra is known as paradise of handicrafts, and Bandhani Dyeing is one of the main profession of people of Saurashtra, as a result it plays a significant role in the socioeconomic development of society by providing service to people. The workers in the handicraft industry bear from various types of health-related issues and different industrial health hazards. It is high time that we intervene to decrease such serious problems and make noteworthy efforts to minimize the risk that the dyers face by monitoring the facts, practice and health of fabric dyers towards the health hazards due to dyeing industry. As a result, it becomes a necessity to conduct study on the Dyers of Saurashtra regarding their health and practices towards the Precautionary Measures and Handling Techniques in reference to Vat Dyes. A large portion of the dyers using Vat dyes had all the required basic understanding and practice about dyes and chemicals. Only some of the dyers using vat dyeing technique had a positive approach and practice of wearing the necessary protective equipments like apron, eyeglasses, mouth & nose masks. Majority of dyers were cautious enough to use first aid during any kind of hazardous events.

**Keyword:** Tie-dye, Bandhani, Dyes, Personal Protective Equipment

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### 1. INTRODUCTION

Saurashtra region of Gujarat has a highly rich and diverse variety of Bandhani craft. All the diverse variety of Bandhani crafts created by the dyers of Saurashtra region are based on various different types of dyeing techniques. The Bandhani craft production is involved in various stages of Bandhani manufacturing from initial raw material to the formation of end product by the use of fabrics like silk, cotton, georgette with garments and other different clothing materials. This profession has been carried out in Saurashtra region from one generation to another. These Bandhanis of Saurashtra region is famous all over the globe due to its minute details and elaborate motifs. The dyers of Saurashtra manufacture a wide range of colorful & attractive Bandhanis and gharcholas but in the process they do not seem to be concerned about their health. As a result, it becomes necessary to spread awareness to these Bandhani dyers about their health and to mention precautions they need to have during the process of Bandhani making.

Tie Dyeing is a resist dyeing method. In tie dyeing technique, parts of the fabric are pinched and tightly wound with yarns, or the fabric may be tied into knots in specific pattern. On placing the fabric in a dye bath, the knotted areas remain protected from the dye. Minute details of shape & pattern of the wrapping and placement of the tied areas produces very attractive and beautiful patterns. Patterns like Shibori, tritik, knotting, spiral and marble effect etc comprise as beautiful tie-dyeing techniques. These techniques are used for shirts & T-shirts, dresses & kurtas, skirts and other garments. Due to such vast patterns and techniques tie-dyeing has become a very famous craft technique today.

Bandhani is one of the most ancient craft of Saurashtra region that comes along with the Brahmakshatriya as well as the Khatri communities. Both the communities have been an essential part of this art for more than 400 years. They make innovative and attractive Bandhani products. These Bandhanis are also an integral part of the social customs of India and also represent as traditional outfits for various occasions. Bandhani also known as 'Bandhej'. The word 'Bandhej' itself is derived from 'Bandhana' which means 'to tie'. At present, in India the major production of Bandhanis is carried out in Saurashtra, Kutch and Rajasthan. The making of Bandhani craft mainly involves cloth, threads and various type of dyes. Firstly, the fabric cloth is wound and tied with threads in particular order as per the requirement of the motif. After that this fabric cloth is put for dyeing. After dyeing, the cloth is dried and the threads are untied which finally

becomes the raw material for Bandhani. This raw material acts as a multipurpose clothing material and can be used in a number of products like sarees, dupattas, kurtas, shawls, bedsheets, etc.

Vat dyes are the most commonly used dyes for cotton, linen and rayon. The word ‘vat’ means ‘vessel’. The vat dyes are resistant to light, acids and also to strong oxidizing bleaches used in major clothing and garments manufacturing. Among all the dyes, vat dyes have the best fastness properties. Originally, vat dyes were so named because of the vats used in the reduction of indigo plants through fermentation. Vat dyes are insoluble in water but by using reducing agent like hydrosulphite dissolved in sodium hydroxide. Vat dyes are one of the most expensive dyes used for dyeing materials with properties including washing fastness, light fastness and chlorine fastness. They are favored for dyeing workwear or uniforms, or where the textiles and apparels are expected to undergo repeated industrial laundarings. Variety of colors can be obtained in most shades.

Because of the use of various biochemical components in manufacturing and making of vat dyes and its related crafts and garments the chance of harming the skin of the dyers and workers becomes a probability. To avoid such type of complications, the dyers and workers are advised to wear appropriate safety and protective clothes and medically safe gears such as goggles, masks to cover the face, gloves and aprons. The chemical solution and dye powders should not be allowed to touch the skin directly. Due to such factors, the awareness about the underlying risks and exposure to such biochemical substances should be brought to light to the workers and dyers. Appropriate use of PPE (Personal Protective Equipment) in the ventilated rooms along with face protective masks should be worn by the dyers and works to minimize the risks of skin infections and burns.

## 2. RESEARCH OBJECTIVE

- To understand the attitude and behavior of the dyers towards use of personal protective equipments.
- To study the use and manufacturing process of dyes by the dyers in order to know the risk factors involved in it.
- To spread awareness about health-related issues to the dyers in Bandhani manufacturing units.
- To observe the work ethics and professionalism of the dyers.

## 3. RESEARCH METHODOLOGY

The samples for methodology were taken from dyers of Jamnagar, Wadhvan (Surendranagar) and Jetpur (Rajkot) regions of Saurashtra. A total of 275 dyers were approached from various regions of Saurashtra as a part of subjective sampling survey. Out of the 275 dyers, the dyers using vat dyes were found to be 261. To understand and analyze the use of safety equipments and health protective kits, the investigator had made a questionnaire which provided required information about the techniques and methods of the dyers along with the information about the exposure and awareness of occupational health and safety practice and use of several necessary health kits and safety measures.

Out of the total of 275 samples from all the three regions of Saurashtra, 150 samples from Jamnagar, 60 from Wadhvan and 65 from Jetpur were collected. Out of the 150 samples from Jamnagar, a total of 136 dyers used vat dyes while all the dyers from Wadhvan and Jetpur used vat dyes along with the use of other dyes and fabrics.

## 4. REVIEW OF LITERATURE

**Bansal and Yadav (2016)** conducted study on “*Occupational health hazards and awareness of occupational safety among workers of textile dyeing industries in jaipur, india*”; the aim of the study was to assess the health risk factors and awareness of Occupational safety and health of workers in textile dyeing industry of Jaipur. The workers in cloth dyeing industry of Jaipur are exposed to different types of health hazards due to poor working conditions and lack of awareness among working community. There must be established policies binding the owners of cloth dyeing industry to keep conditions favorable for weaving. Most diseases and health problems found in carpet units can be avoided with proper precautions and care. Some protective equipment must be provided, e.g., face masks and first-aid facilities, to protect workers from the adverse effects environment. The owners, with the co-operation of the government, must also provide health insurance.

**Rattanaphol. et. al., (2014)** conducted study on “*Utilization of Longan Leaf Extract for Dyeing and UV Protection of Silk Fabric Using Pre-mordanting Method*”. Researcher studied natural dye extracted from the longan leaves were applied to a silk fabric by an exhaustion dyeing Process. Silk fabrics dyed with a longan leaf extract without and with metal mordants (AlK(SO<sub>4</sub>)<sub>2</sub>, SnCl<sub>2</sub>, CuSO<sub>4</sub>, and FeSO<sub>4</sub> mordant) have “very good to Excellent UV protection” properties. However, undyed cannot be rated as offering any degree of protection. The degree of protection imparted after dyeing was a function of the concentration of the dye in the fabric. In addition, darker colors, such as those obtained using the CuSO<sub>4</sub> and FeSO<sub>4</sub> mordant, provided better protection on account of the higher degree of UV absorption.

Therefore, it can be concluded that dyeing with a longan leaf extract can be useful in developing UV-protective silk fabrics.

**G. Dhawan, et. al., (2015)** conducted study on “*An Explorative Study on Knowledge and Awareness of Health Problems Related to Usage of Fabric Dyes by Road Side Dyers in Delhi*”. Chemical dyes are occupationally used as coloring agents because of their ability to form covalent linkage to textile fibers. The individuals as part of their job as dyers are exposed to various allergenic substances and irritant vapors of these dyes and may be at risk of potential health hazards. These explorative studies show the need of further epidemiological analysis to establish the deleterious effects of chemical dyes being used by the local dyers on public health. These initiatives may provide a direction to researchers as well as policy makers involved in formulating national health promotion programs for workers in unorganized sector.

**Mondal et. al., (2016)** conducted study on “*Environmental stresses from dye factories: A case study at Nadia, West Bengal*”. Due to excessive use of different chemical compositions, the textile industry effluent is considered as number one toxic polluter to the flora and fauna. These studies showed that most of the waste water parameters are exceed the maximum permissible limit to some extent. Most of these textile dyeing factories are cottage based small units. Due to lack of knowledge, the untreated toxic effluent is directly discharged into the surrounding environment. Though several steps have been taken to improve the surface water quality, but waste water management practice should be mandatory for every dye factory. Moreover Awareness campaign and regular monitoring of the factories may keep away the environmental stresses.

**Wirin, et. al., (2015)** conducted study on “*Quality of Life among Thai Workers in Textile Dyeing Factories*”. The purpose of a cross-sectional study was to investigate factors influencing the quality of life among Thai workers in textile dyeing factories. However, though the factories had organized such training to provide knowledge and increase the skills of the workers in preventing the hazards in the workplace. Even so in reality, some workers had never gone through such training, or only small number of the workers had gone through it (in other word, the coverage of the training was not comprehensive). Therefore, the administrators of factories should be aware of this and place importance on ensuring. Every worker shall be covered with the knowledge and skill training sessions for the prevention of any possible occupational or environmental hazards inside the factories. These ideas would create a direct impact on the quality of life among workers, and on the work quality of the organization.

**Upadhyay & Pandey (2015)** conducted study on “*Occupational Exposure, Awareness of Occupational Safety and Health among Cloth Dyeing Workers in Jaipur India*”. The aim of the study was to assess the health risk factors and awareness of Occupational safety and health of workers in cloth dyeing industry of Jaipur. The workers in cloth dyeing industry of Jaipur are exposed to different types of health hazards due to poor working conditions and lack of awareness among working community. There must be established policies binding the owners of cloth dyeing industry to keep conditions favorable for weaving. Most diseases and health problems found in carpet units can be avoided with proper precautions and care. Some protective equipment must be provided, e.g., face masks and first-aid facilities, to protect workers from the adverse effects environment. The owners, with the co-operation of the government, must also provide health insurance.

## 5. ANALYSIS AND FINDING

The survey done about the dyers and their work ethics along with general information is arranged in different tabular and chart forms by the researcher. A respondent profile is prepared in Table 1 to properly analyze the patterns in which the Bandhani workers work. The variables used for the Respondent profile are:

- 1.Age
- 2.Education
- 3.Family income per month
- 4.Work Experience
- 5.Duration of work per day

Table: -1 Respondent profile

Sr. No.	Variables	Categories	Jamnagar region (out of 150 dyers)		Wadhvan region (out of 60 dyers)		Jetpur region (out of 65 dyers)	
			<i>f</i>	%	<i>f</i>	%	<i>f</i>	%
1	Age	18-40 Years	56	37.3	19	31.7	33	50.8
		41-60 years	64	42.7	28	46.7	20	30.8

		More than 60 years	30	20	13	21.6	12	18.4
2	Education	Primary	37	24.7	16	26.7	12	18.5
		Secondary	53	35.3	24	40	15	23.1
		Higher Secondary	34	22.7	11	18.3	23	35.3
		Graduate	26	17.3	9	15	15	23.1
3	Family income per month (in Rs.)	Less than 5000	31	20.7	24	40	28	43.1
		5000-10000	75	50	20	33.3	24	36.9
		More than 10000	44	29.3	16	26.6	13	20
4	Work experience	Less than 5 years	32	21.3	08	13.3	15	23.1
		5-15 Years	56	37.3	12	20	25	38.4
		16-25 Years	34	22.7	25	41.7	15	23.1
		More than 25 Years	28	18.7	15	25	10	15.4
5	Duration of work per day	4-6 hours	30	20	08	13.3	14	21.5
		6-8 hours	34	22.7	14	23.3	26	40
		8-10 hours	56	37.3	26	43.3	13	20
		10-12 hours	28	18.7	12	20	12	18.5

(f = frequency, % = percentages)

As shown in Table 1 the findings of the Respondent profile include 5 variables which are analyzed below:

**1. Age** - The age group of workers is divided into 3 categories, in which it was observed that the majority of dyers were in the 41-60 years age category in Jamnagar and Wadhvan region with 42.7% in Jamnagar and 46.7% in Wadhvan. While the majority of dyers of Jetpur region belonged to the 18-40 years category i.e., 50.8%. The age group of 41-60 years had the least number of dyers in all the three regions with 20%, 21.6% and 18.4% frequency in Jamnagar, Wadhvan and Jetpur regions respectively.

**2. Education** – The education of the dyers is divided into 4 categories which varies from as low as primary education to graduate. It was observed that majority of the dyers had completed secondary education in the Jamnagar and Wadhvan region i.e., 35.3% and 40% respectively. While in the Jetpur region a majority of 35.3% dyers had completed higher secondary education. It was also observed that the dyers completing a graduation degree was in general very less the least being in Jamnagar at 17.3% and Wadhvan at mere 15%. While in Jetpur the dyers who have done only up to primary education was the least i.e., 18.5%

**3. Family income per month** – The family income for the dyers is divided into 3 categories. It was observed that the family income ranged between 5000 to 10000 Rs. per month for 50% of the dyers in Jamnagar. Whereas in Wadhvan, 40% of the dyers generated a family income of less than 5000 Rs. per month and similarly for Jetpur the family income of majority i.e., 43.1% dyers was found to be less than 5000 Rs. per month. The dyers with an income of more than 10000 Rs. per month was generally observed to be less in number with the only 16% of dyers in Wadhvan and 20% in Jetpur region. In Jamnagar the least percentage of monthly income of dyers was 20.7% in the category of less than 5000 Rs. per month; and a 29.3% for the income of more than 10000 Rs. per month.

**4. Work Experience** – The art of Bandhani craft is the one which is generally carried forward from generation to generation. As a result, the work experience of the Bandhani craft dyers varies differently in all three regions of Saurashtra. The work experience of dyers is majorly related to the age of dyers. Lesser the age of dyers lesser the work experience they have. So, to understand it, the work experience of dyers is divided into 4 categories which ranges from less than 5 years to more than 25 years. It was observed that the majority of work experience in Jamnagar and Jetpur region i.e., 37.3% and 38.4% respectively was from the dyers with 5 to 15 years of experience while in Wadhvan region the majority of work experience of dyers was 41.7% in the category of 16 to 25 years' experience, The dyers with more than 25 years of experience were very less in general specifically in Jamnagar and Jetpur with 18.7% and 15.4% respectively. While in Wadhvan region, the dyers with least work experience were with the dyers in the category with less than 5 years of experience i.e. only 13.3%.

**5. Duration of work per day** – The duration of work per day among the dyers varies from a minimum of 4 hours to maximum of 12 hours. So, to understand the working patterns of the dyers, the working hours are divided into 4 categories. In general, it was observed that the dyers among all the three regions of Saurashtra did major amount of work for around 6 to 10 hours daily. To be more specific, more than 37% of dyers of Jamnagar worked for 6 to 8 hours a day; around 19% dyers worked between 10 to 12 hours a day. In case of Wadhvan, major number of working hours were 8 to 10 hours in which more than 43% of the dyers operated daily while least number of working hours were 4 to 6 hours in which only 13.3% of the dyers worked. Comparatively in Jetpur region, 40% dyers worked for 8 to 10 hours while an average of 18 to 21 percentage of dyers worked in the other 3 category of working hours least being that of 10 to 12 hours where only 18.5 % dyers worked on daily basis.

To properly comprehend the use of health kits and safety measures and to bring awareness of occupational health and safety among the dyers and workers of Bandhani craft, another survey represented in the form of tabloid is prepared to explain the numerical data of the use of personal protective equipments like masks, hand gloves, aprons, eye glasses, rubber shoes, first aid kits and other safety precautions by the dyers of Saurashtra. All the different equipments used are shown on the left side of the table and the regions at which these equipments are used is shown as numerical data below:

**Table: -2 Use of precautionary measures and storage facility by the dyers**

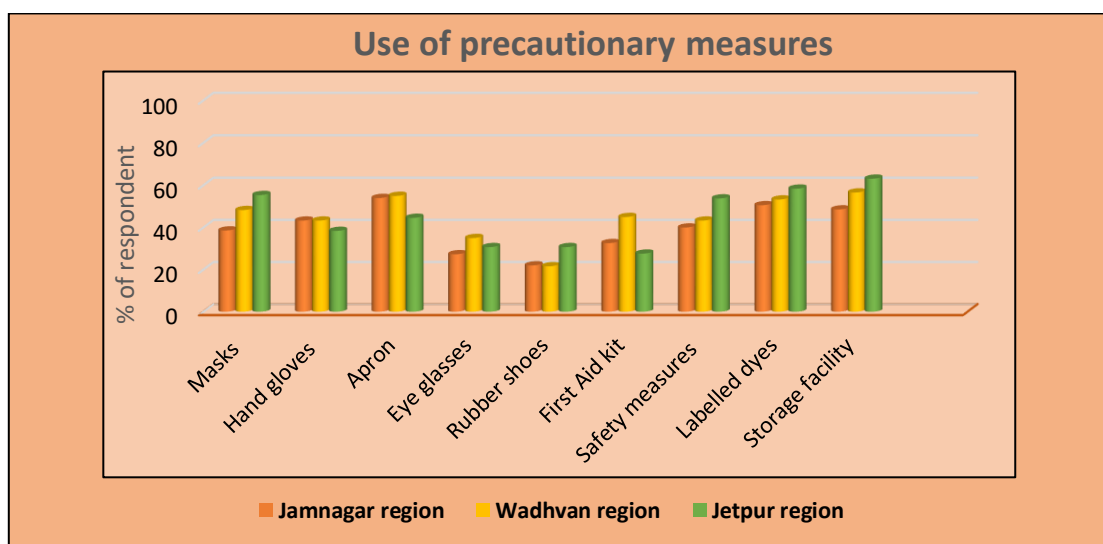
Sr. no.	Use of precautionary measures and storage facility by the dyers	Jamnagar region (out of 150 dyers)		Wadhvan region (out of 60 dyers)		Jetpur region (out of 65 dyers)	
		<i>f</i>	%	<i>F</i>	%	<i>f</i>	%
1.	Use of masks by the dyers	58	<b>38.6</b>	29	<b>48.3</b>	36	<b>55.4</b>
2.	Use of hand gloves by the dyers	65	<b>43.3</b>	26	<b>43.3</b>	25	<b>38.4</b>
3.	Use of apron by the workers and dyers	81	<b>54</b>	33	<b>55</b>	29	<b>44.6</b>
4.	Use of Eye glasses by the dyers	41	<b>27.3</b>	21	<b>35</b>	20	<b>30.7</b>
5.	Use of rubber shoes by the dyers	33	<b>22</b>	13	<b>21.6</b>	20	<b>30.7</b>
6.	Use of First Aid kit in manufacturing units	49	<b>32.6</b>	27	<b>45</b>	18	<b>27.6</b>
7.	Safety measures regarding spilled dyes	60	<b>40</b>	26	<b>43.3</b>	35	<b>53.8</b>
8.	Use of properly labelled dyes	76	<b>50.6</b>	32	<b>53.3</b>	38	<b>58.4</b>
9.	Storage facility of dyes in manufacturing units	73	<b>48.6</b>	34	<b>56.6</b>	41	<b>63.1</b>

The findings observed from the above table about the use of precautionary measures and storage facility by the dyers gives an idea about how much the use of personal protective equipments and safety measures is carried out by the dyers and workers of Bandhani craft industry. Firstly, the use of masks by the dyers was found in all three regions of Saurashtra and it was observed that 38.6% dyers of Jamnagar region, 48.3% dyers of Wadhvan region and a majority of 55.4% dyers of Jetpur region used masks on regular basis. Next the use of hand gloves by the dyers and workers of the three regions of Saurashtra was surveyed and it was observed that the use of hand gloves was not done by majority of the dyers i.e. 43.3% dyers of Jamnagar region, 43.3% dyers of Wadhvan region and 38.4% dyers of Jetpur region. Thus, it can be understood based on numerical data that the use of hand gloves among the dyers was less in comparison to the use of masks. Next the use of aprons by the dyers and workers was surveyed and it was known that 54% dyers of Jamnagar region, 55% dyers of Wadhvan region and 44.6% dyers of Jetpur region wore aprons during the course of their work. Thus, it is observed that the use of masks and aprons is on an average around 45 to 50 percentage of the dyers but the use of hand gloves is fairly low by the dyers which can cause various types of skin problems. Next the safety of eyes was checked by asking the dyers about the use of eye glasses in the manufacturing units. It was observed that the use of eye glasses was below par as only 27.3% dyers of Jamnagar, 35% dyers of Wadhvan and 30.7% dyers of Jetpur wore eye glasses for safety of eyes. Next the use of rubber shoes by the dyers was surveyed and it was observed that a mere 22% dyers of Jamnagar, 21.6% dyers of Wadhvan and 30.7% dyers of Jetpur region wore rubber shoes during their working time which is very less due to which the dyers may have fungal infections.



Along with all the above mentioned personal protective equipments it is also important that the manufacturing units is safety proof and the storage facility is well established. As a result, the survey of use of first aid kits in manufacturing units was checked and it was known that only 32.6% dyeing units in Jamnagar, 45% dyeing units in Wadhvan and 27.6% dyeing units in Jetpur region. In the manufacturing units many a times due to various reasons like leakage or due to mistakes of dyers or workers many times the dyes get spilled. Therefore, various safety measures need to be present to avoid leaking and to take action against spilled dyes. But, in the survey it was found that safety measures for spilled dyes are present in only 40% dyeing units of Jamnagar, 43.3% dyeing units of Wadhvan and 53.8% dyeing units in Jetpur region. The labelling and quality of dyes is also an important parameter; hence a survey was also done to know the use of properly labelled dyes in the manufacturing units. It was observed that round 55% of the manufacturing units of all the 3 cities of Bandhani production of Saurashtra used properly labelled dyes; specifically, 50.6% units in Jamnagar, 53.3% units in Wadhvan and 58.4% units in Jetpur used properly labelled dyes. The storage space in the manufacturing units has an arrangement of properly labelled dyes in specific order so as to avoid any error in selection of different types of dyes for different work. Hence in the survey for the storage facility of manufacturing units it was observed that 48.6% units in Jamnagar, 56.6% units in Wadhvan and 63.1% units of Jetpur had proper organized storage facilities.

Graph:1 Use of precautionary measures



## 6. CONCLUSION

From the above Analysis and Findings by the researcher, it can be concluded that the dyers in the Bandhani manufacturing units are less concerned about their safety due to less use of personal protective equipments like masks, eye glasses, hand gloves, rubber shoes and aprons which are the basic requirements for a dyer in the Bandhani manufacturing unit. The chemicals used in dyeing especially with the synthetic dyes adversely affect the health of dyers. Chemicals and their fumes like nitric acid, hydro-sulphite and caustic soda cause lung infection. The palm skin becomes sense less by continuous contact of dye and chemicals. The chemicals can infect the eyes as well if the eye glasses are not worn. Hence the dyers and the Bandhani manufactures should be made aware about the harmful exposure to chemicals and dyes and their adverse effects, if necessary, precautions and safety measures are not taken. Campaigns can be done to provide such health and safety related information for the Bandhani dyeing workers. The owners of the manufacturing units and government should provide health insurance to the Bandhani dyeing workers.

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**PCP035**  
**FACTORS INFLUENCING THE PURCHASING BEHAVIOUR OF SPORTS  
APPAREL CONSUMERS IN JOHANNESBURG**

**AP0070**

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**ABSTRACT**

The purpose of this paper was to determine the factors that influence the purchasing behaviour of Generation X and Y sports apparel consumers in Johannesburg. This was achieved by using the theory of planned behaviour. Understanding why customers buy specific products presents an opportunity for companies to design marketing communications strategies that will ensure more customer buying decisions. Quantitative research methods were used in this study. In total, 70 responses were obtained. Based on the proposed research model, subjective norms and perceived behavioural control were found to have a positive influence on attitude. Also, it was found that attitude has a positive influence on purchase intention. The study recommended that managers and marketers of sports apparel companies use experts in the field to run their promotional campaigns. Furthermore, they need to make it easy for their consumers to access sports apparel and provide them with enough information so that their consumption is informed by knowledge. Moreover, managers and marketers need to create favourable consumer attitudes towards their products or brands by using reputable celebrities to endorse them and genuinely engage in charitable initiatives.

**Keywords:** Consumer behaviour, Generation X, Generation Y, consumers, sports apparel, generational cohorts

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**1. INTRODUCTION**

The factors underlying how and why people shop for specific products has been widely studied for many years (Bakewell & Mitchell, 2003). However, these studies have demonstrated that consumer behaviour is unpredictable and dynamic (Jin & Kim, 2003). Understanding why customers buy particular products presents an opportunity for companies to design relevant strategies that will increase customer buying decisions.

The study described in this paper investigated the factors influencing the buying behaviour of Generation X and Y sports apparel consumers in Johannesburg, South Africa. In recent years, the sports apparel industry has become a profitable business globally (Euromonitor International, 2014). According to Watts and Chi (2019), consumers are becoming more interested in healthy lifestyles, resulting in an increased demand for sports apparel that meets performance, functionality and style criteria. Furthermore, sportswear has become an ordinary part of people's wardrobes that goes beyond the gym.

The focus of the present study was on Generation X and Generation Y consumers because there is limited research on their buying behaviour in Johannesburg. For years, generational differences, especially between Generation X and Generation Y have been important subjects of academic research on consumer behaviour (Acar, 2014); Connor, Shaw & Fairhurst, 2008). There is no single definitive timeframe for Generations X and Y cohorts. However, Lissitsa and Kol (2016) refer to Generation X as those people born between 1961 and 1979, whilst Generation Y (sometimes referred to as millennials) are those born between 1980 and 1999. There are sometimes notable differences in the consumer behaviour of different generational cohorts that marketers need to be mindful of.

It is very important for clothing marketers to have sufficient knowledge of the many factors that influence consumer decisions in order to ensure successful product delivery and customer retention in the marketplace (Mafini & Dhurup, 2014). In addition, Maziriri, Chuchu and Madinga (2019) argue that retailers need to develop an understanding the factors that influence buyers when selecting a store from which to buy the products they seek.

## **2. PROBLEM STATEMENT**

Owing to the competition amongst sports apparel companies, firms need to study consumer behaviour to understand the reasons behind consumer buying decisions so that they can meet customer needs and wants. The present study aimed to provide sports apparel companies with an understanding of the factors that influence consumer buying behaviour.

Previous studies of sports apparel consumption locally and internationally have paid little attention to the measurement of consumer decision-making trends (Mandhlazi, Dhurup, & Mafini, 2013); Mafini & Dhurup, 2014). In addition, there is insufficient research on the factors influencing the buying behaviour of Generations X and Y consumers in Johannesburg.

Moreover, Watts and Chi (2019) maintain that, despite the substantial growth in the use of sports apparel, not much research has been done on the determinants of sportswear consumption for casual wear. As pointed out in Chi and Kilduff (2011), there is still a gap in the literature in terms of exploring the purchase intention for sports apparel. This gap still exists in South Africa and more studies are needed to address it. Consequently, it is a worthwhile exercise to examine the factors that influence the attitudes and purchase intentions of South African consumers towards sport apparel, especially foreign brands (Dhurup, Muposhi, & Shamhuyenzva, 2015).

## **3. RESEARCH OBJECTIVES**

The objectives of this study are to:

- Determine the factors that influence the buying behaviour of Generation X and Generation Y sports apparel consumers in Johannesburg.
- Determine which of the independent variables have significant relationships with attitude and purchase intention.
- Understand how marketers and managers can improve consumer purchase intention.

### **3.1 Hypotheses**

From various literature sources like Putra, Hartoyo and Simanjuntak (2017); Min, Chang, Jai, & Ziegler (2019); Paul, Modi and Patel (2016) and Cristea and Gheorghiu (2016); Mubarok (2018) it was found that perceived product quality, brand image, subjective norms, and perceived behavioural control have a positive influence on consumer attitude. Watts and Chi (2019) further state that attitude has a positive influence on purchase intention.

Based on that knowledge, the following hypotheses were then developed to test these relationships between the variables:

H1 - Perceived product quality positively influences the attitudes of sports apparel consumers.

H2 - Brand image positively influences the attitudes of sports apparel consumers.

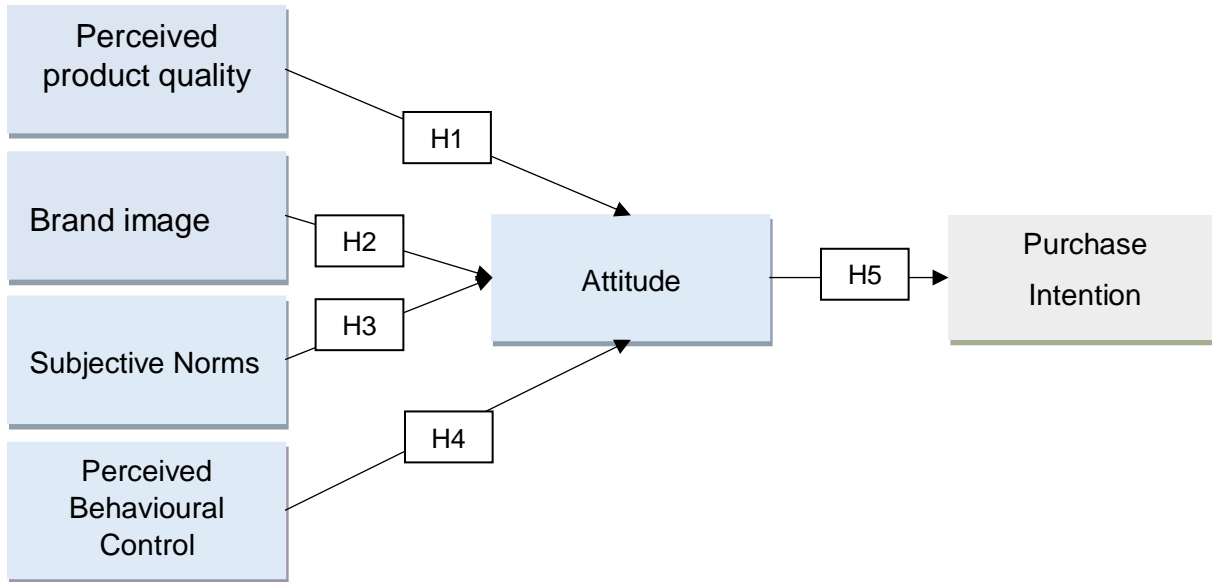
H3 - Subjective norms positively influence the attitudes of sports apparel consumers.

H4 - Perceived behavioural control positively influences the attitudes of sports apparel consumers.

H5 - Attitude positively influences the purchase intentions of sports apparel consumers.

Figure 1 below illustrates the proposed research model that was used in the study. In the end, the empirical results determined the viability of the model.

**Figure 1.1: Hypothesised research model**



Source: Author's own construct

#### 4. LITERATURE REVIEW

##### The concept of consumer buying behaviour

A number of authors have defined consumer behaviour (also referred to as buyer behaviour) in the literature. According to Kotler and Armstrong (2017), consumer behaviour is the buying behaviour of final consumers who are the individuals and households that purchase goods and services for personal use. Consumer behaviour involves the psychological processes of buyers recognising and finding ways to meet their needs; interpreting information; and making and implementing plans (Furajji, Łatuszyńska, and Wawrzyniak, 2012). These processes would lead to decisions about whether to buy a product, which brand to buy and where, which would be facilitated by comparing shopping options before making the purchase.

##### The importance of understanding consumer behaviour

It is important for companies to understand consumer behaviour if they want to attain commercial success (Furajji et al., (2012). Furthermore, the relationship between the marketing strategy of a firm and consumer buyer behaviour depends on its management's understanding of this behaviour. As highlighted in Chi and Kilduff (2011), previous research has shown that there are misalignments between what companies believe their consumers value and what consumers actually value.

##### The theory of planned behaviour (TPB)

The present study used the TPB to predict the consumer purchase intention for sports apparel of Generations X and Y consumers in Johannesburg. This theory has been applied in a variety of areas, such as healthcare, environmentally friendly clothing in Zheng and Chi (2014) and various consumer goods for the prediction of consumer purchase intention and subsequent behaviour.

According to Watts and Chi (2019), the TPB proposes that an individual's behavioural intention is dependent on his/her attitude towards the behaviour, subjective norms and perceived behavioural control. The general rule is that the greater the intention to engage in a behaviour, the greater the likelihood that it will be done (Ajzen, 1991).

### **Factors influencing buyer behaviour**

Perceived product quality - in broad terms, quality can be defined as excellence or superiority (Zeithaml, 1988). Studies by Boisvert and Ashill (2011), Aynadis (2014) as well as Putra et al. (2017) maintain that perceived product quality has a positive influence on consumer attitude.

Brand image - can be defined as the perceptions about a particular brand as reflected by the brand associations held in the memory of the consumer (Keller, 1993). Brand names have a significant effect on consumer choice of sportswear (Dickson & Pollack, 2000).

Subjective norms - are the result of perceived social pressure to perform a behaviour or not (Ajzen, 2015 and Kim & Chung, 2011). According to Kim and Karpova (2010), previous studies indicate a positive relationship between subjective norms and attitude.

Perceived behavioural control (PBC) - is the perceived ease or difficulty of performing a behaviour and is a reflection of experience as well as anticipated hurdles and hindrances (Ajzen, 1991). Previous studies have found that PBC has a positive influence on consumer attitude (Cristea & Gheorghiu, 2016) and purchase intention (Kim, Ham, Yang and Choi, 2013).

Attitude - is the extent to which an individual has a favourable or unfavourable evaluation or appraisal of the behaviour under consideration (Ajzen, 1991 and Kim & Chung, 2011). Studies by Zheng and Chi (2014) and Gopi and Ramayah (2007) found that attitude showed the most significant impact on consumer purchase intention.

Purchase intention - refers to a consumer's plan or willingness to buy a certain product or service in the future (Chiu, Chang, Cheng, & Fang, 2009). According to Hien, Phuong, Tran, & Thang, 2020), purchase intention is a reflection of the planned or predicted future behaviour of a consumer and indicates the probability that it will result in a buying behaviour.

## **5. RESEARCH METHODOLOGY**

### **5.1 Target population**

This study was conducted in Johannesburg, South Africa. All persons aged between 18 and 59 years old were the target of this study.

### **5.2 Sampling size**

The respondents had to be Generation X and Y sports apparel consumers with buying power in Johannesburg. The participants had to be representative of the country's diverse population, so the researcher randomly selected people regardless of their gender; race; educational level; employment status; and income level. A total of 70 responses were obtained.

### **5.3 Sampling method**

Probability sampling, also known as random sampling, was used in this study. In particular, simple random sampling was used. In simple random sampling, every unit in the population has the same probability of selection (Vehovar, Toepoel, & Steinmetz, 2016).

The randomly selected participants included family, friends, colleagues and other members of the public in various areas within the city.

#### 5.4 Data Collection

Primary data were used in the present study. The online survey method was used, because it was considered safe in light of COVID-19 risks. To collect the primary data for the study, a link to the e-survey was sent to the respondents electronically, and they had to complete it in their own time and at their own pace.

The research instrument

A closed-ended questionnaire was used. The questionnaire consisted of two sections (A and B). Section A was mainly for demographic and consumer data. Section B consisted of the Likert scale questions. There were 40 questions, sourced from existing literature like Schnurr, Brunner-Sperdin, and Stokburger-Sauer (2017); Hakim and Susanti (2017); Hien et al., (2020); Watts and Chi (2019); Zheng and Chi (2014); Chi and Kiddulf (2011); Chiu, Kim and Won (2018); Ghafoor, Ahmed, Naeem and Huang (2018), as well as articles written by several authors who had studied some of the constructs included in the questionnaire. Only a few of the questions were constructed by the researcher.

The research instruments selected had, on average, a Cronbach’s alpha of more than 0.7, which suggests that the questionnaires were reliable for the study (Nunally, 1978).

#### 5.5 Ethical considerations

All the respondents were above the age of 18. Informed consent was requested from the respondents prior to participation. The participants’ right to privacy was respected. Their confidentiality and anonymity were also maintained. No personal information that could be used to identify the respondents was requested. The respondents were allowed to withdraw their participation at any stage. It was explained to the respondents that their participation was voluntary and that no benefit would accrue to them because of them participating in this study.

#### 5.6 Data analysis

The data were analysed using a computer software program called STATISTICA. Firstly, the data were analysed for reliability and validity. Thereafter, data analysis generated descriptive and inferential statistics.

#### 5.7 Data quality

In order to ensure that the study was credible and of a good quality, the researcher had to adhere to certain principles. The Cronbach’s alpha co-efficients for all the constructs were above 0.8, which indicated excellent reliability. The sample size of this study was small relative to the hypothesised model; therefore, the findings were only tested for face validity.

**Table 1: Cronbach’s alpha results**

Construct	Cronbach’s Alpha	Description
Perceived product quality	0,94	Excellent
Brand Image	0,90	Excellent
Subjective norms	0,87	Excellent
Perceived behavioural control	0,86	Excellent
Attitude	0,92	Excellent

Purchase intention	0,85	Excellent
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### 5.8 Results

This section presents the descriptive and inferential statistical findings of the study. Table 2 below shows that majority (60%; n = 42) of the respondents were female, with the dominant age group ranging from 30 to 39 years old, (59%; n = 41). Blacks were the dominant ethnic group (80%; n = 56). Most of the respondents (39%; n = 27) held a bachelor’s degree, whilst only 13% (n = 9) had a postgraduate qualification. Most of them were employed (87%; n =61). In terms of monthly income levels, the majority (29%; n = 20) of those surveyed earned between R15 000 and R29 999. More than half of them (54%; n = 38) indicated that they were in favour of stores inside a shopping mall. Most of them (51%; n = 36) indicated that they bought sports apparel to participate in physical activities (like exercising).

**Table 2: Demographic profile and consumer preferences/reasons**

Variable	Distribution	% Response	Number of respondents
Gender	Female	60%	42
	Male	40%	28
Age	18 – 29	29%	20
	30 – 39	59%	41
	40 – 49	9%	6
	50 - 59	4%	3
Race	Asian	0%	0
	Black	80%	56
	Coloured	6%	4
	Indian	6%	4
	White	9%	6
Highest education level	Below matric	1%	1
	Matric	11%	8
	Diploma	29%	20
	Bachelor’s degree	39%	27
	Postgraduate	13%	9
	Masters	7%	5
	Doctorate	0%	0
Employment status	Employed	87%	61
	Unemployed	4%	3
	Self-employed	6%	4
	Prefer not to say	3%	2
Monthly income level	R0 – R2 999	4%	3
	R3 000 – R7 999	1%	1
	R8 000 – R14 999	16%	11
	R15 000 – R29 999	29%	20
	R30 000 – R49 000	20%	14
	R50 000+	10%	7



	Prefer not to say	20%	14
Preferred option when buying sports apparel	Stores inside a shopping mall	54%	38
	Stores inside shopping centres	29%	20
	Stand-alone stores	11%	8
	Online stores	6%	4
Reasons for buying sports apparel	For participating in sports activities	9%	6
	For doing physical activities (like gym)	51%	36
	For casual wear	40%	28
	<b>Total</b>	<b>100%</b>	<b>70</b>

### 5.9 Correlation analysis

The results of the correlation analysis are presented in Table 3 below, where the relationships between the variables are illustrated.

**Table 3: Correlation analysis**

Variable	Correlations (Survey results) Marked correlations are significant at $p < .05000$ N=70 (Case wise deletion of missing data)					
	PPQY	BRND	PBCL	SBNM	ATTD	PINT
PPQY	1,000	0,314	0,333	0,337	0,392	0,271
BRND	0,314	1,000	-0,003	0,421	0,154	0,211
PBCL	0,333	-0,003	1,000	0,130	0,412	0,355
SBNM	0,337	0,421	0,130	1,000	0,403	0,406
ATTD	0,392	0,154	0,412	0,403	1,000	0,584
PINT	0,271	0,211	0,355	0,406	0,584	1,000

*NB: Items in red indicate significant relationships*

Perceived product quality (PPQY) had a significant positive influence on attitude ( $r = 0.392, p < 0.05$ ) and purchase intention ( $r = 0.271, p < 0.05$ ). Brand image (BRND) was not significantly related to attitude ( $r = 0.154, p < 0.05$ ) and purchase intention ( $r = 0.211, p < 0.05$ ). Perceived behavioural control (PBCL) was significantly related to attitude ( $r = 0.412, p < 0.05$ ) and purchase intention ( $r = 0.355, p < 0.05$ ). The results showed that subjective norms (SBNM) had a significant positive influence on attitude ( $r = 0.403, p < 0.05$ ) and purchase intention ( $r = 0.406, p < 0.05$ ). The data analysis revealed that attitude had a strongly positive influence on purchase intention ( $r = 0.584, p < 0.05$ ). Multicollinearity was also not found to be a problem because the correlations between the independent variables were mostly less than 0.4. Wegner (2016) indicates that if correlations between the different pairs of independent variables are less than 0.4, multicollinearity does not adversely affect the predictive validity of the regression model.

### 5.10 Multiple regression analysis

Table 4 below shows the results of multiple regression analysis of the relationship between the independent variables and attitude. The results indicated that perceived behavioural control (PBCL:  $b = 0.310$ ;  $p < 0.05$ ) and subjective norms (SBNM:  $b = 0.299$ ;  $p < 0.05$ ) were positively related to attitude. The other variables were not. The three independent variables explained 32% ( $R^2 = 0.322$ ) of the movement of attitude.

**Table 4: Multiple regression analysis of the relationship between the independent variables and attitude**

N=70	Regression Summary for Dependent Variable: Attitude (Survey results) R= ,567 R <sup>2</sup> = ,322 Adjusted R <sup>2</sup> = ,291 F(3,66)=10,448 p<,00001 Std. Error of estimate: ,563					
	Beta coefficient	Std. Error	B Coefficient	Std. Error	t value	p-value
Intercept			1,407	0,426	3,303	0,002
PPQY	0,189	0,113	0,135	0,081	1,666	0,101
PBCL	0,310	0,108	0,285	0,099	2,883	0,005
SBNM	0,299	0,108	0,248	0,089	2,778	0,007

*NB: Items in red indicate significant relationships.*

Table 5 below illustrates the multiple regression analysis of the relationship between the independent variables and both purchase intention and attitude. Subjective norms (SBNM:  $b = 0.217$ ;  $p < 0.05$ ) and attitude (ATTD:  $b = 0.444$ ;  $p < 0.05$ ) were positively related to purchase intention. The other variables were not. The four independent variables explained 39% ( $R^2 = 0.394$ ) of the movement of purchase intention.

**Table 5: Multiple regression analysis of the relationship between the independent variables and both purchase intention and attitude**

N=70	Regression Summary for Dependent Variable: Purchase Intention (Survey results) R= ,628 R <sup>2</sup> = ,394 Adjusted R <sup>2</sup> = ,357 F(4,65)=10,567 p<,00000 Std.Error of estimate: ,534					
	Beta coefficient	Std. Error	B Coefficient	Std. Error	t value	p-value
Intercept			1,105	0,436	2,532	0,014
PPQY	-0,027	0,110	-0,019	0,079	-0,248	0,805
PBCL	0,153	0,109	0,140	0,099	1,405	0,165
SBNM	0,217	0,108	0,179	0,089	2,000	0,050
ATTD	0,444	0,117	0,443	0,117	3,788	0,000

*NB: Items in red indicate significant relationships.*

Table 6 below presents the results of the multiple regression analysis of the relationship between the independent variables and purchase intention. Perceived behavioural control (PBCL:  $b = 0.290$ ;  $p < 0.05$ ) and subjective norms (SBNM:  $b = 0.350$ ,  $p < 0.05$ ) were positively related to purchase intention. The other variables were not. These three independent variables explained 26% ( $R^2 = 0.260$ ) of the movement of purchase intention.

**Table 6: Multiple regression analysis of the relationship between the independent variables and purchase intention**

Regression Summary for Dependent Variable: Purchase Intention (Survey results)						
R= ,510 R <sup>2</sup> = ,0.260 Adjusted R <sup>2</sup> = ,227 F(4,65)=7.740 p<,000 Std. Error of estimate: ,586						
n = 70	Beta coefficient	Std. Error	B Coefficient	Std. Error	t value	p-value
Intercept			1,728	0,443	3,897	0,000
PPQY	0,056	0,118	0,040	0,084	0,478	0,634
PBCL	0,290	0,112	0,266	0,103	2,585	0,012
SBNM	0,350	0,112	0,288	0,093	3,108	0,003

*NB: Items in red indicate significant relationships.*

The results above indicate that perceived product quality and brand image had no significant positive influence on attitude. This means that H1 and H2 are not supported. Subjective norms and PBC have a significant positive influence on attitude, which means that H3 – H4 are supported. Also, attitude is positively related to purchase intention, which supports H5.

## 11. CONCLUSION

In the study, it was empirically found that brand image and perceived product quality have no significant influence on attitude, meaning that enhancing them will not have a significant impact on attitude. This requires further investigation as it is incongruous to many previous studies. Subjective norms and PBCs have a positive influence on the purchase intention of sports apparel consumers. Promoting subjective norms and PBC will positively improve consumer attitude. It can also be concluded that promoting consumer attitude will enhance purchase intention. Managers and marketers can consider using sports celebrities to advertise their products. Chew and Leng (2016) indicate that sports celebrity endorsements have a positive influence on consumer behaviour. The management of sports apparel companies should make sure that it makes it easy for consumers to access products. Watts and Chi (2019) suggest that managers could use a variety of sales channels to ensure that targeted consumers access apparel easily and conveniently. Furthermore, in their marketing communications, managers should create a perception of affordable prices through discounts, advertisements and the introduction of innovative products. The management of sports apparel companies needs to focus its marketing communications strategies on ensuring that the creation of a favourable consumer attitude towards the firms’ products. Many people appear to have a favourable attitude towards buying sports apparel and are keen to purchase it, which is good for the management of sports apparel companies. With this in mind, managers must ensure that they adequately advertise their products to entice more consumers to buy them. They can use social media, such as YouTube, Facebook and Instagram, and other platforms, such as television, radio and sports newspapers or magazines, to promote existing products, new products and upcoming ones. They can also engage in charitable

Overall, the study made three contributions to the literature. Firstly, it confirmed the applicability of the TRA and TBP to research on Generations X and Y sports apparel consumers in Johannesburg. Marketers could use this information in studying consumer buying behaviour in respect of other products. Secondly, since this study was focussed on Generations X and Y, the proposed model could be extended to other generational cohorts and in other geographical areas. Lastly, the measuring instrument used was found to be valid and stable, which would make it useful for future researchers when conducting similar studies

## 12. LIMITATIONS AND FUTURE STUDIES

The present study had a number of limitations. The sample size was relatively small and may not be representative of the general population. This study can therefore not be generalised to the broader population. The study was only conducted in Johannesburg, which excluded consumers from other towns/cities. Future research could look at carrying out a similar study in other cities and across the nine provinces of South Africa. A qualitative approach can also be adopted in order to probe deeper into the phenomenon, and thus gain more understanding about the subject. Other researchers could consider studying consumer purchasing behaviour in relation to specific brands. In the future, researchers could also look at different industries/products in order to gain more knowledge about consumer behaviour.

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PCP036

## A STUDY ON WOMEN ENTREPRENEURS OF RAJKOT CITY: FROM EMPLOYMENT TO ENTREPRENEURSHIP

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### Abstract

Entrepreneurs are backbone of any economy. They are the one who do not earn only for them but also creates employment opportunities for others. Nowadays women have competed men in every field and entrepreneurship is no exception in that. Despite all social and financial hurdles Indian women have been standing strongly and have made their own identity. Present study explores women entrepreneurs who left salaried job and started their own venture. For that convenience sample comprising size of 100 women has been considered. This study focused on identifying the main factors those became motivators or drivers for the women to leave the job and start their own business and the problems and challenges they faced from their decision of employment to entrepreneurship. Structured questionnaire was distributed among respondents into different areas of Rajkot city. The research used a quantitative method to collect the information regarding key points. Appropriate statistical tools were used for proper analysis and interpretation of collected data. After research it was found out that the most common factors those became motivators for these women were independence, personal growth & development, time convenience and income. While the main challenges they faced during their initial stage were financial constraint, lack of expert advice and shortage of qualified & professional staff.

**Keywords:** women entrepreneurs, employment, venture, motivating factors, challenges

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### 1. INTRODUCTION

Entrepreneurship is the most essential factor for the growth of economy in any country. India has been a land of entrepreneurs. In today's world the word entrepreneurship is not limited up to male only lots of women are there who had taken risk, invested their capital, time & talent and have become successful entrepreneurs.

Indian women are considered as a source of power (Shakti) for mythological times. Over the years, the literacy rate of women and employment opportunities are being increased by leaps and bounds. Moreover, of late, they are actively engaging in several activities apart from employment. Women are involving and entering into business and establishing different types of industries.

The Government of Indian is encouraging women to start new venture through various financial assistance & different schemes Hence, women started establishing industries and collaborating self and economic development and coming out with flying colours.

#### 1.1 CONCEPT

Entrepreneurship is the ability and readiness to develop, organize and run a business enterprise, along with any of its uncertainties in order to make a profit. The most prominent example of entrepreneurship is the starting of new businesses.

In economics, entrepreneurship connected with land, labor, natural resources and capital can generate a profit. The entrepreneurial vision is defined by discovery and risk-taking and is an indispensable part of a nation's capacity to succeed in an ever-changing and more competitive global marketplace.

Women Entrepreneurs refers to a woman or a group of women who initiate, organize and operate a business enterprise. A woman entrepreneur is therefore a confident, creative and innovative woman, desiring economic independence individually and simultaneously creating employment.

The Government of India has defined women entrepreneurs based on women participation in equity and employment of a business enterprise. Accordingly, the Government of India (GOI2006) has defined women entrepreneur as “an enterprise owned and controlled by a women having a minimum financial interest of 51 per cent of the capital and giving at least 51 per cent of the employment generated in the enterprise to women.”

## 1.2 WOMEN ENTREPRENEURS IN INDIA

Entrepreneurship among women in India was not a popular trend. However, the tide is turning now. With whatever little opportunity is available, the female population of the country is choosing entrepreneurship as a profession. In the last few years, the way Indian women have shown the courage to walk on the difficult road to entrepreneurship is really commendable. The beauty of this entrepreneurial growth among Indian signoras is that the initiative comes from not just big cities but also from small towns and remote villages.

### Some successful entrepreneur in India

1. Kiran Mazumdar Shaw – Founder of Biocon Limited
2. Vandana Luthra – Founder of VLCC
3. Priya Paul – Chairperson Park Hotels
4. Ritu Kumar – World Famous Fashion Designer
5. Shahnaz Hussian – CEO of Shahnaz Herbals
6. Suchi Mukherjee – Founder & CEO of Limeroad
7. Richa Kar – Co-founder of Zivame
8. Aditi Gupta – Founder of Menstrupedia
9. Falguni Nayar – Founder of Nykaa
10. Vani Kola - founder and managing director of Kalaari Capital
11. Radhika Ghai Aggarwal - founder of Shop Clues
12. Khushboo Jain - co founder Impact Guru

## 2. LITERATURE REVIEW

**Ritwik Saraswat & Remya Lathabhavan (2020)** conducted “A study on women entrepreneurship in India” with the objective of to generate awareness and to understand the meaning of what women entrepreneurship is and how important it is. The study was done on secondary data and various important points has been noted like major problems faced by Indian women entrepreneurs, success stories of Indian women entrepreneurs, and the factors influencing women entrepreneurship and the perspective of different sections of the society about women entrepreneurship.

**Yoganandan G & Gopalselvem (2018)** conducted “A study on women entrepreneurs in India” with the objective of to find the problems encountered by women in starting business Enterprises and to study Development of Women Entrepreneurs. The study was done using secondary data and found out that the participation of women in all fields more and more especially within the field of entrepreneurship is growing at a widespread fee. Even though there are proper successful women entrepreneurs in our country, however others can’t capable of gain because male domination and our conventional tradition so the authorities need to offer entrepreneurial attention, orientation and skill improvement programs for women.

**Dr.B.Ramesh (2018)** conducted study on problems and prospective of women entrepreneurship in India, with the objectives of to understand the women entrepreneurship, to know the problems of women entrepreneurs and to assess the Organizations Promoting Women Entrepreneurship in India. Secondary data has been used and found out that Women entrepreneurs faced lots of problems like lack of education, social barriers, legal formalities, high cost of production, male dominated society, limited managerial ability, lack of self confidence etc. Government takes various steps for the upliftment of women entrepreneurs. However, in India, the actual participation of women in income generating activities is quite unsatisfactory, only eight per cent of the small scale- manufacturing units are owned and operated by women.



**Prof. Emmanuel Dumbu (2017)** studied Motivational factors for women entrepreneurs in engaging in street entrepreneurship in Masvingo Urban of Zimbabwe. A purposive sample of five women street entrepreneurs was used and data was collected using personal interview method. It was concluded that facing economic hardship through loss of formal employment or being divorcee or widow were the factors to engage in street entrepreneurship. Besides negative factors passion for owning & running their own venture also played vital role.

**Dr.G.Chinababu (2012)** conducted “A study on women entrepreneurship in India” with main focus on the present scenario, problems, challenges faced by the women entrepreneurs, and how to overcome them. Secondary data has been used and it was concluded that it’s a better position wherein women participation in the field of entrepreneurship is increasing at considerable rate and efforts are also being taken to encourage women. The main obstacles they are facing is marketing , lack of awareness about financial assistance and motivation due to social pattern.

### 3. RESEARCH METHODOLOGY

#### 3.1 OBJECTIVES OF THE STUDY

1. To identify motivating factors or drivers which encouraged women to leave salaried Job and start own venture
2. To study the problems and challenges faced by women due to decision of employment to entrepreneurship.
3. To study the relationship between age, nature of business and satisfaction & happiness level of respondents

#### 3.2 SAMPLE SIZE

For the purpose of study, 100 women of Rajkot city has been selected, these are the women who have left their job and started their own venture. Different demographic information like age, education, income, work experience, marital status etc. has been considered. Structured questionnaire was filled up by respondents including MCQ type question and questions with likert scale.

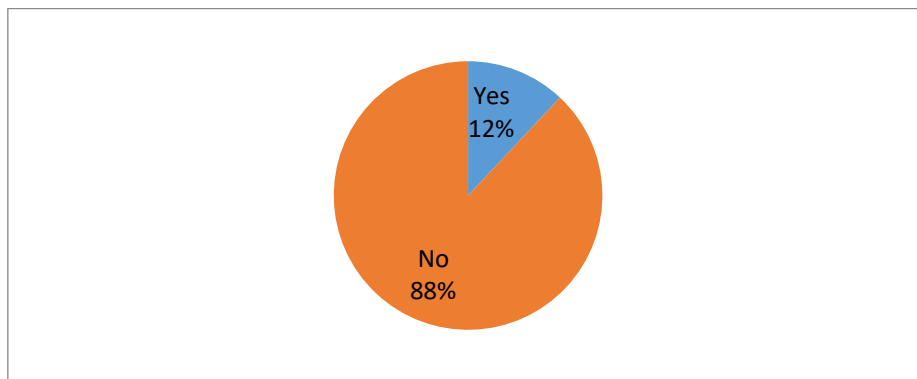
#### 3.3 DATA ANALYSIS

**Table 1 Demographic information of respondents**

Particulars	Classification	Total Number	In Percentage (%)
Age Group	21-30	28	28
	31-40	48	48
	41-50	24	24
Work Experience (years)	0 -3	36	36
	4-7	26	26
	8- 11	21	21
	More than 11 years	17	17
Highest Qualification	Higher Secondary School Graduate	18	18
	Post Graduate	28	28
	Other Professional degree	42	42
		12	12

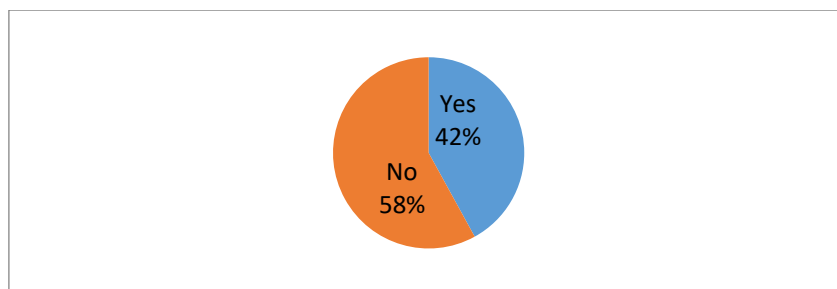
Marital Status	Married	50	50
	Unmarried	41	41
	Widowed	4	4
	Divorced	5	5
Nature of the Business	Consultancy services	5	5
	Beauty parlor	20	20
	Coaching classes	18	18
	Manufacturing or self making	18	18
	Retail selling	30	30
	Other Work	9	9
Type of Funds used	Owned fund only	62	62
	Owned plus Borrowed	38	38

Figure 1. Response regarding women feeling regret for their decision or not



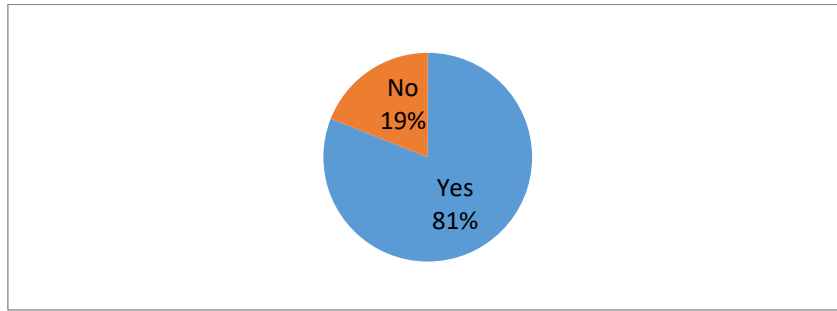
Here, only 12% women say that they have regret of leaving their job. 88% are in favor that they don't have any regret.

Figure 2. Response of women regarding knowledge about different Government schemes



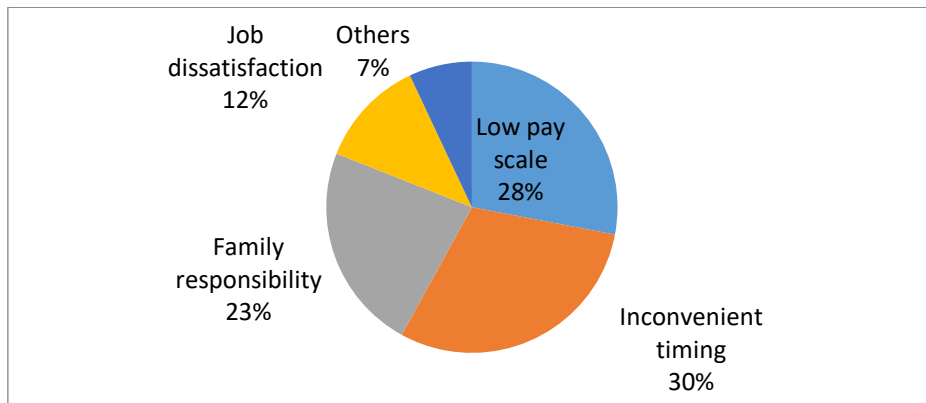
42 % respondents are aware about Government's various schemes to encourage women entrepreneur while 58% have no awareness regarding that. So there is a requirement to take some steps by Government for creating awareness and taking benefit of those schemes.

Figure 3. Response of women regarding problems faced by women is more than men



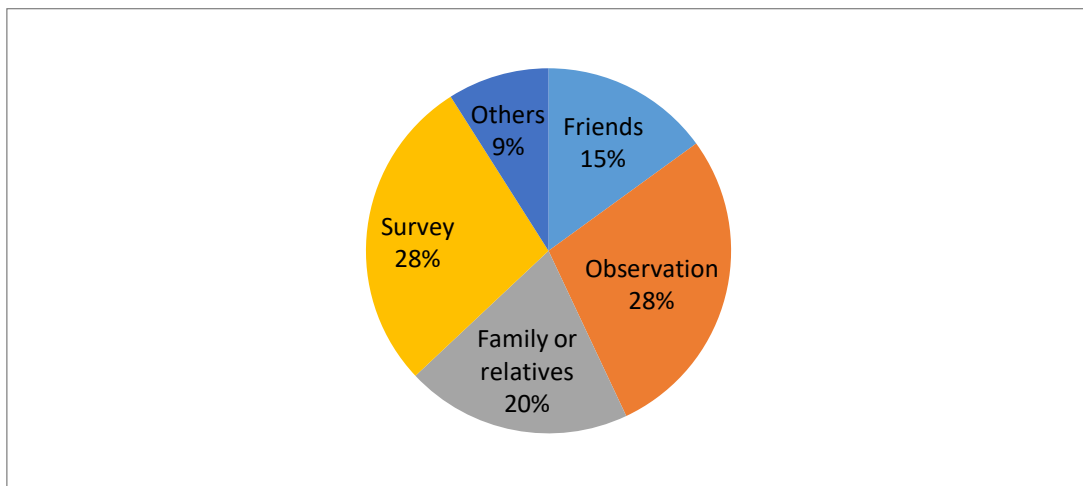
Here, 81 % women are in favor that women have to face more problems than men during business establishment. It's because of lacking of proper information, society & family support etc.

Figure 4. Response of women for leaving the job



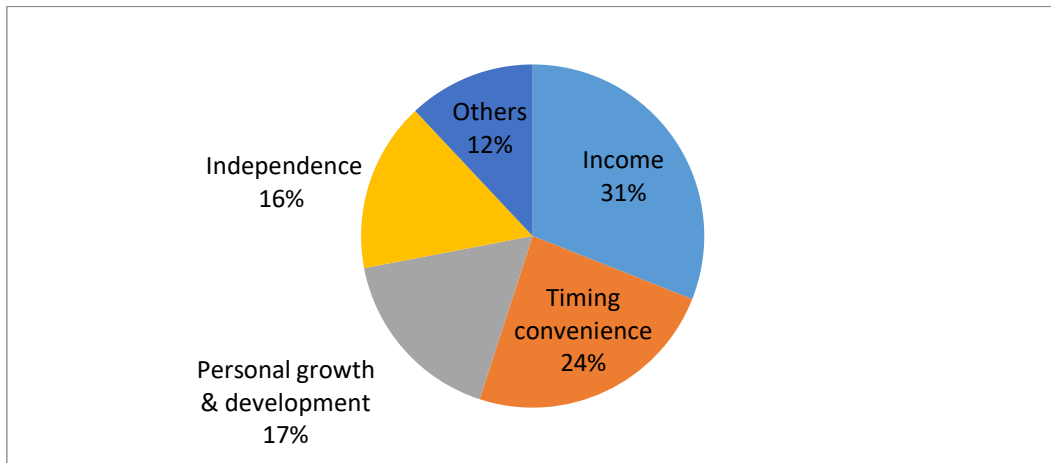
It can be observed that 28% women left their job just because of low pay scale, 30% because of inconvenient timing, 23% because of family responsibility, while only 12% women left their job due to job dissatisfaction & 7% due to other factors like work culture, work place etc.

Figure 5. Response of women for source of idea to start a business



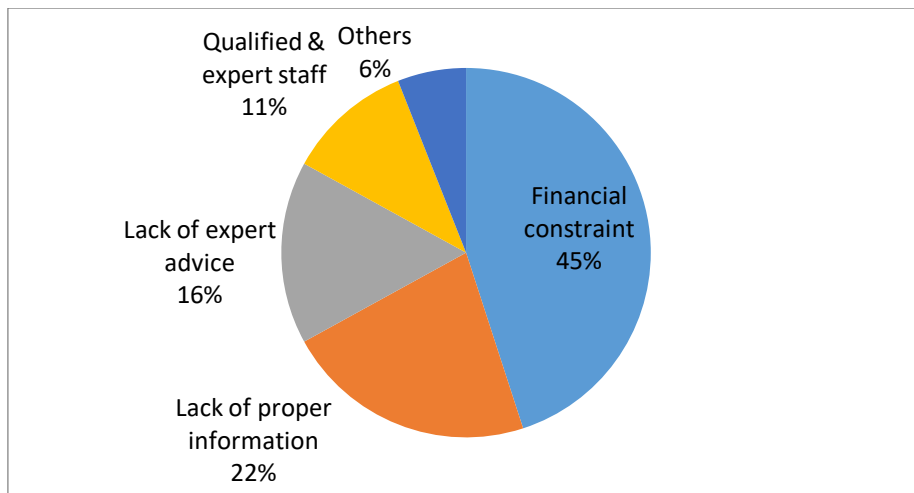
28% women got idea to start business from their own observation as well as survey, 20% from family or relatives, 15% from friends and only 9% from others like colleagues or from other professional persons.

Figure 6. Response of women for main motivation factor to start business



There may be more than one motivational factor for starting the business but here they have asked to select only one which was most vital above all so for 31% women it was income, for 24% it was time convenience, for 17% it was personal growth & development for 16% it was independence. Only 12 % selected other option like social status or dream or to do something new etc.

Figure 7. Response of women regarding hurdles they faced during business establishment



To start new venture is not easy everybody has to face some hurdles during the time of establishment here respondents had also face some problems in that 45% faced the issue of financial constraint, 22% faced the problem of having lack of proper information of that line, 16% faced lacking of expert advice, 11 % didn't have qualified staff for their work and 6% faced other problems like availability of proper premises or lack of confidence etc.

**3.4 HYPOTHESIS**

H01: There is no significant relationship between age of the respondents and satisfaction & happiness level from the work of respondents

Ha1: There is significant relationship between age of the respondents and satisfaction & happiness level from the work of respondents

H02: There is no significant relationship between nature of the business of the respondents and satisfaction & happiness level from the work of respondents

Ha1: There is significant relationship between nature of the business of the respondents and satisfaction & happiness level from the work of respondents

ANOVA: Single Factor

ANOVA						
Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	146.6667	4	36.66667	4.782609	0.020421	3.47805

Within Groups	76.66667	10	7.666667
Total	223.3333	14	

The hypothesis was tested at 5% significance level; it can be interpreted from the above table of hypothesis that there is association between age of the respondents and satisfaction & happiness level from the work, as F calculated value (4.78) is greater than F tabulated value (3.47). So we reject null hypothesis and accept that there is association between age of the respondents and satisfaction & happiness level from the work of respondents.

ANOVA

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	146.6667	4	36.66667	7.051282	0.000606	2.75871
Within Groups	130	25	5.2			
Total	276.6667	29				

The hypothesis was tested at 5% significance level; it can be interpreted from the above table of hypothesis that there is association between nature of the business of the respondents and satisfaction & happiness level from the work, as F calculated value (7.05) is greater than F tabulated value (2.75). So we reject null hypothesis and accept that there is association between nature of the business of the respondents and satisfaction & happiness level from the work of respondents.

#### 4. FINDINGS

From the above data analysis it can be found out that Women are performing very well in their own venture with handling of household responsibilities Women don't have any regret for leaving job because they are earning well from the business plus the time is convenient to them The most common motivating factor for women to become entrepreneur was income then time convenience, personal growth & development and independence respectively. While the main challenge they faced during initial stage of their entrepreneurship was financial constraint and then lack of proper information, lack of expert advice and shortage of qualified staff respectively.

#### 5. CONCLUSION

Women are not behind men in any field and entrepreneurship is not exception in that. They want to do something new and also have talent plus strong desire for that. But sometimes they are not properly guided or supported. Government and various NGOs should do maximum efforts in that area to support these types of women for enhancing their skills and to overcome hurdles or problems they are facing. With proper support they can develop their business on large scale. Entrepreneurs are life line of any country's economy and being almost 50% population of country women can contribute much in growth of economy as well as by generating employment for other people they can be helpful to solve out the problem of unemployment of up to some extent.

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**PCP037**

**HERITAGE HOTELS AND HERITAGE TOURISM: A PERSPECTIVE ON EXPERIENTIAL MARKETING**

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**Abstract**

Heritage and Culture are the two words which are always associated with Rajasthan, when people talk about palaces it is always referred to Rajasthan. Gujarat is also a state which is known for its rich culture, heritage and history. Gujarat Tourism Is observing a tremendous growth in last many years because of “Khushboo Gujarat ki” Campaign by Mr. Amitabh Bachchan. This papers objective is to explore on experiential marketing on Gujarat’s Heritage Hotels and Heritage Tourism. The research methodology used here is by collecting secondary data which refers to data which is collected from Articles, Journals, and Authentic Websites. Old Palace Properties, Havelis and forts converted into a hotel to give an experience of authenticity and culture to the people are known as Heritage Hotels. These Heritage hotels caters a designed luxurious experience also provides personalized services to the tourist visiting the property. Heritage Tourism is all about experiencing the place which authentically represent the art and architecture, Handicrafts, food and stories of the people from past which includes culture, History and natural resources. The times have changed from Hospitality to leisure, recreational retreats, Nature-based eco-tourism, Heritage tourism are kind of experiences which are the exceptional highlights that boost Gujarat tourism. In this study the researcher is exploring on the scope of experiential marketing. The study also suggest the ways from which we can boost Heritage tourism of Gujarat.

Keywords: Heritage Hotels, Heritage Tourism, Palace properties, Gujarat Tourism, Experiential Marketing

**1. INTRODUCTION**

India is a country of its rich culture, history, heritage, languages, religion, small villages, unique types of rivers and its wildlife. India is also known for its seasonal weather conditions, geographic locations and mainly because of its masaledar food. The country has it all; it is surrounded by huge Himalayan Mountains, deep blue Arabian Sea, Bay of Bengal and the Indian Ocean. India is a land of different tongue and it is said that in India the culture and language changes every 50-100 kms. The Indian culture inherits the value and tradition of ATITHI DEVO BHAVA (The Guest is our god). India is also known for its vivid physical, Political and Multi-lingual society and offers a lot to the world to explore in terms of its recreational Yoga retreats, Adventure activities, diverse attractions and geographic locations. India attracts a huge chunk of foreign traffic from all around the globe apart from the domestic tourists. Thus India is considered as one of the most travelled destination across the Globe offering an array of experiences to the tourists.

There are different Types of tourism are Heritage, Leisure, Eco, Adventure, Business, Cultural, Medical, etc.

As per the data The Indian Travel & Tourism Industry’s contribution to GDP was \$ 121.9 bn; and it is expected to reach at \$512 bn by 2028. (India, 2020)

Gujarat is a land of rich history, architecture and heritage. 3500 years before Gujarat was the centre of Indus Valley Civilization. Gujarat has preserved its historical sites and heritage monuments which makes Gujarat very vibrant and unique state.

Tourism is the one of the biggest developing industry in the world. Travel and Tourism is very prevalent since ages in Gujarat. Portuguese entered India through Surat, Gujarat and started trading in India.

There are total 61 Heritage Hotels and Monuments listed by Gujarat Government.

Table: 1 List of Heritage Properties and Monuments

Heritage Properties	City
Laxmi Villas Palace	Vadodara
Rani Ki vav	Patan

Dholavira	Dholavira
Modhera Sun Temple	Modhera
Diu Fort	Diu
Siddi Saiyed Mosque	Ahmedabad
House of Mangaldas Girdhardas	Ahmedabad
Champaner Archeological site	Pavagadh, Vadodara
Jambughoda Palace	Vadodara
Prag Mahal	Bhuj
Vijay Villas Palace	kutch
Jain temples	Champaner, Pavagadh
Aaina Mahal	Kutch, Bhuj
Sabarmati Aashram	Ahmedabad
Kalupur Swaminarayan Temple	Ahmedabad
Kirti mandir	Porbandar
Bhadra Fort	Ahmedabad
Uperkot Fort	Junagadh
Mahabat Maqbara	Junagadh
Panikota Fort	Diu
Nilambag Palace	Bhavnagar
Adalaj Stepwell	Ahmedabad
Swaminarayn Temple	Muli
Ambika Nivas Palace	Muli
Natwar Nivas Palace	Rajpipla
Divans Bungalow	Ahmedabad
Rajvant Palace Resort	Rajpipla
Riverside Palace	Gondal
Orchard Palace	Gondal
Navlakha Palace	Gondal
Royal Oasis & Residency	Wakaner
Sarita Mandvi Mahal	Chandod
The Garden Palace	Balasinore
The Palace Utelia	Utelia
The Rajmahal Palace	Wadhwan, Surrendranagar
The Vijay Vilas Palace hotels and resorts	Palitana
Arts Reverie	Ahmedabad
Balaram Palace Resort	Chitasani
Bell Guest House	Sayla
Mani Mansion The Heritage Homestays	Ahmedabad
Darbagadh Poshina	Sabarkantha
Gopnath Bungalow	Amreli
Hotel Aram	Jamnagar
Heritage Khirsara, Palace	Rajkot
Kussum Villas Palace and Prem Bhavan Palace	Chotta udaipur
Mandavada	Junagadh
Dowlat Villas Palace	Himatnagar
Dowlat Villas Palace The Heritage	Himatnagar
Madhav Bagh	Vadodara
Darbagadh Dared	Dared
Darbagadh kadval	Kadval
Endhania Bungalow	Gir
Shri Joravar Villas Palace	Santrampur
Bhavani Villa	Danta
Kali Niketan	Chota Udaipur
French Haveli	Ahmedabad
Dodhia Haveli	Ahmedabad



The Bhuj House	Bhuj
Champaner Heritage resort	Champaner
Hazur Palace	Lothal
Arudh Mahal Homestay	Vadodara

Source: Gujarat Tourism Website (<https://www.gujarattourism.com/accommodation/heritage-hotel.html>)

People travel to destinations for unique experiences and tourist’s destinations are increasingly providing experiential and personalised services to better their competitive advantage. Tourists always look for travel filled with pleasure feelings, Adventure and fun from the service providers. Hence the understanding of consumers taste, feelings demands and experiences as well as the ambience, aesthetics, environment and ecology is important to better their competition. According to (Forbes, n.d.) The main aim of experiential marketing is to create long lasting image on consumers. Experiential marketing is also referred to as live marketing. It builds its consumer loyalty through such experiences which can be shared and lived over the time and again.

Apart from its financial value what makes heritage tourism intriguing is the education it shares of restoration and conservation. With heritage tourism promotion is of a particular place isn’t the only product which is in the offer its also comes with the intangible experiences like its history and story of a particular places which the main attraction for the visitors.

According to (Mohamad Hadi Prasetyo, 2017) experiential marketing is to sense, feel, think, act and relate.

Table: 2 There are 5 dimensions in experiential marketing:

Sense	Refers to five human sense eyesight, hearing, taste, touch and smell where the main purpose is to provide aesthetic pleasure (happiness, satisfaction, beauty) to the consumer
Feel	The strategy with intention to influence the market through media experience providers, and to be successful one must first understand how to create a feeling at the moment of taking the product/service. The aim of influencing the experience that starts from a soft mood up with strong emotions to the pleasure and pride.
Think	This makes thing and engage consumers creatively.
Act	This type of marketing is engaged with consumers having physical experience.
Relate	The experience which is beyond personal sensations, feelings, logic and action. The combination of sense, feel think and act which is linked with an individual with what is outside it and implement the relationships between other people and other social groups so that they can feel proud of and accepted in the community.

Source: (Mohamad Hadi Prasetyo, 2017)

## 2. OBJECTIVES

The Objective of the study is as follows:

- 1) To understand the market of heritage hotels and heritage tourism of Gujarat.
- 2) To explore on experiential marketing on Gujarat’s Heritage Hotels and Heritage Tourism.

## 3. RESEARCH METHODOLOGY

### 1. Need of Study:

- It has been notice a shift in consumer’s perception for heritage hotels these days. Consumers are showing interest in staying at heritage hotels because of its unique experience and rich cultural value and traditions. One of the major reason to travel to heritage hotels is because of the local communities and local experiences. This local experiences give a sense of authenticity for consumers staying at heritage hotels.
- Covid-19 played major role in consumer’s style to travel because now they are looking for experiences where they can sit back and relax very much away from the commercial crowd. The best part about heritage tourism is that it has varied and unique experiences curated and personalised for the tourists.

### 2. Scope of Study:

- The Scope of research study has been limited to heritage hotels and heritage tourism of Gujarat.

### 3. Research design:

- Descriptive research design is a scientific method which involves observing and describing the behaviour of a subject without influencing it in any way.

#### 4. Data collection sources:

- **Secondary Data:** Secondary *data* refers to data which is collected by someone other than the user. Articles and Journals will be secondary data source used for this research.

#### 5. Limitations:

- This Study is only limited to Gujarat state.
- This study is limited to heritage hotels and heritage tourism of Gujarat state.
- As the perception and taste of consumer is based on their own belief, view, experience etc., it may change in passage of time. So, findings of the study may not be suitable to future period.

## 4. LITERATURE REVIEW

(Tandel, 2016) Tourism industry is considered as one of the largest foreign exchange earners of the country. It contributed 5.9% in 2003-04, while it generated 41.8 million employment direct and indirect in the same year.

(India M. o., 2019) As per Government of India in 2018 analysis stated 62.4% of foreign tourist arrivals was for the purpose of leisure, Holiday & Recreation activities followed by business and professional tourism (16.3%), Indian Diaspora (13.5%), Medical (6.1%) and other purposes (1.7%) (Foundation, 2021) According to IBEF (India Brand Equity Foundation) India ranked 10<sup>th</sup> among 185 countries in terms of travel & tourism's total contribution to GDP in 2019 stated by WTTC ( world Travel & Tourism council) (GVR Report cover Heritage Tourism Market Size, Share & Trends Report, 2020) The global heritage tourism market size was valued at USD 556.96 billion in 2021 and is expected to grow at compound annual growth rate (CAGR) of 3.8% from 2022 to 2030. The global heritage tourism market growth is grown by the increasing no if travellers interest in cultural tourism. According to United Nations World Tourism Organization, about 40% of the tourism business comes from cultural and heritage tourism.

According to (Alaa J. Kadi, 2014) the definition of heritage tourism is “travelling to places and experiencing the places artefacts, and activities that authentically represent the stories and people of the past which includes cultural, historic and natural resources.

As per (Gujarat, 2017) Many factors of Gujarat State are driving force for the foreign tourists, and Indian Tourists such as history tourism, Medical tourism, Business tourism, Culture tourism, Adventure tourism and many more.

(Thakkar\*\*, 2017) “Amitabh Bachchan” being the endorser gained a lot of attention made it easier for the viewers, tourist to distinguish Gujarat tourism advertisement campaign “Khusboo gujarat Ki” from the other state tourism campaigns.

(Express, 2021) As per Gujarat new tourism policy 2021-2025 which encourages the vision of “Vocal for Local” Gujarat state has followed and integrated approach to increase the visibility of products made in India that are unique and less explored and demonstrate art and culture of Gujarat.

(Tourism G. ) To support heritage Tourism of Gujarat Government of Gujarat introduced Heritage tourism policy 2020-2025 to assist investors in conserving their heritage buildings, palaces, architecture in turn conserve the Gujarat's rich heritage for the coming generations. Under this policy, the government intends to generate employment through public and private investment and also can extend financial assistance to the investor.

In the study by (V.Kamath) shows the analysis of the relationships between three fundamentals that helps in decision making process of the traveller that is motivation, Loyalty and Satisfaction.

(Mahesh, 2015) Heritage can be interpreted upon the understanding of the development of the culture that has happened over the years. And it is a fact that culture is the core that develops tangible landmarks which can be called as heritage.

(Xin Wang, 2015) Cultural tourism should be designed in such a manner that tourist motivation is at centre.

(Marius-Răzvan Surugiu) Heritage Tourism is observing significant economic and social opportunities for local communities in terms of venturing a business.

(Mahesh, Heritage, Marketing , Jammu, Marketing strategies, 2015) Heritage Tourism is a new way of international relations. And India is a country which is filled with diversity of ethnicity within one culture. It gives tourism marketers a plethora of opportunity in terms of planning and strategizing heritage tourism.

(Sreelekha Menon, 2021) Quotes that people travelling with a purpose of heritage tourism and selecting heritage hotels for their stay are more from urban and metro cities and these are the people with higher income whose spending capacity is higher than others.

(Sharma, 2016) Says that there are been debates between and heritage tourism and cultural tourism and to differentiate it researchers have defined it. Cultural tourism is more to do with visual experiences or can also call as experiential tourism which includes performing arts, visual arts, and experiencing festivals. Whereas, heritage tourism is all about seeking a sense of feeling and travelling back in time which can be also called as experiential marketing by visiting historic sites, monuments, places, buildings and architecture.

(Pal, 2022) Says that heritage tourism may be centered to travel to experience and feel nature and culture of a particular city or place, but it is more than that because businesses and industries such as hotels, restaurants, flourish under this one roof.

(Pantelic, 2017) Price is one of the most important component here as consumers are very price conscious and they always believe in value for money. In hospitality industry perceived price it little bit difficult to analyse due to service factor that often cannot be measured as well to large number of products and services that tourists came across during their travel to a certain destinations. The most common factor in Hotel industry is price of the room as in the most cases room charges has a bigger bills then other expenses.

(Sofique, Role of hotel on growth and development of tourism a comparative study of the performances of selected hotels in Kolkata, 2013) The hospitality industry has shown y-o-y growth which represents the country's prosperity and rich culture. The standard of accommodation, the quality and variety of food available at a particular destination is an imperative factor of the impression and image that creates at the first go in the mind of the traveller. Because of the accessible travel across the globe the Indians are now more demanding in terms of leisure and luxury travel within the national boundaries. Thus the hospitality industry has to keep up and grow with the new trends to ensure the best experience curated for all the national international travellers. So that they are never disappointed.

(Rajul MAIy Gandhi, 2020) Loyalty of customer towards a particular destination lead to the future growth of a destination and that we can receive from word of mouth.

(Ibrahim A. Elshaer) Heritage tourism and hotels evolve using destination's personality to build its identity and brand. By understanding visitors perception of that destination will help create a distinct identity.

(vyas) Suggests that as per the survey done on 124 travellers, the outcome suggested that giving complete information on hotels complete Revenue Management (RM) policies increases the visitor's perception on price fairness on the charged rates hotels and created long time loyal customer partnership.

(José Alberto Castañeda García, 2018) The fundamental step of planning a trip in tourism is selection of hotel. Tourists spend a lot of time in researching and selecting a particular hotel or property which suits their taste, needs and budget. (Ross, 2017) Experience is one of the most important factor in marketing. People look for experiences that satiates them rather than products.

(Rokhsati, 2016) Experiential marketing is a tool that creates a long lasting impression in consumers mind. A successful experience of a consumer will be remembered by consumer and will lead others and share their experiences and feelings with their friends, family and peers which will generate sales, positive word of mouth and will built loyal customers as a result.

(Rokhsati, Use of Experiential Marketing in Hotel Industry, 2016) Consumer's perception of value is based on the experience it receives and the economic value it pays against any service received.

(S. MostafaRasoolimanesh, 2021) It is important after COVID-19 travel environment in which destinations that have been visited previously and provided authentic and memorable experiences to the tourist may be perceived more

positively in consumer travel planning (E word of Mouth is the most important factor to create and value and growth for a cultural and heritage destination.

## 5. FINDINGS

The literature is studied in three parts: Heritage Tourism of Gujarat, Heritage hotels of Gujarat and experiential marketing, there has been a lot of study on hospitality industry, heritage tourism, and heritage hotels in India. There has been a lot research done on consumer satisfaction and perceived value on heritage tourism for Rajasthan and many other states of India. But there are few literature found on the heritage tourism and heritage hotel of Gujarat. From the above literature it can be inferred that there is a lot of scope of heritage tourism and hospitality in Gujarat.

As per the secondary data the findings are as follows:

- Heritage Tourism is a booming sector in tourism industry.
- According to United Nations World Tourism Organization, about 40% of the tourism business comes from cultural and heritage tourism. As per the report it can be inferred that there is a lot of scope of heritage tourism.
- To preserve Gujarat's heritage government has formed a policy "Heritage Tourism policy 2020-2025" which aims to preserve and extend financial assistance to investors and promote Gujarat's heritage tourism.
- People from urban and metro cities choose to select heritage tourism for their vacation purpose.
- People whose spending capacity is more than the others prefer choosing heritage tourism and staying at heritage boutique hotels.
- Heritage tourism has a scope for international relations and India is a country which is diversified in its culture and ethnicity gives tourism marketers a huge opportunity to market destination and places with a different approach.
- From the findings it can be inferred that heritage tourism is a huge concept which is centered to travel to experience and feel nature and culture of a particular city or place, and cultural tourism is the tangible part of it which includes performing arts, visual arts, and experiencing festivals.
- The most important deciding factor in selecting any heritage hotel for stay is price.
- Hospitality industry has to keep up and grow with the new trends and heritage tourism is one such trend which will never fade. Heritage hospitality ensures the best experience curated for all the national international travellers.
- Reference marketing which is also known as word of mouth is the most important marketing tool to build loyal customers.
- Experience is one of the most important factor which satisfies customer needs which leads customer to spread word of mouth and build loyalty towards a particular destination and a hotel.
- Experiential marketing creates a long lasting impression in consumers mind. It makes them feel important and special.
- Experiential marketing is based on 5 dimensions such as sense, feel, think, act and relate which influences consumers to experience a product/service.
- After covid-19 travel the way of travel has been changed. So unique experiences will bring consumers and build loyalty of a consumer towards brand.

## 6. CONCLUSION

This study concludes that there is a lot of scope of growth for Gujarat's Heritage tourism market and Heritage Hotels. Gujarat Tourism has introduced a Heritage policy 2020-2025 which will help investor and Gujarat's tourism marketers strategies and market heritage tourism as an experience one can have for lifetime. The statistics suggest that 40% of travellers globally are the travellers who travel to explore heritage, art and culture of a particular country, city or destination. Tourism marketers can curate programmes with personalised experiences and services which make an individual feel valued and special. Experiential marketing is an accelerating tool for marketers to attract tourists.

Since this study utilised data from a secondary source, it did suffer limitations. Future studies can include factors such as quality and satisfaction to examine this growing niche in Gujarat state. Despite the limitations of the study, the outcome of the study not only provide a perspective and answers many questions which

tourism marketers need, but also may give other destination marketers a deeper understanding of the heritage tourists who travel to Gujarat and many other states in India.

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PCP039

## ANALYSING THE IMPACT OF EMOTION AND EXPERIENCE IN NEUROMARKETING ON BRAND EQUITY FOR HOTEL AND RESORT INDUSTRY IN GUJARAT

AP0073

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### Abstract

Marketing is now a days the most important concept for business. No business activity can survive without its marketing function. Now individual and companies are opting out the latest method of marketing and that is Neuromarketing. It is application of Neuro science to the marketing. It includes the direct use of brain imaging, scanning or other brain activity to measure a customer's response to a particular product, advertising, packaging or any other marketing element. Emotion and Experience plays a very influential role in preparing marketing strategies as they are most affected aspects through which a customer is either influenced or remains unsatisfied. The objective of this paper is to show how various elements of emotion and experience forms constructs to analyse the brand equity for hotel and resort industry in Gujarat. The research methodology used here is by collecting secondary data which refers to data which is collected from Articles, Journals, Authentic websites, and other aspects which provides precious information. The finding of this study supports that Emotion and Experience constructs are directly proportional to brand equity for hotel and resort industry.

**Keywords:** Marketing, Neuromarketing, Neuro science, Emotion and Experience, brand equity.

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### 1. INTRODUCTION

Gujarat as a state is very well known for its rich culture, tradition, heritage and what not. It is also one of the best tourist attractions in the country. Gujarat is mainly divided into five different zones: (1) Kutch Zone – It is the largest district in the country covering an area approximately 45,000 sq. kms. It is the most known region for its textile art, Kutch embroidery is its signature art. (2) North Zone – Patan and Mehsana here are full of architectural excellence. (3) Saurashtra – Some part of its region is also known as Sorath or Kathiawar. It is a peninsular region of Gujarat and is connected with the Arabian sea, it covers about one third of the Gujarat state It consists of 11 districts including Rajkot district. (4) Central Zone – It is also known as Madhya Gujarat. Interesting fact about central zone is that all districts situated here share same dialect, culture and heritage. (5) South Zone – It is also known as Dakshin Gujarat. The western part is almost coastal and is known as Kantha Vistar.

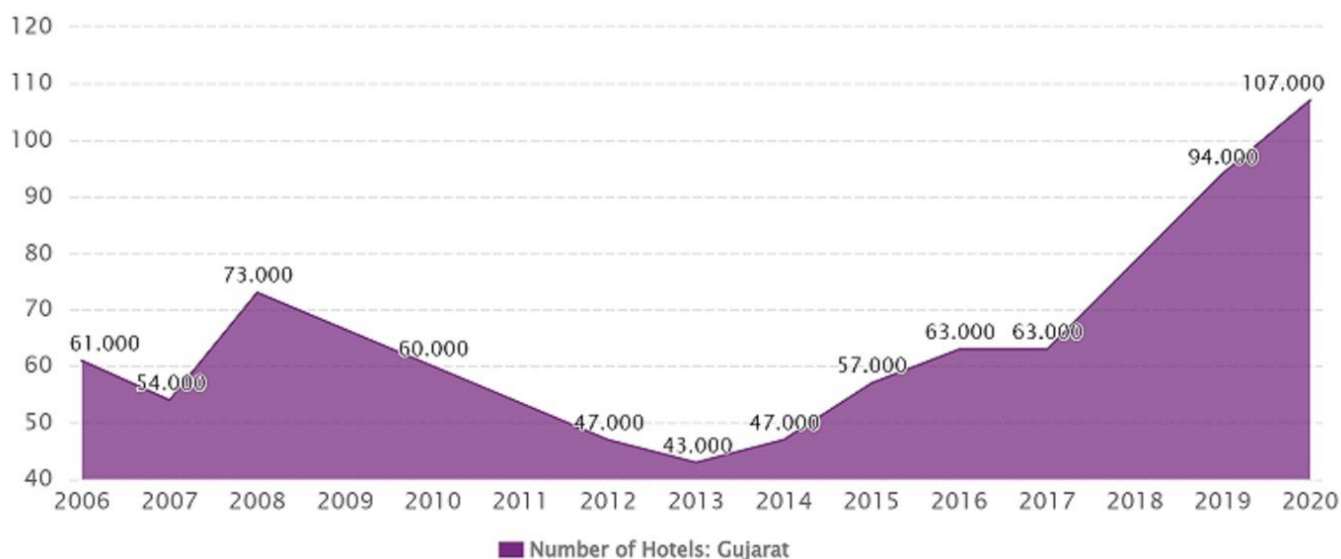
The Gujarat as a state is full of diversity. Tourists over here have many things to explore like – Religious sites, Flora & Fauna i.e., nature and wild life, The Gandhiji related places, Beaches, Heritage sites, Weekend get-aways, Bird watching, Art and craft, golf tourism, UNESCO world heritage site, Wellness tourism, Indus Valley Civilization Sites, Museums, Cuisine Travel. The famous tag line of Gujarat tourism – “Kuch Din Toh Gujariye Gujarat Mein” ambassador by Amitabh Bachchan has made a great impact on tourism industry in the state.

Gujarat as a tourism state has 2 sided benefits. As we all know people of Gujarat are fond of eating and travelling so the people residing in Gujarat are also part of its very own tourism industry as well as people from across the globe visit the state.

Without the facility of staying no tourism industry can grow to new height thus roles of Hotel and Resort plays a very crucial role in upbringing the tourism industry. To boost the tourism industry and develop its staying facility i.e., to enhance its hotel and resort industry in the state, new tourism policy has been implemented by the government.

In this new policy, hotels and resorts are in high priority centres. Some of the high priority centres are Kutch, Devbhumi-Dwarka, Narmada, Gir-Somnath, Porbandar, Junagadh, and Dang. Some particular talukas of different districts, like Dhari in Amreli and Dabhoi in Vadodara are additionally included in the list of high priority. (Pacifica Companies, n.d.) Gujarat data was reported at 107.000 Unit in 2020. This records an increase from the previous number of 94.000 Unit for 2019. Number of Hotels: Gujarat data is updated yearly, averaging 60.500 Unit from Dec 2004 to 2020, with 14 observations. The data reached an all-time high of 107.000 Unit in 2020 and a record low of 43.000 Unit in 2013. Number of Hotels: Gujarat data remains active status in CEIC and is reported by Ministry of Tourism. The data is categorized under India Premium Database’s Hotel Sector – Table IN.QHA002: Number of Hotels: by States. (Tourism, 2020)

Figure 1.1 showing numbers of hotels in Gujarat from 2004 to 2020.



(Tourism, 2020)

Figure 1.2 Showing related indicators for number of Hotels in Gujarat.

RELATED INDICATORS	LAST	FREQUENCY	RANGE
<a href="#">Number of Hotels: Gujarat (Unit)</a>	▲ 107.000 2020	yearly	2004 - 2020
<a href="#">Number of Hotels: Gujarat: Five-Star (Unit)</a>	▲ 24.000 2020	yearly	2004 - 2020
<a href="#">Number of Hotels: Gujarat: Four-Star (Unit)</a>	▲ 21.000 2020	yearly	2004 - 2020
<a href="#">Number of Hotels: Gujarat: Three-Star (Unit)</a>	52.000 2020	yearly	2004 - 2020

(Tourism, 2020)

People travel to various places for unique experiences. Also, different people possess different preferences regarding their stay and staycation during their travelling and tourism. Some people like to enjoy luxury and hospitality and some focuses on travelling and tourism and not much more on hotel and resort. So, this mix blend of preferences is derived from emotions and experience. For service-oriented industry, emotion and experience plays a very important role. For example, once a person gets fond of luxury and high-level hospitality because of his emotion and experience then he will always opt for 4-star or 5-star hotel and resort.

Neuromarketing is a concept of marketing which adapted by many MNCs and hotel and resort chains over the globe. Since it includes direct use of a person’s brain imaging, scanning or other brain activity to measure a customer’s response to a particular product or service, it is application of neuro science to marketing. Most prominent elements of Neuromarketing in this hotel and resort industry are emotion and experience because these are the most affected aspects through which a customer is either influenced or remains unsatisfied.



Now a days hotel and resort chain are focusing more over to provide best experience to its customers and creating an emotional connect with them so that their customer loyalty ratio increases day by day.

## 2. OBJECTIVES

The objective of the study is as follows:

1. To analyse the market share of hotel and resort industry in Gujarat state.
2. To find out linkages among various components of brand equity and customers emotion and experience.

## 3. RESEARCH METHODOLOGY

### 3.1 Need of the study:

- We can see that now a days people are more opting for product and services where they had a great or good experience over something new.
- The hotel and resort industry of Gujarat is growing tremendously as vast difference can be seen if we compare hotel units of year 2010 with year 2020.

### 3.2 Scope of study:

- The scope of research study has been limited impact of emotion and experience in neuromarketing on brand equity for hotel and resort in Gujarat only.

### 3.3 Research Design:

- Descriptive research design is a scientific method which involves observing and describing the behaviour of subject without influencing it.

### 3.4 Data collection:

- **Secondary data** – Articles, Journals, websites and all other aspects which provides precious data.

### 3.5 Limitations:

- Study is limited to Gujarat state only.
- Study is limited to aspects of brand equity and neuromarketing for hotel and resort industry in Gujarat state only.
- Since the taste and preferences of customers keeps changing so the findings of study may change in future.

## 4. LITERATURE REVIEW

As the experience economy transforms, successful branding is defined by combination of customer values and their emotional connection. Neuromarketing insights will become significantly valuable to most of companies who plan to compete mostly or entirely based on customer experience. (Mayday & Josh, 2020)

Today's managers are under great pressure because of customers continuous changing preferences and attitude. Thus, researchers have moved to brain-based approaches that allows managers to know how customers feelings, thoughts and intentions or experiences. (Hsu, 2017)

The concept of marketing has changed in 21<sup>st</sup> century. It is more leaned towards technology and is also known as digital marketing. Similarly for further advancement in marketing community, neuromarketing plays vital role. With the help of neuro-science we can examine how advertising and marketing messages affects the brain. Different parts of brain play very important roles in decoding brand message and helps in deciding what to do about them. (Narendra P Parchure, 2020)

Emotion is such a strong force. It's powerful in many ways because it can influence a decision and urge people to act. That's why it has been an effective marketing technique to inspire people to take specific actions and reach business milestones. (Genete, 2020)

The customer experience is your customer's impression of your brand. It is an aggregate of every interaction a customer has had with your business. Marketing teams do not focus solely on influencing the customer experience, but they help forge a whole journey for the customer with their company. Customer experience highlights delivery service, loyalty, and maps out each touchpoint after engaging with your brand. (Jensen, 2020)

Customer experience plays a very crucial role in marketing as it provides customer satisfaction, customer advocates for your brand, turning new shoppers into loyal customers, building trust worthiness and because of which it helps your product or service to stand out into the market. (Jensen, 2020)

Every customer has a unique behaviour regarding his purchasing decision which is influenced due to his experience and emotions. The unique pattern of consumers' behaviour can be seen as place of purchase, goods/service purchased, time and frequency of purchase, and method of purchase. (Radu, 2019)

“Brand equity” is the value a brand has based on its level of name recognition. Well-known brand names such as Starbucks, McDonald's, and Apple have high brand equity, while brands that aren't as well-known have lower brand equity. Brand equity is usually generated through word-of-mouth recommendations, and customers typically believe that products with more brand recognition are superior to unheard of brands. (Frampton, 2020)

To develop customer satisfaction and pleasure and also to retain customer back, employee engagement method must be used. Customers can be retained through being trust worthy, providing or matching the quality which is advertised and given in real to the customer, matching product qualities to the needs of the customer. (Pooja Ketankumar Taware, 2022) Financial performance of any hotel and resort is directly related to its brand equity. Brand loyalty of customer is influenced by the hotel and resorts brand equity. (Ms. Riya Yadav, 2021)

Ahmedabad being the most perfect destination i.e., industrial hub, easily connected to Mumbai and New Delhi and also having well connected public transport thus it is one of the good potential markets for hotel and resort industry. Here, significant growth can be seen in room revenue earnings of hotel and resorts in Ahmedabad. (Singh, 2018)

## 5. DATA ANALYSIS

To make ace growth in the field of Hotel and Resort industry one should make proper blend of various constructs of Emotion, Experience and Brand Equity.

**Emotion** - Emotions are biologically-based psychological states brought on by neurophysiological changes, variously associated with thoughts, feelings, behavioural responses, and a degree of pleasure or displeasure.

As per Goleman's model emotions has four different constructs.

- Self-Awareness: Ability to read emotions and recognize their impact.
- Self-Management: Involves emotions and impulses control and adapting to changing circumstances.
- Social-Awareness: Ability to sense, understand, and react to other's emotions while comprehending social networks.
- Relationship Management: Ability to inspire, influence, and develop others in the conflict management. (Channell, 2021) (Lasha, 2020)

**Experience** - Experience refers to conscious events in general, more specifically to perceptions, or to the practical knowledge and familiarity that is produced by these conscious processes. Majorly we have classified constructs of experience into four different types of experience which accumulate more or less to form Experience in total, they are:

- Social Experience
- Personal Experience
- Economic Experience
- Physical Experience

**Consumer Based Brand Equity (CBBE)** - Customer-based brand equity (CBBE) is used to show how a brand's success can be directly attributed to customers' attitudes towards that brand. There are various models available in reference to CBBE from which we would be considering Aaker's Brand Equity Model to validate our study. (Oscar Gonzalez-Mansilla, 2019)

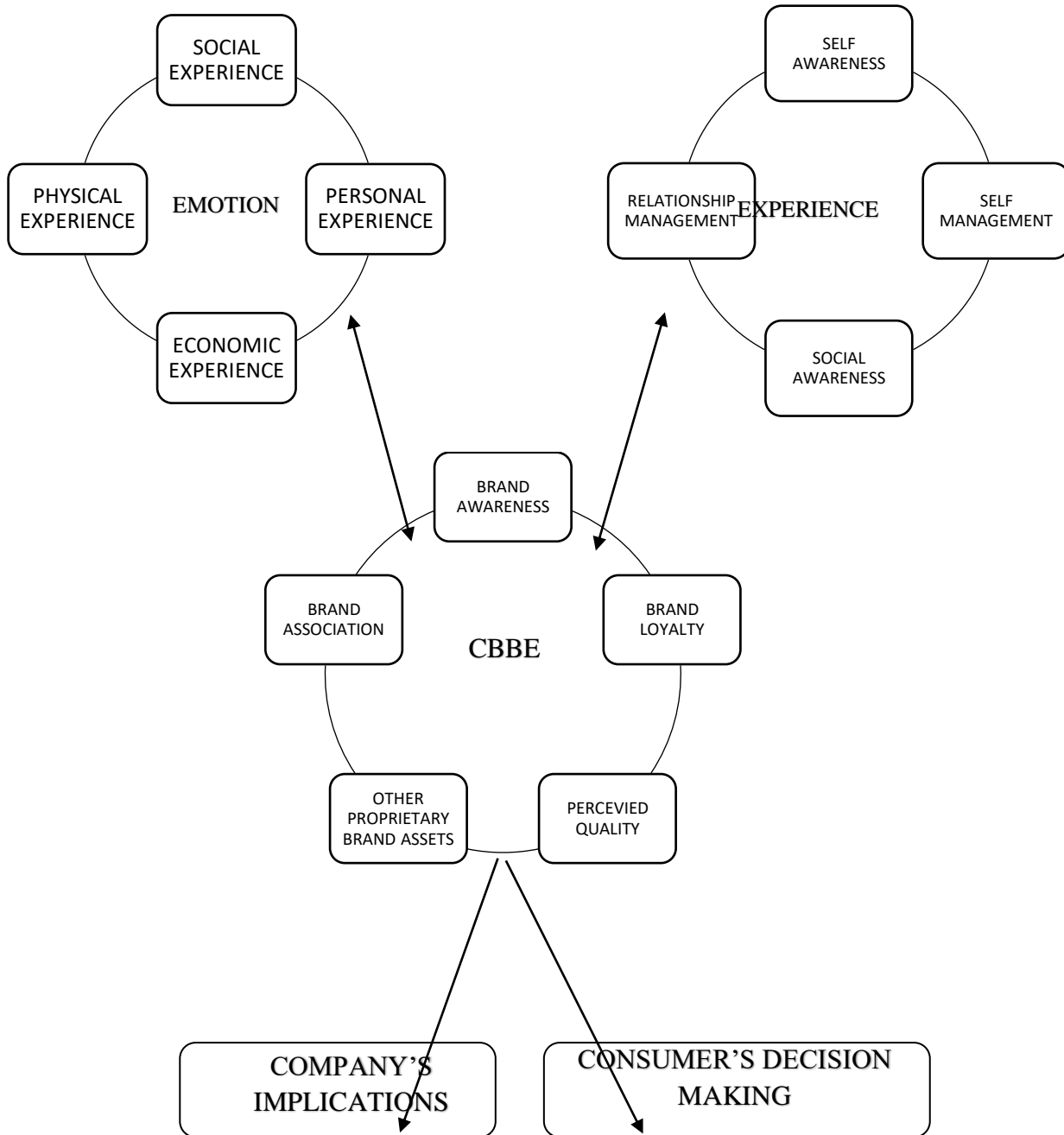
Aaker says that there are five components of controlling brand equity. The higher the data scores for these, the closer the product is to achieving brand equity:

- Brand Awareness
- Brand Loyalty
- Perceived Quality

- Brand Association
- Patents, IP and Trading partners

This various construct altogether helps customer to reach to a proper decision as well as to management to frame proper policies and marketing strategies.

Figure 1.3 Various Constructs of Emotion, Experience and Brand Equity providing Company’s Implication and Consumer Decision Making as outcome.



## 6. FINDINGS

From the literature we find that lot of study has been done on concept of Neuromarketing, and its applications in various industries. But, compared to it we find fewer study done on concept of Neuromarketing for enhancing brand equity through emotion and experience in hotel and resort industry. Since hotel and resort industry is growing at its full pace in Gujarat, it can be said that there is a lot of scope of enhancing brand equity of hotel and resort industry by analysing emotion and experience of customer through neuromarketing in Gujarat.

As per the secondary data the findings are as follows:

- Some inconvenience experienced by the customer can flow out smoothly if his prior or previous experience with the hotel or resort is positive.
- The perception of customer plays a crucial role in creating positive or negative impact on hotel or resorts' brand equity.
- Customer value and emotional connect with positive experience creates a blend of enhancing brand equity of hotel and resort in Gujarat.
- Customer satisfaction and pleasure can be attained by providing the matching product qualities to the need of customers and for this employee engagement is most required.
- Customer is digitally very active now a days, it is very necessary for hotel and resort to provide ace quality, service and hospitality to cover the market share. Majority of customers perceive digital experience of the hotel and resort by reviewing the experiences of others online.
- Employee engagement and customer loyalty are directly proportional to each other.
- The hotel and resort industry has been near to double of what it was in the year 2010 in Gujarat state.
- In year 2010. There were around 60,000 units of hotel and resort in Gujarat which has been nearly doubled i.e., around 1,07,000 units in the year 2020.
- With the new tourism policy for Gujarat state, a exponential change can be seen in hospitality services of hotel and resort.
- Emotion and Experience directly affects brand equity of hotel and resort. Also, the resident of Gujarat always depends upon the experience and reviews of each other and connect emotionally.

## 7. CONCLUSION

Through this study we conclude that various constructs of Emotion, Experience and Brand equity creates an impact in the mind of customer. That impact can be positive or negative. This constructs altogether helps customer to make decision and also helps hotel and resort to frame new policies, marketing strategies etc.

We also see that as compared to that of past decade i.e., as compared to year 2010 where there were around 60,000 hotel and resort units in Gujarat has been nearly doubled in the year 2020 – 1,07,000 hotel and resort units. This covers a bigger market share in the Tourism Industry. (Tourism, 2020)

This study concludes that to emerge out as the leading hotel and resort chain in Gujarat, one needs to assemble all the constructs of Emotion, Experience and Brand equity to retain customer, get loyal faith of customer by being trust worthy.

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**PCP040**

## **FINANCIAL INNOVATIONS AND THEIR IMPLICATIONS FOR MONETARY POLICY IN DEVELOPING COUNTRIES IN TURBULENT TIMES – AN INDIAN PERSPECTIVE**

**AP0064**

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### **Abstract**

There is a growing linkage between financial Innovation along with ecosystems in developed economies and emerging markets as well. However, it is yet to be observed in India to the same extent. The preceding three years undergo witnessed a significant evolution in nature as regards the ecosystem in India. The Staggering failure as regards Financial Institutions in recent times put high intervention on the agendum of government in the tranquil times. The primacy pertaining to finance in an economy together with its urgency for economic expansion innate the emphasis on alteration. About, the paper aims to evaluate these alteration levels of development in India. As this research study attempts to furnish a prevalent stance on neoteric changes in the banking system besides financial markets too and their major implications for monetary policy during turbulent times in developing countries of Asia. This also includes discussions over other types of financial innovations as well as concerns about security in financial markets and changes in the market structure and institutions. Relatively, the research intends to lay out a wider perspective on these changes in India and implies latent stunning ramifications for policy.

**Keywords** - Financial Innovations, Financial market, Banking System, Monetary Policy, Financial Institutions,

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### **1. INTRODUCTION**

Financial innovation has a prolonged past- likely seeing money and finance undergo the economic pursuit of humankind. However, the pace and degree attributed to the elegance of financial upheaval have increased over the last few decades due to worldwide brisk lucrative upturn, modernity, financial relaxation in trade and non-intervention of government, the development of new licit mechanisms, and, most importantly, scholarly upwind to a large extent nearly to the financial innovation. Similar to any other genre of change, financial upheaval offers new space for budgetary growth, but be that as it may, spawns new dare and perils. The hindmost go into financial solidity, which, if sternly erode as happened in the major advanced economies in recent turbulent times, may have far-reaching bleak results for financial intervention, economic prosperity, and monetary stance. Reacting to the urge of the Economic and Monetary policy initiatives by the central bank, this paper extends a scanty look at the neoteric financial innovation drift with its implications pertaining to the financial sector and seeks to check out their hint on monetary policymaking. The eventual part gives out conclusions.

The triggered premise is that while the current financial revolution arguably those related to the approaching of new technologies give rise to a key threat to the financial industry's business model and, if not responded to aptly and suitably by regulators, may create new likelihood to financial solidity, they will not as a matter of cause rejig the action of monetary policymaking and are strained to threaten the aptness of central banks to bring off their price stability quest.

### **2. INTERPRETING OF FINANCIAL INNOVATION AND ITS DAWN**

In simple terms, it can be defined as innovation in the financial services industry. This, in turn, evinces the entail to digest innovation in general and how it plays out in finance as a vital component.

Joseph Schumpeter defined innovation as the introduction of new or qualitative change in existing products, processes, markets, sources of supply of inputs, and operations. It describes that innovation encompasses a “creative activity” focused to a large extent on the element of “newness”.

According to the Financial Times Lexicon, financial innovation can be widely defined as creating new financial instruments, technologies, institutions, and markets. This skirts institutional, product, and process innovations. Besides this, Baumol (2002) goes a step further and highlights that innovation, which can be incremental or turbulent in nature, transcends creation to include adoption; thus, promoting the argument that innovation is often a complex exercise.

The practical approach classifies financial innovations according to their contribution to the functioning of the financial system, that is, their purpose. A bit of the continual gauges used are Transaction costs reduction, Transferring and sharing of risks, Risk pricing, Liquidity management, and enhancement Enhancing credit generation and availability, Equity generation, Insurance, Asset and liability management, and Funding of financial bodies.

Financial innovations enchant unique characteristics that should be considered if we are to design, manage, and implement innovation processes and strategies sustainably.

Financial innovation can alter monetary stance in a great way, and reform the monetary policy transmission mechanism. This makes the monetary policy effective only transient. Financial innovation can be defined as the emergence of new financial instruments and services, and of new financial techniques, and new forms of financial organization so as to reduce transaction costs, improve resource allocation, and reduce growth volatility.

The above definition and characteristics clearly demonstrate that financial innovation can have not only a technological background but also a legal and organizational. Often, it is a combination of all three components. Financial innovations are the result of important factors like high, variable, and unpredictable inflation, interest rates, exchange rates, increase in government deficits and their effects on interest rates and financial markets, floating exchange rates, Technological Development, Changes in the Regulatory Environment, and Changes in Perceived Market Conditions.

Financial innovation, therefore, refers both to technological advances which facilitate access to information, trading, and means of payments and to the emergence of new financial instruments and services, new forms of organization, and a more developed and complete financial market.

Adjusting necessary changes is a facet requiring special analytical attention. Financial innovation can be encouraged by the one and the other deregulation and solid regulation.

The above means that at least part of financial innovation does not necessarily serve to increase productivity in the financial industry and in the whole economy or decrease the costs of financial services, among others, but rather helps to circumvent existing regulatory restrictions. This does not serve well the stability and transparency of the regulatory environment and the general respect for the law, and often increases the costs and financial risks of financial institutions and their clients.

Consequently, these gloomy side effects of lavish, confining, and, sometimes, hazy regulations must be seriously taken into consideration by legislators and regulatory authorities.

### **3. GENESIS OF FINANCIAL INNOVATION**

The advent of financial innovation can be traced back to the very dawn of the use of money as a medium of exchange in myriad yore and certainly to the time when acquirers first originated in the medieval world. However, its pace accelerated in the aftermath of the world war-II period, and in particular, since the 1970s. Financial innovation was driven by rapid economic growth, a growing reliance on financial intermediation, the improving well-being of the population, trade and capital account liberalization, and changes in international monetary regimes (moving from the Bretton Woods system of fixed but adjustable exchange rates to floating rates), financial deregulation in most countries, globalization, and technological innovation.

The period from the 1970s to the mid-1990s was dominated by innovation based on institutional changes and new legal mechanisms resulting from financial liberalization and deregulation, both domestic and international. Eliminating capital

controls, opening domestic financial markets to foreign entities, privatizing state-owned banks and non-bank financial institutions, softening various regulatory restrictions, and escalating cross-border competition, amongst others, facilitated the origination of the isolated global financial market and transnational financial business.

Moreover, it also spiral opportunities for cross-border regulatory and tax arbitrage, which drove several financial innovations. Depression in developed economies in the 1980s (followed by a similar trend in emerging market economies in the 1990s) radically changed the macroeconomic environment in which financial emissaries operated.

Technical innovation, although important i.e., introducing ATMs or debit payment cards or increasing the use of computers for the internal operations of financial institutions, such as data gathering or accounting, showed not to play a starring role at this point. Although, this has changed radically since approximately the mid-1990s, with the increasing role of the internet, personal computers, intercontinental data transmission, mobile telephony, and new forms of digital services.

All these new specialized applications helped to sharply reduce transaction costs, increase transaction speed and transparency, and further sink the decisive of borders between various hegemony. As a result, financial markets became truly global and furthermore competitive.

However, numerous financial products and institutions, such as crowdfunding or peer-to-peer lending platforms, have been possible precisely due to new technological conveniences. Neoteric ICT applications have also rejigged the business model of the financial industry, improved client access to various forms of financial services via the internet, personal computers, and smartphones together, and allowed for the creation of new products and new institutions that can extend financial services.

### **3.1 How financial innovation will change the financial industry and financial services?**

Financial innovation has the prospects to stir up the financial sector to boot so than what has hitherto come off profoundly. State-of-the-art banks and NBFCs operate in a very distinct way from what they did in antiquity. An increasing number of clients do not need to physically visit a bank office to deposit money, receive a loan, make a payment or transfer, or buy insurance or other financial products. The speed of transactions has also increased rapidly. Some conventional financial instruments have either fade or their troupe has shrunk drastically. One can expediently that during the next decade or two, most financial services will be offered chic online, operational branches of financial institutions will largely fade, and varied modes of e-payments and e-transfers will stretch farther. This means significant changes and challenges for traditional business models as well as internal organizational structures and the employment of all financial market players.

Additional inquest analyzes the menace of the current types of financial institutions get through the surge competition of from other market players. Likely, NFCs can also offer financial services and strongly compete with conventional financial institutions grounded on their technological edges. Nevertheless, how deep it forges ahead will revolve around the regulatory framework.

Legislators and regulatory authorities face a tense dilemma. The furtherance of certain financial products and institutions based on new technologies would require easier and simpler regulation. On the contrary, these products and institutions, if they remain uncontrolled or insufficiently controlled, may become pawns of business deterioration, maltreatment, or sharp practice. If this occurs on a wide range, it may lead to a comprehensively financial catastrophe. The identical dilemma is put into service providers, which may offer various e-payment services, but should not accept deposits unless they meet the regulatory requirements for deposit banks.

Overall, the application of these does not and cannot eliminate the problems of information asymmetry and adverse selection inherently present in financial intermediation. Recent lessons from the 2019-2021 pandemic crisis suggest the importance of regulatory requirements, although they should remain maximally simple and transparent, and guarantee a level playing field for all potential market participants.

Additionally, at all, they should be coordinated internationally to circumvent regulatory and cross-channel arbitrage and pretended alteration. It would be extremely tricky and unethical to let non-financial intruders to the financial market to be spared from the typical regulatory requirements that must be trailed by incumbents.



### **3.2 Monetary Policy**

Economic development results in rising demand for money because the growth of the economy and a corresponding contraction of the subsistence sector greatly increase the transaction demand for money.

Maintenance of stability in the domestic level of prices and exchange rates is an important condition of economic growth. However, economic development leads to inflationary pressures in underdeveloped countries due to a variety of structural rigidities and imbalances.

Monetary policy is the central banks' policy pertaining to the control of the availability, cost, and use of money and credit with the help of monetary instruments such as open market operations, bank rate, CRR, SLR, etc. in order to achieve specific goals of accelerating economic development in an environment of reasonable price stability.

The instruments of monetary policy do not affect economic activities directly; rather they work through their effects on financial markets. The policy instruments have their initial impact on the demand for and supply of reserves held by depository institutions. By manipulating these instruments, central banks affect the rate of growth of the money supply, the level of rate of interest, security prices, and credit availability. These factors, in turn, can influence the level of investment, consumption, imports, exports, government spending, total output, income, and price level in the economy. A developing country generally suffers from balance of payments difficulties because of the high propensity to import and limited capacity to export. In such a situation, the monetary policy should be directed to improving the foreign exchange position.

The monetary authority can employ both traditional weapons of control such as bank rate, open market operations etc., and the direct control over foreign exchange for the correction of adverse balance of payments.

Monetary policy can speed up the process of economic development by improving the currency and credit system of the country. For this purpose more banks and financial institutions need to be established to provide larger credit facilities and to mobilize saving for productive purpose.

The monetary authority can help in the expansion of financial institutions by granting subsidies and special concessions in the form of free remittance and rediscounting facilities to new institutions and by providing training facilities for their staff.

### **3.3 Implications of Financial Innovation on Monetary policymaking**

The current financial turmoil reminds us that financial innovation is not a smooth process. And, thus, its impact on the conduct of monetary policy is challenging. In this regard, appropriate knowledge of monetary transmission mechanisms is of crucial importance for central banks.

The monetary transmission mechanism is the mechanism or channels whereby monetary influences are transmitted to the entire economy. Financial innovation affects these mechanisms both by altering the channels through which monetary policy operates and by changing the overall impact of monetary policy decisions. Financial innovation can help to increase the efficiency of the financial system, which facilitates the operation of monetary policy, but at the same time complicates the environment in which monetary policy operates.

The impact of financial innovation on monetary policymaking and the role of central banks has been discussed extensively in economic literature dating back to at least the 1970s when the innovation process intensified and central banks assumed a more active policy role after the collapse of the Bretton Woods system.

Financial innovation fosters the dissemination of information and its rapid incorporation into financial market prices. This positively affects monetary policy decisions, and can therefore increase the effectiveness of monetary policy through the interest rate channel.

Financial innovation by introducing new financial instruments/products contributes to an increased holding of financial assets by lowering transaction costs and facilitating arbitrage, hedging, funding, and investment strategies. Financial innovation often relies on greater leverage, increasing the effect of interest rate moves by the central bank.

Financial innovation can improve market integration and efficiency of international markets by bringing a broader and more flexible range of instruments. This may result in an improved allocation of financial resources and better distribution of portfolio risks.

Financial innovations cause the emergence of new financial instruments. The growth of these instruments and the extent to which they are used for transaction purposes depends on the target and the stance of monetary policy. If, for instance, monetary policy raises interest rates, it tends to encourage the growth and use of such instruments.

The implementation of monetary policy restricts the activities of profit-seeking financial institutions thereby reducing their profits. Thus, financial institutions search for new techniques and new instruments in order to evade monetary authority's regulations so as to make higher profits.

In view of this, the efficient implementation of monetary policy is only a temporary one. Therefore, financial innovations and changes in monetary policy follow each other. Hence, to deal with this complexity, central banks need to respond by monitoring the financial landscape, following developments closely and trying to predict the consequences of innovations that, at first, may appear very marginal. Central banks have to change their tools, targets, and modus operandi periodically in order to cope with financial innovations so as to ensure economic stability.

#### **4. FINANCIAL INNOVATION IN INDIA**

In India, the financial sector attracted heightened attention from policymakers, economists, and researchers in the aftermath of the economic liberalization (1991) and the stock scam of 1992. And, there have been a wide variety of financial sector reforms undertaken in India over the last decade. These reforms have made the capital market environment innovation-friendly.

All these innovations have been instrumental in enhancing the allocation efficiency of the intermediation process and improving the operational efficiency of the financial system. Furthermore, the financial deepening of the economy has been ensured through the use of innovative and cost-effective financial instruments.

As a result, transaction costs have been reduced, and so as the cost of capital and the degree of risk. This has led to a higher level of savings, capital accumulation, and thus, a higher level of economic growth.

However, financial innovation is not without risk and can create or intensify risk. Individual financial incentives coupled with the growth of technology and financial engineering skills can result in an economic environment where new financial instruments, institutions, and strategies outpace the existing market and regulatory systems. Such advancements have the potential to present challenges for both market participants and regulators.

Furthermore, financial innovation can make monetary analysis more complex, modify the monetary policy transmission mechanisms, and may endanger financial stability. The current financial turmoil is here to remind us that financial innovation is not a smooth process.

However, there remains a threat that the pace at which financial innovation occurs and new financial products enter the economy, may outpace the ability of domestic market participants, investors, and regulators to properly understand new products. The role of the regulators is thus to strike a judicious balance between market development and financial innovation, on one hand, the protection of investors, and the maintenance of market stability on the other.

##### **4.1 Technical aspect of monetary policymaking**

Without a doubt, financial innovation has an impact on various technical aspects of monetary policymaking. Changes in financial products, the processing of financial transactions, financial institutions, and financial market structure may affect the monetary policy transmission mechanism and the effectiveness of individual monetary policy instruments. With the appearance of new financial products, the definitions of broader monetary aggregates (beyond M2) may require updating. The same may concern central bank forecasting models and their communication strategies with financial markets.

However, these should be routine procedures in the macroeconomic and financial environment, which is no longer stable as assumed in some traditional textbook models. Central banks and their monetary policy must be ready to react to the

various shocks coming from, for example, the world economy, and generated by globalization, regulatory changes in the financial sector, and episodes of financial instability, political shocks, and financial innovation, among others. In light of the experiences of the last two decades, financial innovation is just one of many factors that determine the monetary policymaking environment and is not necessarily the most important one.

## 4.2 Role of Central Banks during turbulent times

### The Expanding Role of Central Banks during Recent Times

Conventional Policies	Monetary policy tools	Prudential policy tools
<ul style="list-style-type: none"> <li>* Focus on price</li> <li>* An indirect approach to influencing financial condition and asset prices</li> <li>* Direct influence on the very short-term interbank market only</li> </ul>	<ul style="list-style-type: none"> <li>* Policy interest rates</li> <li>* Reserve requirements/ cash reserve ratios</li> </ul>	<ul style="list-style-type: none"> <li>* Capital requirements</li> <li>* Liquidity requirements</li> </ul>
Central bank monetary policy tools		
Intervention in Domestic Financial Markets		Intervention in Foreign Exchange Markets
<ul style="list-style-type: none"> <li>• Term interbank market</li> <li>• Sovereign bond markets</li> <li>• Credit markets (corporate and covered bonds, ABS)</li> <li>• Mortgage markets</li> </ul>		<ul style="list-style-type: none"> <li>• Foreign exchange intervention</li> <li>• Reserve accumulation</li> <li>• Currency swap arrangements</li> </ul>

*Extracted from Hannoun, 2010 and modified by the author*

## 4.3 Developing Countries during Turbulent Times

The impact of the global turmoil on major South Asian economies namely, India, Sri Lanka, and Pakistan can be observed mainly through losses in output and run-down in external reserves and also through the widened fiscal deficits. The responses to the crisis, in general, can be viewed through lowered policy interest rates, reduced reserve requirements, extended liquidity facilities, and also through fiscal stimulus.

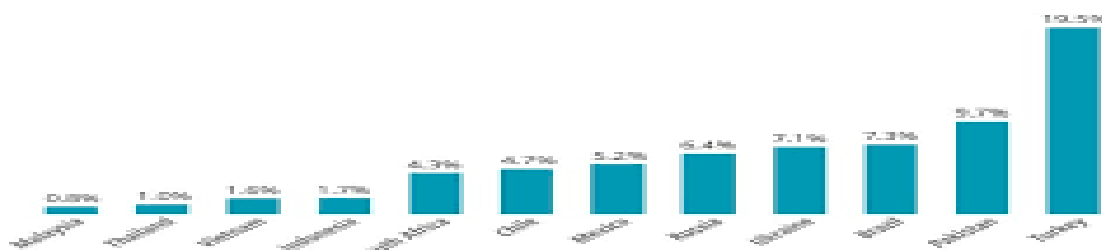
The Reserve Bank of India (RBI) is involved in sterilizing the liquidity impact of large foreign exchange purchases through a series of increases in the cash reserve ratio and issuances under the Market Stabilization Scheme. Therefore, the direct effect of the turmoil on Indian banks and the financial sector is negligible mainly due to the limited exposure to complex and toxic derivatives and other prudential policies introduced by the RBI.

Although foreign direct investment flows exhibited resilience, access to external commercial borrowings and trade credit is difficult. As a result, net capital inflows were lower in 2020 and there was a depletion of reserves. At the same time, fiscal conditions came under renewed pressure due to higher expenditure and the fiscal stimulus packages and also due to tax cuts. Reflecting the slowdown in external demand, and the consequences of the reversal of capital flows, output growth also decelerated although the financial sector is broadly resilient.

Recognizing the depth and extraordinary impact of the turbulent times, the Indian government relaxed its fiscal targets and launched two fiscal stimulus packages in December 2008 and January 2009. These packages included additional public spending, particularly capital expenditure, government guaranteed funds for infrastructure spending, cuts in indirect taxes, expanded guarantee cover for credit to micro and small enterprises, and also additional support to exporters. Meanwhile, the RBI's response was aimed at containing the contagion effects in order to secure the domestic money and credit markets, and hence, it pursued both conventional and unconventional measures.

FIGURE 2  
Emerging market economies, in line with the rest of the world, were hit by a surge in inflation in 2021

(Consumer Price Index (coverage annual percentage change over two years, December 2021))



Source: National statistical agencies, accessed via Flover Analytics.

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For emerging markets and developing economies, the negative revisions to growth in 2022–23 reflect mainly the sharp slowdown of China’s economy and the moderation in India’s economic growth. The revision in emerging and developing Asia is correspondingly large, at 0.8 percentage points in the baseline for 2022. This revision includes a 1.1 percentage point downgrade to growth in China, to 3.3 percent (the lowest growth in more than four decades, excluding the initial COVID-19 crisis in 2020), owing primarily to the aforementioned COVID-19 outbreaks and lockdowns.

Likewise, the outlook for India has been revised down by 0.8 percentage points, to 7.4 percent. For India, the revision reflects mainly less favorable external conditions and more rapid policy tightening. Elsewhere, growth revisions in the baseline have been mostly on the upside. Real GDP for emerging and developing Europe is expected to shrink by 1.5 percentage points less in 2022 than predicted in the April 2022 World Economic Outlook but grow by 0.4 percentage points less in 2023, on the back of stronger-than-expected.

#### 4.4 Policy Priorities

Economies in which underlying inflation and inflation expectations have risen persistently and significantly above target levels need to take decisive action to tighten monetary policy, with central banks shrinking their balance sheets and raising real interest rates. In the near term, such policies reduce inflation at the cost of lower real activity, higher unemployment, and lower wages. The same people who suffered most directly in recent years—those with low wages, precarious employment status, and limited savings or access to credit—are likely to feel the impact of any slowdown the most. Concerns about protecting the most vulnerable and lessening the economic cost, as well as limiting the impact on asset prices, may seem a valid motive to tighten monetary policy more slowly. However, an approach of this type would likely be counterproductive, as there is little evidence that such gradualism limits the costs of disinflation. Restoring low and stable inflation before expectations unanchored would create an environment conducive to investment and growth and avert the need for a more abrupt and disruptive adjustment later.

During disinflation, fiscal policy has a special role to play, cushioning the most vulnerable from the impact of the requisite cooling in economic activity through targeted and temporary fiscal transfers. Where possible, this cushioning should happen via automatic stabilizers (see the April 2020 World Economic Outlook and Fiscal Monitor). And to complement monetary policy in the tightening of the overall macroeconomic policy stance, any fiscal policy changes should be budget neutral (at a minimum) in cyclically adjusted terms and set within a credible medium-term fiscal framework consistent with debt sustainability. While public sector pay restraint can ease inflation pressure, policies that seek primarily to directly limit prices and wages in the private sector should generally be avoided, having often proved costly and ineffective in the past.

Structural reforms can also play a role in tackling inflation by expanding aggregate supply, although they are unlikely to affect inflation quickly. Policies to increase labor supply, including higher earned income tax credits, more funding for childcare, enhanced access to COVID-19 vaccinations and treatment, and reform of immigration pathways would boost productivity and real incomes and contribute to lowering inflation. In emerging market and developing economies, improvements in the business environment, green investments, and digitalization can also boost aggregate supply

#### 4.5 Preparing for tighter credit and financial instability

Tighter monetary conditions will affect global capital markets and require policy responses on several fronts. As interest rates rise, financial institutions gain from higher net income but suffer losses as loan origination declines and default rates rise. The balance between these factors will determine financial sector health and the appropriate use of macro-prudential tools. Even in the best case, firms are more likely to fail as activity slows, making efficient and effective bankruptcy proceedings and resolution frameworks particularly valuable. In economies with bank exposures to sectors with rising vulnerabilities, tightening macro-prudential tools may be warranted. Likewise, higher interest rates and lower tax revenues will push some sovereign borrowers into debt distress. Yet mechanisms to resolve debt distress are slow and unpredictable, hampered by difficulties in obtaining coordinated agreements from diverse creditors over their competing claims. Improvements to the implementation of the G20 Common Framework are urgently needed to ensure speedy, smooth, and efficient restructurings. The pressure that tighter financial conditions will put on countries' fiscal and external positions will likely increase the role of support from multilateral institutions in the coming years.

## 5. CONCLUSION

This analysis has confirmed the serious impact of financial innovation—especially its most recent wave related to its tremendous application on the business model of the financial industry. Seemingly, these changes will continue in the future. They will bring new products and processes as well as organizational and institutional changes. Whether banks and non-banking financial institutions will continue as the main providers of financial services will depend on the regulatory environment.

To the scope that central banks are engaged in macro- and micro-prudential regulation and supervision. In contrast to revolutionary changes, which have already happened and may continue happening in the financial industry, monetary policy and the basic mission of central banks of maintaining price stability have not been seriously affected by financial innovation

On the contrary, it increased significantly in the aftermath of the global financial turmoil. Even if the wounds to financial intermediation caused by this turbulence finally heal, demand for reserve money will remain, most likely, at a higher level than before it due to more restrictive financial regulation, among other reasons.

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## LEVERAGING CORE COMPETENCIES IN TURBULENT TIMES FOR SUSTAINABILITY: CASES OF CORPORATE GIANTS

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### Abstract:

The Covid-19 pandemic has led to unprecedented economic concerns which will likely transform how businesses operate going forward. This transformation will be limited not only to how businesses operate but also to how they sustain and grow their brand and customer base. International Labour Organization (ILO) has estimated that 14% of working hours were lost which are equivalent to 480 million full-time jobs. Globally massive disruption can be assumed due to pandemic. Coronavirus-induced lockdowns across the country have transformed consumers' purchasing behaviour, as per the report published FICCI and Deloitte. In the view of changed consumers' choices due to sudden disruptions, brands need to 'REBOOT' their business models in terms of 'Realign' their business models and partnerships, 'Enhance' consumer experience through technology, 'Build' robust distribution channel, develop 'Omni-channel' presence, 'Operate' efficiently, and 'Thrive' by focusing on sustainability. These choices shall certainly be helpful in recovering the losses which had happened in recent turbulent times. The turbulence around environment can pose threat to organizations with reference to implementation of planned/intended strategies. During such turmoil the companies are expected to utilize the existing core competencies instead of identifying and developing new strategies to cope up with the situation if they wish to sustain in the market. This research is a careful attempt of understanding how few famous organizations have behaved during those turbulent times, it aims at answering the following research questions like what efforts were made for sustainability by the organizations during times of uncertainty and which type of core competencies were utilized by these organizations. The research indicated that during times of turbulence all the case studied for research were utilizing existing core competencies.

**Keywords:** Covid-19, Changing Consumer Behaviour, Core Competencies, Marketing Mix, Marketing Strategy, Pandemic, Recession

### 1. INTRODUCTION

Economic shock was experienced by people and business across the globe during Covid pandemic. Well-defined strategies of business around the globe were hampered owing to sudden outbreak of virus followed by lockdown. A rich body of scholarly literature supports the fact that well-defined and executed strategies can lead to sustainable growth (*Carpenter & Sanders, 2013; Lynch, 2018; Wheelen et al., 2018; David & David, 2016; Coulter & Coulter, 2008*). Besides this owing to increased competition maintaining competitive edge is vital for any organizations even during times of turbulence. Competitive strategy making requires continuous monitoring and understanding of environmental factors. Based on external and internal factors associated with the industry necessary strategies are devised at various levels of management. To implement such strategies companies should have necessary resources, capabilities, core competencies which can help them achieve competitive advantages (*Kabue, L. W., & Kilika, J. M., 2016*). The turbulence around environment can pose threat to organizations with reference to implementation of planned/intended strategies. During such turmoil the companies are expected to adjust their intended strategies to come up with emergent strategies. Emergent strategies are flexible and ever evolving by nature, they are extremely important when environment is turbulent and deliberate strategies will not lead to the goal (*Ahlstrand et al. (2001), Mintzberg & Waters, 1985*). The companies while formulating or adjusting their intended strategies should have awareness about their resources and capabilities, such that necessary alterations/modifications can be encouraged. Companies need to promote the approach



of focusing and mobilizing an organization's resource, this is known as core competency thinking (*Gallon, M. R., Stillman, H. M., & Coates, D., 1995*). Existing literature shows that core competence is at the heart of all competitiveness and this term was coined by Prahalad and Hamel in 1990 (*Enginoğlu, D., & Arıkan, C. L., (2016)*). The terminology has been defined in multiple ways by scholars, *Prahalad and Hamel (1990)*, defined it as 'the ability of a firm to learn collectively how to coordinate various technologies and skills within the organization in order to deliver better value'. This definition was further expanded where 'skills and technology that enable a company to provide benefit to customers' was added by *Hamel and Prahalad (1994)*. Core competency was defined as integration of knowledge, technology, resources, techniques, employee skills, and management skills of an organization by *Yang (2015)*. There is no dearth of information pertaining to the term core competency and its types/classification *Table 1: Types of Core Competencies* encapsulates literature strands.

<b>Table 1: Types of Core Competencies</b>			
<b>Year</b>	<b>Author</b>	<b>Number</b>	<b>Details on Types</b>
1990	Prahalad and Hamel	03	Market access competencies Integrity-related competencies Functionality related competencies
1996	Thompson	03	Learning and awareness competencies process (change) competencies Strategy content competencies
1996	Ashton	09	Customer service orientation Flexibility Commitment to organizational values Achievement orientation Entrepreneurship Proactivity Creative problem solving Decision making, empowerment Talent/performance management
1997	Coyne et al.	02	Insight and foresight competencies Frontline execution competencies
1997	Baker et al.	04	Strategic competence Distinctive competence Functional competence Individual competence
2004	Wang et al.	03	Marketing competencies Technological competencies Integrative competencies
2008	Abel	03	Technical competence Cognitive competence Project competence <i>(Related to firms' explicit and implicit knowledge)</i>
2010	Mitchelmore and Rowley	04	Entrepreneurial competence Business and management competence Human relations competence Conceptual and relationship competence

Source: *Enginoğlu, D., & Arıkan, C. L. (2016)*.

However, it is crucial to understand that identification of right core competency and utilization in times of uncertainty is what would make the organizations different from others and help them achieve competitive advantages. Pandemic had posed multiple challenges such as lockdown living, social distancing, restricted access to products/services, panic buying, prevalence of fake news, production discontinuity, workforce management, remote working options etc. During this time many organizations used core competency thinking approach to formulate emergent strategies and outshined others. Latest literature pertaining to tactics used by organizations during pandemic have been discussed in the section below.

## 2. LITERATURE REVIEW

**Bhattacharjee Kishore, Alam Mubashir, Kumar Ajit (2022)** explored the effect of Covid on the buyer behaviour and business operations that ultimately led to the shift in marketing practices and conducted a systematic review of literature referring the PRISMA. Based on the findings of the study they argued that some major strategic changes in all the marketing mix elements occurred during the crisis of COVID-19.

**Nikbin, D., Iranmanesh, M., Ghobakhloo, M. and Foroughi, B. (2021)** systematically reviewed 41 articles out of 1,128 documents extracted from the Scopus database on marketing mix strategies during recessions. They concluded that marketing budgets should not be cut during COVID-19 and explained the revised marketing mix practices and strategies for firms to maintain sustainability.

**Andrew N. Mason<sup>1</sup>, John Narcum and Kevin Mason (2021)** examined the behaviour of 327 US consumers towards social media marketing and found increased use in all sense from identifying the product to making product purchases.

**Kumar A. , Gawande A. and Brar V. (2020)** interviewed 10 entrepreneurs and concluded that CSR was used to endorse products as a new marketing strategy and companies used online platforms to promote their products.

The results of above literature suggest how companies monitored the trends in the external environment to adjust and align with the strategies over a period of time. Majority of the results have emphasised the importance of adjusting or reframing marketing mix strategies and adjusting the promotional methods. However, the scenario was very uncertain during the 1<sup>st</sup> phase of lockdown where there was absolutely no clarity of when things would get back to normal. This research is a careful attempt of understanding how few famous organizations have behaved during those turbulent times, it aims at answering the following research questions:

*Q.1 What efforts were made to manage by the organizations during times of uncertainty?*

*Q.2 Which types of core competencies were utilized by these organizations?*

## 3. RESEARCH DESIGN & METHODOLOGY

### 3.1 Research objectives:

- To identify the efforts made by the organizations to sustain in the market during times of uncertainty.
- To analyze the type of core competencies utilized by these organizations.

**3.2 Nature of Research Enquiry** - This is Exploratory research.

**3.3 Research Strategy/Study Design** - Case study

**Inclusion Criteria** – The company's cases were included in the research based on these criteria's set by the researcher to achieve the research objectives. (1) The strategic changes making was made for the selected duration i.e., 15 March to 15 April, 2020. (2) The changes would affect/benefit Indian consumer. (3) Existing resources/capabilities were utilized by these companies.

**Study setting (Location)** – Indian Context

**Time horizon** – Cross Sectional

**Unit of analysis** – Individual organizations as per inclusion criteria set for research

**Duration of data collection** - 15 March 2020 – 15 April 2020 i.e., 01-month duration of first national containment measure taken by government was selected to collect the data. This duration was selected because on 19<sup>th</sup> March 2022 Hon'ble PM Shri Narendra Modi had made an announcement for one day – Janata Curfew on 22<sup>nd</sup> March, 2022. This was followed by nationwide lockdown from 25<sup>th</sup> March 2022 to 31<sup>st</sup> May 2022 (*The Wire Report – COVID India timeline*).

**Sample Size:** 10 Case scenarios were selected for analysis and interpretation.

Table No. 2: Company Profiles and Inclusion Criteria				
S. No.	Company Name	Information on Public Domain	Geographical Location	Type of Resources Used
1.	Dabur Ltd	16 March 2020	India	Identification of products from exiting line to match the requirements
2.	ACK Media	18 March 2020	India	Archives as resources
3.	Jio	20 March 2020	India	New plans and data pack
4.	TCS	23 March 2020	India	Existing product
5.	Mother Dairy	27 March 2020	Delhi	Extra kiosk facility
6.	ITC	31 March 2020	India	Repurposing of existing facility
7.	Tata Sky	01 April 2020	Subscribers of Tata Sky	Free access of Tata Sky Fitness channel
8.	ITC & Dominos	02 April 2020	India – Via Domoio’s essential	Curation of products + Partnership with NGOs and Domino’s
9.	Reckitt Benckiser's Dettol	07 April 2020	India	Tiktok Challenge
10.	Amul	27 March 2020	India	Incentivized all supply chain partners, More Advertising on Television, Use of E-Commerce Platforms

Source: Created for the research

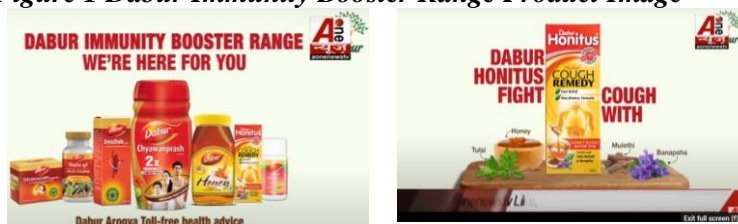
#### 4. DATA ANALYSIS:

##### 1. Dabur Immunity Booster Range

COVID case penetration rate had created lot of panic and palpable fear among people across globe. Even best medical facilitators in the world would not be able to find accurate treatment for it overnight, which was a known. During this stage only precautionary care information was available in public domain which suggested – frequent hand wash, avoiding gatherings, avoiding touching eyes, face and mouth and the most important being bosting immunity. This situation was utilized by packaged consumer goods firm Dabur effectively to promote their Ayurveda product categories

The company across various media - platforms and mainstream media ran awareness campaigns. These campaigns involved healthcare Dabur Chyawanprash, ImmunoDab Ghanwati with details of ingredients each of these products and its to promote immunity among age groups. Online Q&A session was with Ayurvedic doctors, to address queries mothers had pertaining to coronavirus and ways of keeping their families protected.

Figure 1 Dabur Immunity Booster Range Product Image



Source: YouTube  
(<https://www.youtube.com/watch?v=62DZTe9ihfU>)

digital series of brands - and Giloy present in capacity different organized any

##### 2. Amar Chitra Katha & Tinkle Comics 1-month Free Subscription:

To prevent spread of COVID infection, the government of India announced closure of all the educational institutions, gyms, museums, cultural and social centres, swimming pools and theatres on 16<sup>th</sup> March 2020 (TOI-Online, 2020). This forced people to stay indoors, especially children, putting lots of pressure among parents to engage kids in productive ways. This challenge was identified as an opportunity by ACK media (Educational and entertainment conglomerate) who announced famous Amar Chitra Katha and Tinkle comics free of cost for one-month subscription to everyone using ACK and Tinkle apps. Subscribers could read 350+ Amar Chitra Katha books and nearly 100 Tinkle Magazines on phones/tabs. According to reports in a day, ACK app witnessed tenfold downloads compared to monthly application (Gadgets 360, NDTV).

### **3. Plans with double data offer by Reliance Jio:**

Various government and private companies to curb further spread of coronavirus had started adopting work from home (WFH) following announcement made by government to close educational institutions and other public places. However, during these times demand for online remote working surged among salaried class and students. These people mostly were depending on the mobile cellular networks to access web services. Reliance Jio, a telecommunication service provider was swift in observing this increased demand and announced new tariff plans ranging between Rs 11 and Rs 251 with double data and extra talk time with the non-Jio numbers (*Deccanherald Web Desk,2020*).

### **4. Virtual learning platform of TCS iON**

A strategic business unit of Tata Consultancy Services, TCS iON providers of virtual learning platform announced free access to their TCS iON Digital Glass Room. This announcement was followed by closure of education institutions to curb spread of virus. The platform could be accessed using mobile/website, where users could facilitate real time student engagement even from home. The platform had inbuilt features to support real sharing of videos, worksheets, assignments along with various interactive methods such as polls, quiz, survey, debate etc. The platform even had embedded live classroom as an add-on.

### **5. Supply of Essentials by Mother Dairy**

The nation-wide lockdown announcement by Government had plethora of challenges on of them being ensuring availability of essentials like food and health services. There was a lot of panic among consumers who were forced to stay at home and feared moving out even to buy essentials such as milk. Mother Dairy, a wholly owned subsidiary of National Dairy Development Board (NDDB) took initiative in these challenging times. They made an official announcement via their official twitter account, where public were urged to let them know if they wished to have an additional kiosk in their society premises. The tweet mentioned that each request would be evaluated based on priority by official team (*BW Online Bureau,2020*).

### **6. Supply and Production of Hand sanitizers by ITC**

The demand for sanitizers had surged owing to the rapid spread of coronavirus. Various organization anticipating the increased demand of sanitizers came with various initiatives such as increase in production and reduction of price. Cigarettes-to-hotels major ITC, made a major move towards this direction by repurposing its perfume manufacturing plant located at Manpura Himachal Pradesh to produce additional 1,25,000 litres of Savlon Hand Sanitisers (*ET Bureau, Money Control News, 2020*). This plant was commissioned on November 2019 to produce premium fine fragrances by the company but considering the national priority this decision was made.

### **7. Contribution to #FitIndiaMovement by Tata Sky**

Staying fit was on agenda for everyone during Covid times, contributing towards this cause various initiatives were designed by organizations across the country. Tata Sky also contributed to this by providing free access of Tata Sky Fitness channel. It was free for all the subscribers of Tata Sky, i.e., nearly 50 million people (*The Hindu Business Line, 2020*). The objective was to provide a platform that could be used by people during the 21-days of nation-wide lockdown and thereby educating them about significance of staying fit, healthy and safe at home. The channel contents were available in English, Hindi and Telugu. It offered contents in different slot for fitness of different age groups like seniors, women, nutrition advice, celebrity fitness routine and interactive sessions.

### **8. Partnership to supply essentials by Dominos**

During covid, many people were deprived of basic essentials as supply were affected and people were not allowed to make unnecessary movements. Considering these premises, ITC food division planned to send food supplies across the country. To serve this purpose basic food items/essentials were curated into boxes which were named Aashirvaad Box of Hope which were created for elderly people and Sunfeast Box of Happiness for children. To distribute these boxes ITC tied up with Domino's. Consumers could get the delivery in a contactless manner by using the app and clicking on "Domino's Essentials". Besides this the company tied-up with three NGOs to ensure they were able to deliver essentials to severely impacted people.

### **9. Uninterrupted supply of fresh milk every morning by Amul:**

Compared to pre-COVID-19 times, the lockdown period saw a 5-7% increase in demand for Amul's liquid packaged milk as consumers trusted the Amul brand over rather than loose milk. It incentivized all supply chain partners to maintain the smooth running of their supply chains throughout the disruption. It also arranged accommodation facilities for workers near the plant and explained safety precautions to the dairy farmers to cope with the pandemic. Most businesses reduced their media expenditure during Covid times but Amul was the exception. Amul decided to double

its marketing spend on advertising and branding. It also focused on digital advertising apart from traditional marketing strategies. Launching of immunity boosting products and reinventing its distribution network helped Amul to create strong brand image in the market. After the lockdown was announced, Amul started dominating the television media in advertising, taking the maximum target rating points (TRPs) as the low advertising by other brands worked strategically in its favour. Amul used third-party e-commerce players in India (online grocery portals) such as Big Basket, Dunzo, Flipkart, and Milk basket to expand its online sales during the pandemic.

**10. Reckitt Benckiser's Sales Hit Record on Coronavirus Disinfectant Boom**

Reckitt Benckiser achieved record sales growth in the first quarter and predicted a stronger-than-expected performance in 2020 as customers stocked up on Lysol disinfectants, Mucinex cough syrup and Dettol soap ahead of the coronavirus lockdowns.

**Dettol generates 50bn views with Tiktok #HandWashChallenge** - The campaign launched on March 14 and by March 18 was reported to have amassed nine billion views across the platform, doubling views less than a week later. Dettol India has responded quickly with a public-health campaign that communicates a vital message in a way that is fun and encourages participation and, at the same time reminds people of its brand at a time when personal hygiene products are likely to move top of mind for vast numbers of people. Dettol’s campaign shows how brands using the platform can reach large audiences, especially among younger demographics.



**FINDINGS AND MANAGERIAL IMPLICATIONS:**

The strategies utilized by organizations can be associated with Core competence model of Hamel Prahalad Figure 2. The model suggested that companies can collaborate, integrate, combine various knowledge, skills and attitude to create strategies. Strategies can be created for the existing and new market based on new or existing core competencies. All the cases used in this research paper owing to uncertain times were an example of utilizing – Existing Market & Existing Core Competency. This is an example of 1<sup>st</sup> Quadrant where the strategy is named as ‘Fill in the blank’. These companies owing to the uncertainties visible in the external environment were forced to bring meaningful changes by utilizing exiting core competencies for the existing market.

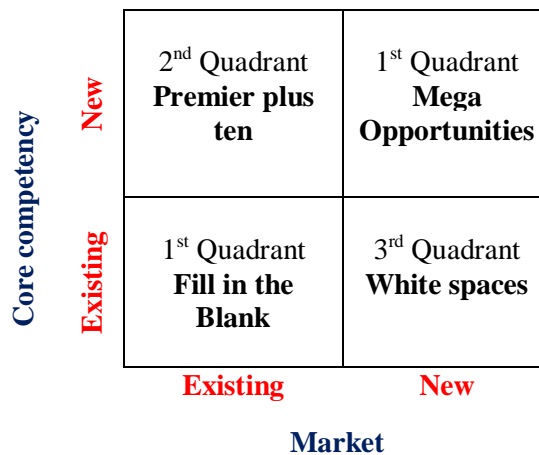


Figure 2: Core Competence Model of Hamel Prahalad

The findings of this research helped in supporting the theory that exist about steps involved in strategy formulation. These cases had few common links in creating and upgrading their strategy such as:

- **Clarity of internal resources and product mix:** All the cases replicated the fact that they had a good clarity of their internal resources and products. This helped the organizations to place themselves better during time of uncertainties. They were quick in terms of decision they made as they had advantage of knowing their resources well.
- **Monitoring environment:** Companies with capacity to monitor and understand the environment are in the capacity to place decision in a better way. These companies were capable to taking decisions within the duration of lockdown announcement as they would have monitored environment and associated factors in advance. This helped few of them in being first-movers in taking the initiatives.

- **Social needs:** Business are indispensable part of society. All the cases used in the study highlighted and emphasised how these organizations created strategies that would lead to social benefits. They ensured that during times of turbulence they could use their core competency to give back to the society. They ensured supply of products that were need of the hour among the mass.
- **Utilization of technology:** Technological swiftness has become mandatory skill for any organization. This can contribute towards every functional domain of the organizations. During covid times the most used platforms were digital platforms. These companies realized it and ensured that they were connected with people using the digital platforms in vivid ways.

By analysing the 10 case scenarios, researchers have observed that following significant measures were taken from the companies in order to sustain in the market without initializing new strategies or generating new resources - identification of products from exiting line to match the requirements, using archives as resources, new plans and data pack for mobile users, creating extra kiosk facility, repurposing of existing facility, free access of existing fitness channel, curation of products & partnership with NGOs and Domino's, Tiktok Challenge to increase awareness towards personal hygiene along with promotion of different uses of the product, incentivizing supply chain partners, more advertising on Television and use of E-commerce platforms. Utilizing the existing core competencies by the corporate giants was the best way to deal with the uncertainty. It is not always necessary to look for new options to enhance profit margin, the same can be achieved by tactfully revisiting the existing competencies for sustainability.

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**PCP0044**

## **A STUDY ON MILK CO-OPERATIVE MOVEMENT IN GUJARAT WITH SPECIAL REFERENCE TO BANAS DAIRY**

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### **Abstract**

Dairy sector in India has demonstrated a significant growth in past 10 years with milk production. India is the largest producer of milk in the world with the estimated production of about 210 million tonnes (almost 22%). The importance of dairying in a country like India hardly need emphasizing. Livestock in general and dairying in particular play a vital role in Indian economy and economic development of millions of rural households. Dairying in India is more than a business. In India about 16 million households are directly getting benefit of dairying through cooperatives which is about 23% of rural households engaged in rural areas. The major socio-economic developments observed in rural areas due to intervention of dairying cooperatives viz. increase in farmers' income, employment generation, availability of credit to poor farmers, women empowerment, introduction of improved technology, enhanced nutritional security.

In this sector cooperatives played a vital role. There are 210 dairy cooperative milk unions and five major milk producer companies in India, together covering about 1.86 lakh villages, reaching out to 16.1 million milk producers and procuring about 445 LKPD of milk. In this paper are about to study one of the leading dairy cooperative union "BANAS".

**Keywords:** Co-Operative, Dairy Co-operative

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### **1. INTRODUCTION**

In 1844 the Rochdale Pioneers founded the modern Cooperative Movement in Lancashire, England, to provide an affordable alternative to poor-quality and adulterated food and provisions, using any surplus to benefit the community. Since then, the cooperative movement has flourished, extending across the globe and encompassing all sectors of economy.

- In India Cooperative Movement has its origin in the last quarter of 19th Century in attempts to provide relief to the farmers from the clutches of money lenders.
- The cooperative movement was introduced in India as a State policy and owes its inauguration to the enactment of the Cooperative Societies Act, 1904.
- In the pre-independence era the movement has passed through various stages of development and has seen ups and downs.
- The dawn of Independence in 1947 and the advent of planned economic development ushered in a new era for cooperatives. Cooperation came to be considered as an instrument of planned economic development.
- Cooperatives play a vital role in the economy of India.
- At present the Indian Cooperative system is one of the biggest in the whole world. It is one of the strongest pillars on which agriculture and allied sector is flourishing.
- In India there are 0.85 million cooperative societies of all kinds with membership of 290 million covering almost 100% of villages and 30% national population in membership.
- About 17 national cooperative societies, 390 state level federations, 2705 district federations and 97961 Primary Agricultural Societies (PACS) leading and guiding the cooperative movement of the country.
- The dairy cooperative movement in India started in Gujarat; it began with modest alliance of small farmers residing in the rural areas of Gujarat, to organize 20 villages Kheda District to produce and supply milk to the city of Bombay (Mumbai). This model of cooperative was later expanded in Kheda District to form the Anand Milk Union now famous by its brand name AMUL. The National Dairy Development Board launched the first phase of operation flood in 1970 in order to try and replicate this model in other parts of the country. The third phase of operation flood to an end in 1996 and the salient features of the same are as follows:



Table-1: Details of Operation Flood

Features	OF Phases		
	OF-I	OF-II	OF-III
Date When Started	July 1970	October 1979	April 1985
Date When Concluded	March 1981	March 1985	March 1996
Investments in Crore	116.5	277.2	1303.1
No. of Federations/Apex Milk Unions setup	10	18	22
No. of Milksheds covered	39	136	170
No. of DCSs setup ('000)	13.3	34.5	72.5
No. of Members(lakh)	17.5	36.3	92.63
Average Milk Procurement (mkgpd)	2.56	5.78	10.99
Liquid Milk Marketing (llpd)	27.9	50.1	100.2
<b>Processing Capacity</b>			
Rural Dairies (llpd)	35.9	87.8	180.9
Metro Dairies (llpd)	29.0	35.0	38.8
Milk Drying Capacity (MTPD)	261.0	507.5	842.0
<b>Technical Inputs:</b>			
No. of AI centres ('000)	4.9	7.5	16.8
No. of AIs done (lakh/year)	8.2	13.3	39.4
Cattle feed capacity ('000 MTPD)	1.7	3.3	4.9

Table-2: Scenario in India at present

SN	Units	India	Gujarat
1	State Federations	28 States	Gujarat Cooperative Milk Marketing Federation (GCMMF)
2	District Union	223	18
3	Village Dairy Cooperatives	1.96 lakhs	18,600
4	Dairy Farmer Members	173 lakhs	36 lakhs

## 2. OBJECTIVE

- To study the impact of Dairy on Employment
- Entrepreneurship
- Women Empowerment and Self retaining by Economy (Self Employment-Entrepreneurship)
- Prevent Migration from Rural to Urban
- Impact of Dairy in Maintaining Social Fabric in Rural India
- To Study the Performance of Banas Dairy Cooperative in Strengthening Agriculture and allied cooperative.

## 3. RESEARCH METHODOLOGY

The study mainly includes mainly theoretical. The study is mainly based on secondary data which is collected from different Annual Reports of National Dairy Development Board (NDDB), Banas Dairy, Department of Animal and Husbandry, Economic Review, Statistical Data published by Government of India and Gujarat. Other related information collected from journals, conference proceedings/presentations and websites.

## 4. LITERATURE REVIEW

The Annual Reports of National Dairy Development Board (NDDB), Banas Dairy, Department of Animal and Husbandry, Economic Review, Statistical Data published by Government of India and Gujarat details were reviewed with the projecting factor of growing Dairy Cooperative in India. The overall figures and their motivated details reflect the basic objective of their research.

#### 4.1 Significance of Dairy Sector

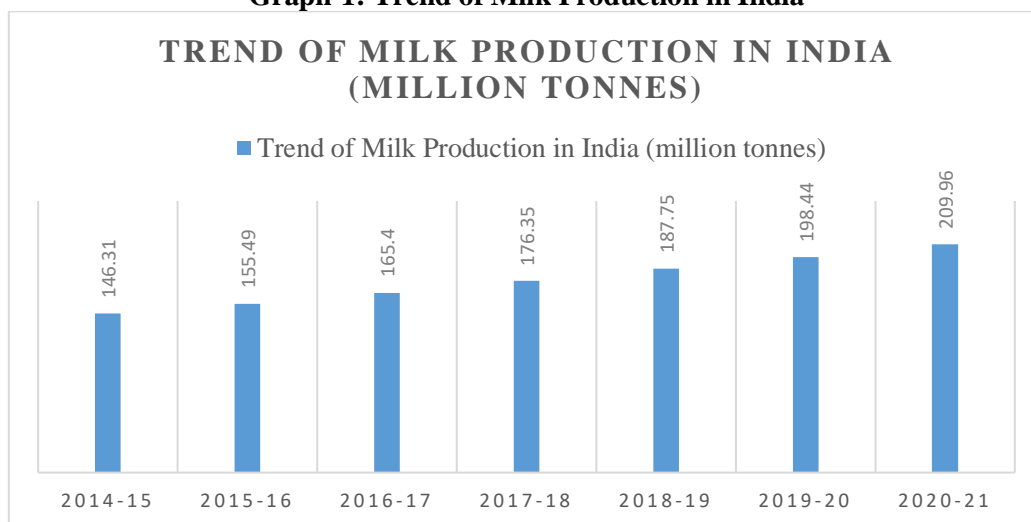
India is the seventh-largest country in the world, with total area of 3.28 million square kilometres. In 2021 the Indian economy was the world’s 5<sup>th</sup> largest. Allied sectors including animal husbandry and dairying are steadily emerging to be high growth sectors and major drivers of overall growth in agriculture sector.

The Livestock sector has grown at a CAGR of 8.15% over the last five years ending 2019-20. It has been a stable source of income across groups of agricultural households accounting for about 15% of their average monthly income. Over 1.3 Billion human population, India is the world’s second-most populous country. Indian economy is primarily agrarian with 68% of its population residing in rural areas and depending directly or indirectly on agriculture for their livelihood.

Currently India is the world’s largest producer and consumer of milk accounting for 22% of world milk production and consisting of about 57% of world buffalo and 16% of the world cattle population.

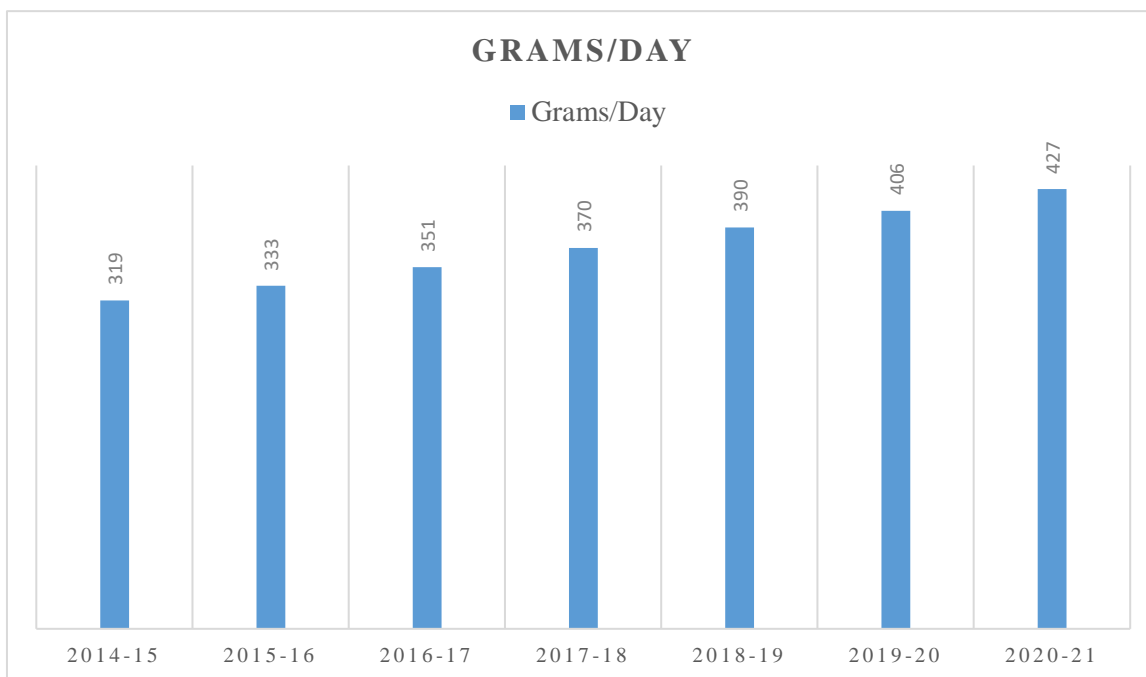
Diary is the single largest commodity contributing 5% of the national economy and employing more than 8 crore farmers directly. Milk production in the country has grown at a compound annual growth rate of about 6.2% to reach 209.96 million tonnes in 2020-21 from 146.31 million tonnes in 2014-15.

**Graph-1: Trend of Milk Production in India**



(\*Source Based of data taken from the NDDB and DAHD)

**Graph-2: Per Capita Availability of the Milk (Gram Per Day)**



\*Source Based of data taken from the NDDB and DAHD)

As per Economic survey and the data milk accounts for about 67% of total value of output from live stock. In 2020-2021, value of milk output in India was more than the combined value of paddy and wheat.

Dairying plays a major role in Indian rural economy. Dairying in India is more than a business; it has broader social and economic dimensions. About 70 million rural households are engaged in dairying, one of every two rural households with women playing a vital role. According to “Situation Assessment Survey”, the livestock sector contributes significantly to rural income about 26% in case of poorest households and about 12% in case of overall rural income. Further, animal holding has been found to be more equitable as compared to land holding as 85% of the Indian farmers, who are marginal, and small, own only 45% of farm land but 75% of bovines.

Milk production in India has come long way over the years from a low volume of 17 million MT in 1951 to 209.96 million tonnes (MT) in 2020-21. Currently India is the world’s largest producer and consumer of milk.

Though dairying is more labour intensive than crop production, it provides a remunerative outlet for family labour. Ample labour and small land base encourage farmers to practice dairying as an occupation subsidiary to agriculture. Further besides being a source of income for rural households, it also ensures nutritional security of the family addressing issues like malnutrition. Studies show that households owning milch animals in rural areas consume almost three times more milk than the families which are not into dairying. Brief profile of dairy sector is indicated in the table below:

Table-3: Details of Dairy Sector Profile

SN	Particulars	Unit	Figure
1.	Total bovine population	Million	299.6
2.	Adult female bovine (L C 2012)	Million	133.3
3.	In-milk bovine population	Million	88.35
4.	In-milk animal productivity	KgPD	4.65
5.	Milk production	MMT	155.5
6.	Per capita availability of milk	gmPD	427
7.	Rural retention	-	48% of milk production
8.	Market surplus	-	52% of milk production

(Source: Annual Report of DAHDF, GoI)

According to the livestock census 2012, the country has 133.2 million adult female cattle and buffalo. The average productivity of cattle and buffalo in the country is about 4.65 kgPD which is far below as compared to the productivity levels of In-milk animals in dairy developed nations.

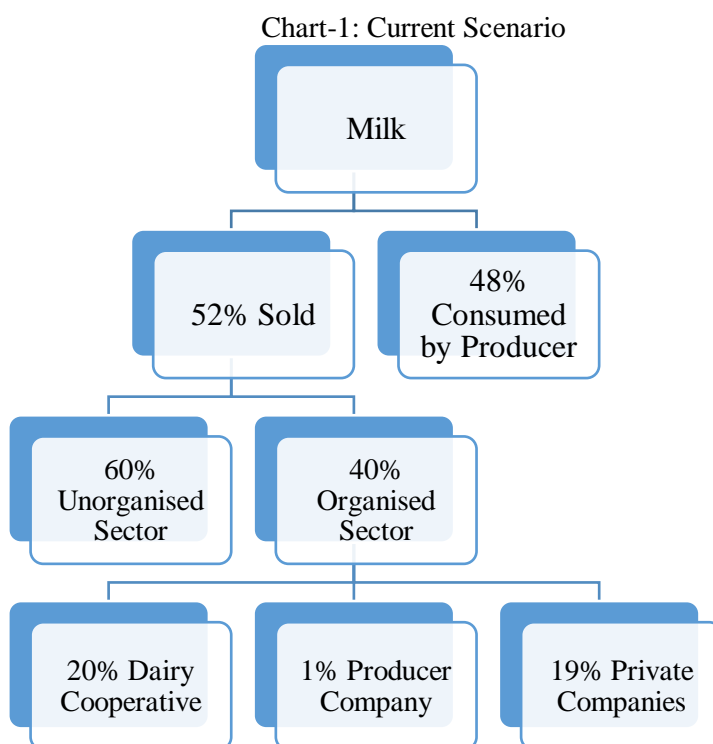
In India about 17.3 million households are directly getting benefit of dairying through cooperatives which is about 23% of total rural households engaged in dairying in rural areas. The major socio-economic developments observed in rural areas due to intervention of Dairy cooperatives viz. increase in farmers’ income, employment generation, availability of credit to poor farmers, women empowerment, introduction of improved technology, enhanced nutritional security etc.

## 4.2 Dairy Development

The dairy sector has grown substantially over the years. The Dairy sector in India has grown substantially over the years. As a result of prudent policy interventions, India ranks first among the world’s milk producing nations, achieving an annual production of 209.96 million tons during the year 2020-21(Provisional) as compared to 198.44 million tons during 2019-20 recording a growth rate of 5.80%.

FAO Food Outlook (November 2021) reported 2.05% increase in world milk production from 895.9 million tonnes in 2019 to 914.3 million tonnes in 2020 (estimates). This represents a sustained growth in the availability of milk and milk products for the growing population. Dairying has become an important secondary source of income for millions of rural families and has assumed the most important role in providing employment and income generating opportunities particularly for women and marginal farmers.

The per capita availability of milk has reached a level of 427 grams per day during the year 2020-21(Provisional), which is more than the world average of around 321 grams per day in 2020 (Food Outlook Nov’21). Most of the milk in the country is produced by small, marginal farmers and landless labourers.



Currently 48% of total milk produced is either consumed at the producer level or sold to non-producers in rural area. The balance 52% of the milk (marketable surplus) is available for sale to consumers. Currently 40% of the milk sold is handled by organised sector (Dairy cooperatives-20%, producer companies-1%, private companies-19%) and the

remaining 60% by unorganised sector. Unorganized/ informal sector involves local milkman, dudhias, contractors etc. and they are mostly found to be opportunistic, as there is no uniformity of milk price paid to producers and it varies depending upon the situation. Possibility of adulteration of milk is higher among these unorganized groups.

In the areas where competition is high and presence of formal sector is strong, they generally give higher prices and at the same time, they don't offer remunerative prices to the producers where organized sector is not present. The drivers of demand for milk in India are - population growth, urbanisation and increasing per capita income. The consumption of milk has been rising, commensurate with the increase in purchasing power of people, changing food habits & lifestyles and demographic growth. Milk with its varied benefits is the only source of animal protein for the largely vegetarian population of the country. Further, factors such as increased consumer interest in high protein diets and increasing awareness & availability of dairy products through channels such as organised retail chain are also driving this growth. The milk consuming population has been consistently rising in the country both in rural and urban areas. According to Consumer Expenditure Survey (CES, 2011-12) of NSSO, about 78% and 85% of rural and urban population respectively reported consumption of milk in the country.

The growth in above factors indicates that the demand for milk & milk products will rise consistently in future. The total size of dairy market was about Rs.11.35 lakh crore in 2020. The dairy market has been growing at about 15 % per annum during last 15 years and is expected to reach a market size of about Rs. 26 lakh crore by 2026 as per IMARC 2021 report. The liquid milk market represents about half of the total dairy market in the country. Of the total liquid milk market, the share of organised sector has increased from 32 % to 41 % in last 3 years.

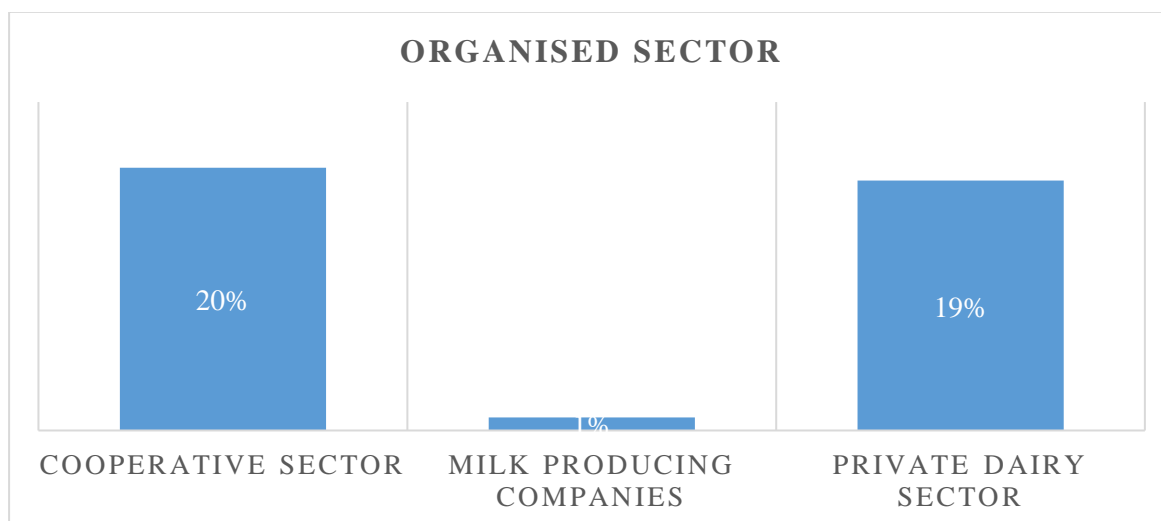
It is estimated that the share of organised sector would reach to 54% by 2026. It is projected that market for liquid milk will grow by about 16% during next 5-6 years while for products like cheese, flavoured milk, lassi, butter milk, whey and organic milk will grow at more than 20 % per annum. The annual growth of other traditional dairy products like paneer, ghee, ice-cream, khoa, curd, etc. would be in the range of 11 % to 20%. In terms of volume, the total household consumption of milk and milk products was 16.1 crore tonnes.

This is expected to grow to 26.7 crore tonnes by 2030. Milk production in the country in 2020-21 has been estimated at about 21 crore metric tonnes- registering a growth of 6.2% per annum during last 5 years. The per capita availability of milk has reached to 427 grams per day in 2020-21.

The milk production is estimated to reach about 30 crore tonnes by 2030 as per NITI Aayog report. Therefore, strengthening of dairy processing infrastructure is required for catering to the growing dairy market in the country.

### 4.3 Organised Sector

Graph-3: Details of Milk Processing/Sale in Organised



#### 4.3.1 Cooperative Sector (A Three tier Structure)

**Village Cooperative Society:** The main pattern followed by Village Cooperative Societies in India is an Anand model village dairy cooperative society (DCS) of milk producers. Any producer can become a DCS member by buying a share and committing to sell milk only to the society. Each DCS has a milk collection centre where

members take milk every day. Each member's milk is tested for quality with payments based on the percentage of fat and Solids-Not Fat (SNF). At the end of each year, a portion of the DCS profits is used to pay each member a patronage bonus based on the quantity of milk poured.

***The District Union:*** A District Cooperative Milk Producers' Union is owned by dairy cooperative societies. The Union buys all the societies' milk, then processes and markets fluid milk and products. Most Unions also provide a range of inputs and services to DCSs and their members: feed, veterinary care, artificial insemination to sustain the growth of milk production and the cooperatives' business. Union staff train and provide consulting services to support DCS leaders and staff.

***The State Federation:*** The cooperative milk producers' unions in a state form a State Federation, which is responsible for marketing the fluid milk and products of member unions. Some federations also manufacture feed and support other union activities.

The Current status: 228 dairy cooperative milk unions have covered about 172.63 lakh farmers under the ambit of 1.96 lakh village level dairy cooperative societies. The Cooperative Milk Unions have procured an average of 513.23 lakh Kg per day of milk during the year 2021-22 up to November 2021 as compared to 480 lakh per day during same period in the previous year recording an increase of 7.96%. The sale of liquid milk by the Cooperative Dairies was about 361.46 lakh litres per day during the year 2020- 21 up to November 2021 as compared to 371.26 lakh litres per day during last year same period registering a decline of 2.64%.

### 4.3.2 Milk Producing Companies

NDDDB Dairy Services (NDS), the wholly owned subsidiary of NDDDB had facilitated incorporation and operationalization of Milk Producer Companies (MPCs) During the year, NDDDB Dairy Services (NDS), facilitated operationalisation of Ujalaa Milk Producer Company (MPC) in Kota, Rajasthan. Ujalaa MPC was incorporated in October 2020. Ujalaa MPC has enrolled about 900 members in 53 villages and reached an average milk procurement of about 1,500 Kg per day. Thus, NDS has successfully set up 16 MPCs, out of which, five are being supported under the National Rural Livelihoods Mission (NRLM). Ten of these MPCs have an all-women membership and all the producer directors on their respective boards are women. Together, these MPCs have around 0.67 million milk producers spread over about 15,980 villages. 63 per cent of these producers are women and 64 per cent are small holder milk producers. The members of these 16 companies raised around Rs.1,617 million towards share capital. The companies together procured about 29 lakh Kg of milk per day during 2020-21 and together achieved a gross turnover of about Rs.47,790 million during the year. In the MPCs technically supported by NDS, productivity enhancement activities such as Artificial Insemination and Ration Balancing Programmes were undertaken in addition to Capacity Building activities like Farmer Workshops, Dairy Farm Management training. To promote antibiotic-free milk, NDS has initiated the use of ethno-veterinary practices in these MPCs. During the year, more than 9 lakh AIs were carried out in the operational areas of these MPCs. Additionally, about 75,000 MT of cattle feed and 480 MT of mineral of mineral were also sold among the members of various MPC.

#### a. *Private Dairy Sector*

Post 1991, when the era of reform in industrial licensing began, the private sector companies have made an impressive growth in building capacities for processing milk and milk derivatives. They made large investment in dairy sector creating capacities which surpassed the combined capacity of the dairy cooperatives and the government dairies in past 20 years. Some of these private players are now much larger than some cooperative dairies and they have large potential for growth. Since Private Sector functions purely on commercial lines with an aim to earn maximum profit, the social responsibility towards farmers' development is largely affected. The Private Players prefer to procure milk through vendors affecting the farmers' getting remunerative price. However, growth in Private Sector provides market access to large number of farmers. The total number of Private Dairies (Milk Processing Units) as per FSSAI Licenses (till May 2019) is 1944 with a capacity of 901.6 LLPD.

### 4.4 About Banas Cooperative Milk Union

Overall, Gujarat is a dry land and especially when it comes to Banaskantha district, it is considered as a draught prone area. The impression of the backward area due to the lack of scope for industrialization, founder Late Shri Galbabbhai Nanjibhai Patel made the effort to change this identity of Banaskantha on the foot print of "Amul Dairy" of Kheda district, the ideal model of a co-operative. Consequently, eight village level co-operative milk societies in Vadgam and Palanpur taluka of district were registered and started collecting and pouring milk at DudhSagar Dairy, Mehsana from

3 October, 1966. Initially started with some 100 members and 800 liters of milk.

The milk union got registered under the Co-operative Act on 31st January, 1969 as Banaskantha District Co-operative milk producers' Union Limited, Palanpur, popularly known as "BANAS DAIRY".

The foundation stone was laid down by Late Shri Galbabbhai Patel on 14th January, 1971 at 122 acres land acquired near Jagana village in order to set up dairy plant under the Operation Flood programme launched by National Dairy Development Board. On 7th May, 1971 the dairy started functioning at the same place with handling capacity of 1.5 lac liters of milk that was expanded later on with processing capacity of 4 lac litres milk per day.

#### 4.5 Present status of BANAS Dairy Cooperative

With a small step of Late Shri Galbabbhai Nanjibhai today Banas dairy is Asia's largest dairy. Not only in Gujarat, Banas has explored in different states of India. There are 1251 villages in Banaskantha district, population is 31 lakhs, number of household 5.60 lakh, and literacy rate is 54.63%. (census 2011).

There are 1466 village dairy cooperatives which are collecting and supplying milk to the Banas dairy at present. With Operation Flood coming in to existence Banas Dairy with the technical assistance had put up a plant of 1.5 LLPD. As the milk receipt increased this plant was expanded up to 4 LLPD with Dairy whitener, Table butter, Ghee and pouch milk as main products. The surplus milk was sold to DMS and Mother Dairy. In year 1999 it was felt to create state of the art dairy plant of 6.5 LLPD to receive and process the present and forecasted milk. With the Technical and financial assistance of NDDB a Dairy plant called Banas II Dairy plant was set up in the year 2002 which had 40 MTPD butter manufacturing facility and 60 MTPD dairy whitener milk powder manufacturing capacity.

With increased in the milk procurement quantities on account of remunerative milk prices being paid to farmers and input services it was again felt to create another dairy plant of 8 LLPD called Banas III dairy. This dairy was also set up with Technical and financial assistance of NDDB in the year 2008, the main products of this dairy is table butter and ice cream. The surplus milk was sent to Amul Dairy, Gandhinagar (Earlier Known as Mother dairy). As the milk receipt kept on increasing the milk receiving and processing capacity of Banas I, Banas II and Banas III Dairy plants were expanded. As the market requirements infrastructure to manufacture value added products like UHT milk, Butter milk, flavoured milk, Paneer, Dahi, etc has been set up. Subsequently the cheese plant with whey drying plant and 100 MTPD milk powder plant with state of art technology plants have been set up. The utility plants like refrigeration plant, steam generation plant, compressed air generation plant, substation, water treatment plants and effluent treatment plants have also been set up and expanded in line with the increased production capacities. As on date the plant at Palanpur have following capacities:

Table-4: Details of Production Capacity of various dairy products at Banas Dairy

Product	Capacity
Milk receiving and processing capacities	56 LLPD
Powder manufacturing capacity	255 MTPD
Butter	120 MTPD
Ghee	50 MTPD
Dahi	24 MTPD
Cheese	30 MTPD
Butter milk	1.5 LLPD
UHT milk	5.5 LLPD
Pouch Milk	2 LLPD
Ice cream	70 TLPD
Paneer	10 MTPD

(Source: Banas Dairy Cooperative)

All the products manufactured at Banas Dairy are marketed under Brand "AMUL" and "Sagar". The plant at Banas Dairy, Palanpur is certified for QMS, FSSC and EMS.

Banas Dairy has its own four milk chilling centers in the district at Tharad, Khimana, Dhanera and Radhanpur the capacity of which is 2 LLPD, 2 LLPD, 1 LLPD and 50 KLPD respectively. The capacity of Radhanpur chilling centre is being enhanced to 2 LLPD.

Banas Dairy has installed more than 1400 BMCs of capacity ranging from 1000 L to 10000 L in the village level societies for timely chilling of the milk there by maintaining the quality of raw milk. More than 90% of total milk receipt of Banas Dairy is presently chilled at village level societies and then transported to main dairy plant for further processing and product conversion through fleet of tankers.

As the milk receipt increased it was felt necessary to start manufacturing of fresh milk products outside Gujarat. The first outside Gujarat market catered by Banas Dairy is Kanpur and adjoining areas. As the demand in the other areas increased Banas Dairy has started manufacturing fresh milk products in the areas of Rajasthan and Delhi /NCR. In order to cater to the market requirement Banas Dairy has set up its three owned plants at Faridabad, Kanpur and Lucknow. The details of these plants and other plants is as under;

Table-5: Details of various plants under the Banas Dairy Cooperative

Sr.No	Plant Location	Details
1	Faridabad	This plant has been commissioned in the year 2016-17. The capacity of this plant is 13.5 LLPD milk Processing with 2 LLPD butter milk, 12.5 LLPD Pouch milk, 80 MTPD Dahi and 10 MTPD Paneer manufacturing facility, 2 MTPD Sweet manufacturing facility and 1 LLPD Sterilised flavoured milk. This is state of the art technology plant located at IMT Faridabad.
2	Kanpur	This plant has been commissioned in the year 2016-17. The capacity of this plant is 7 LLPD Pouch milk with 0.6 LLPD butter milk, 30 MTPD Dahi and 10 MTPD Ghee manufacturing facility. This is state of the art technology plant located at Jainpur, Kanpur.
3	Lucknow	This plant has been commissioned in the year 2017. The capacity of this plant is 5 LLPD pouch milk with 0.5 LLPD butter milk, 36 MTPD Dahi , 10 MTPD Paneer manufacturing and 50 TLPD ice-cream manufacturing facility and Flavoured Milk 8000 LPD. This is state of the art technology plant located at CG city, Chakgajeria, Lucknow. Banas Dairy has also started milk procurement from the farmers of Uttar Pradesh as per Amul pattern in west, central and eastern Uttar Pradesh. As on date more than 1700 village level Samities have been formed to procure milk from farmers. With consistent remunerative milk price being paid to farmers of Uttar Pradesh they have taken up the Animal Husbandry as main source of livelihood and on account of the same the socio economic condition of milk producing famers is improving.
4	Varanasi	The Varanasi plant named ‘Banas Kashi Sankul’ is proposed to be constructed at Karkhiyaon, Varanasi. Spread across 30 acres of land, it will be made at an approximate cost of rupees 475 crores. This new plant facility will have 5 lakh liters of milk processing, 50000 liter Ice Cream, 75000 liter Butter Milk, 20 MT Paneer, 50 MT Curd (Dahi), 15000 kg Lassi and 10000 kg Amul Sweets. This facility would be expandable to 10 LLPD in the future. The master plan of ‘Banas Kashi Sankul’ also includes Amul Bakery Plant and THR (Take Home Ration) Plant- the nutritional supplement for women and children.



5	Sanadar	The Sanadar plant is located at Diyodar taluka. This new plant facility is 30 lakh liters of milk processing
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(Source: Banas Dairy Cooperative)

Here the data of cattle of the world. Total population in the world is 100967000.

Table-6: Details of Cattles in different countries

Rank	Country	2021	% of world
1	India	305500	30.52
2	Brazil	252700	25.25
3	China	95620	9.55
4	United states	93595	9.35
5	European-Union	85545	8.55
6	Argentina	53831	5.38
7	Australia	23217	2.32
8	Russia	17953	1.79
9	Mexico	17000	1.70
10	Uruguay	11946	1.19

(Source: Annual Report of DAHDF, GoI)

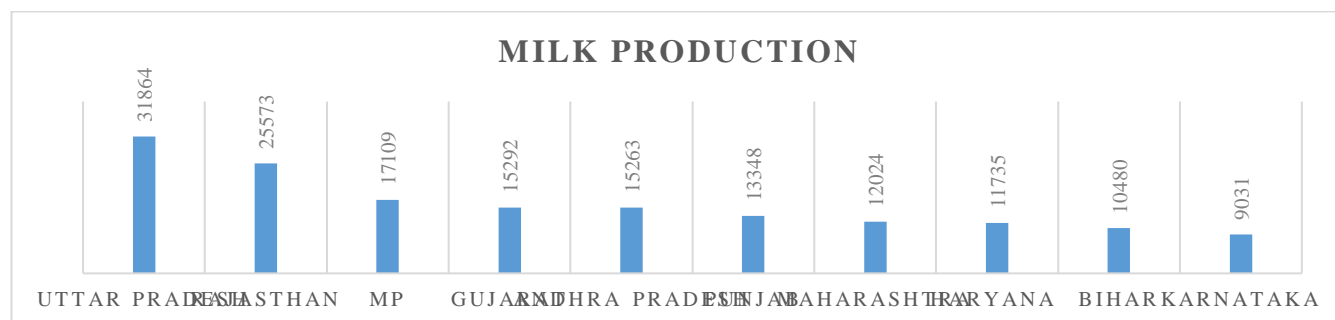
Table-7: Milk production in the world 2019-2020

Sr. No	Country	Total production (million tonnes)
1	India	209.96
2	US	99.16
3	Pakistan	47.3
4	Brazil	35.17
5	China	32.67
6	Russia	31.16
7	Germany	31.1
8	France	25.01
9	New Zealand	21.79
10	Turkey	21.53

(Source: Annual Report of DAHDF, GoI)

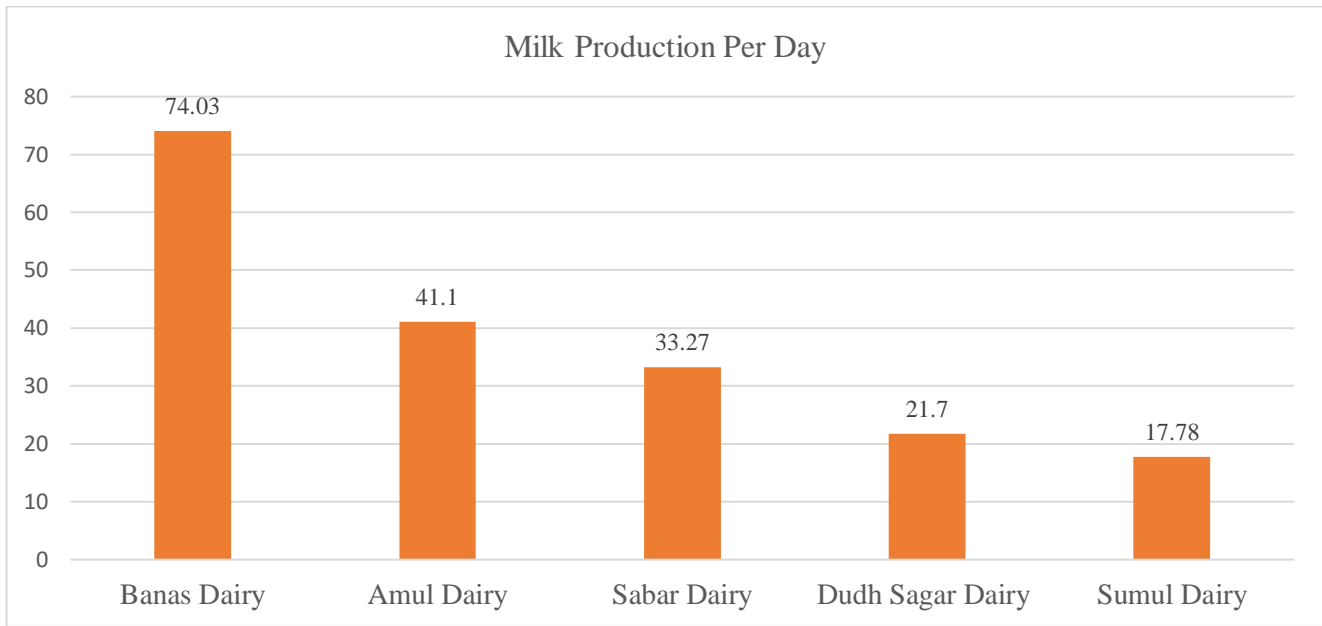
In milk collection as shown in the below graph, Gujarat stands 4<sup>th</sup> amongst different States contributing 7.7% of milk production of the country as on 2019-20.

Graph-4: In India milk production of different states with



(Source: Annual Report of DAHDF, GoI)

Graph-5: Milk Collection in Gujarat at different district level cooperatives

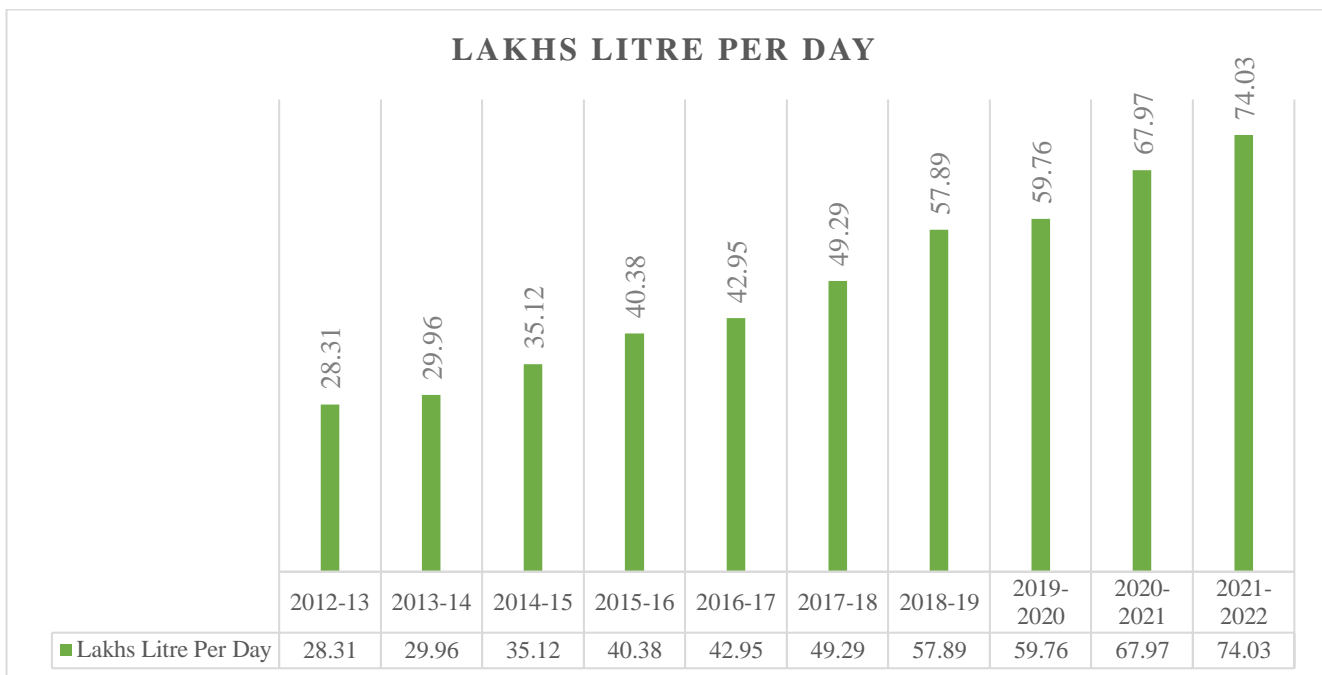


(Source: Annual Report of NDDB)

The above graph is about the milk collection in Gujarat by various Dairy Cooperatives. Today in the milk collection Banas Dairy is leading, as shown in the above graph.

In Banas dairy total production of milk for the year 2021-22 is 27020.95 lakh liter highest in all over India. Maximum recorded milk in a day is 90.58 lakh litre.

Graph-6: Here data for past 10 year of average production per day in lakh litre is as under



(Source: Banas Dairy)

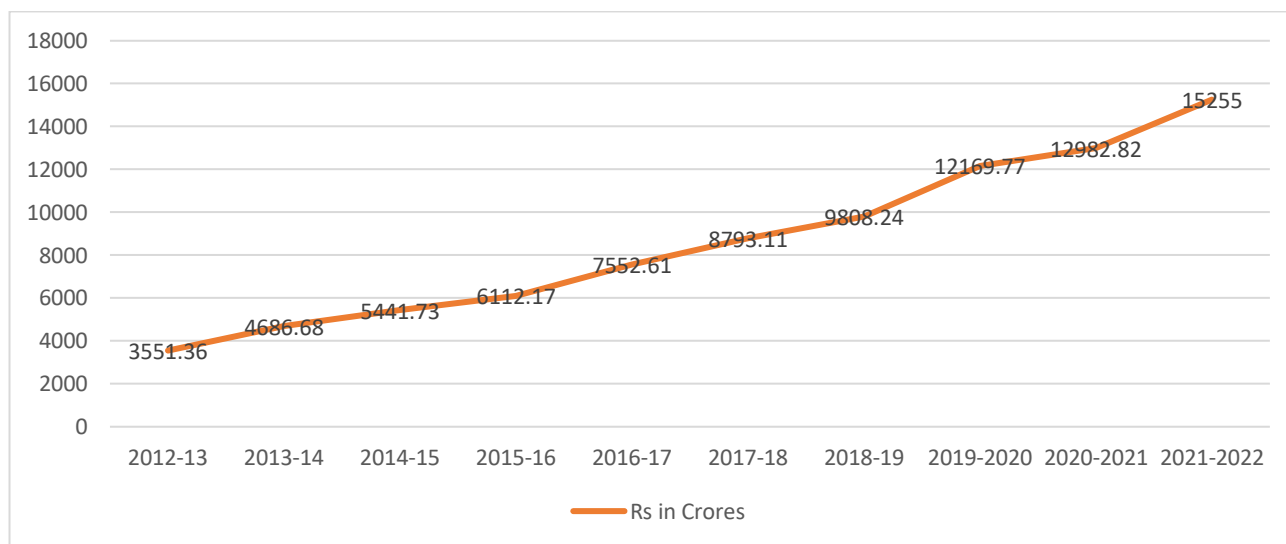
Table-8: Total sales of Banas Dairy for last 10 years

Sr. No.	Year	Creore
1	2012-13	3551.36
2	2013-14	4686.68

3	2014-15	5441.73
4	2015-16	6112.17
5	2016-17	7552.61
6	2017-18	8793.11
7	2018-19	9808.24
8	2019-2020	12169.77
9	2020-2021	12982.82
10	2021-2022	15255.00

(Source: Banas Dairy)

Graph-7: Turnover of Banas Dairy



(Source: Banas Dairy)

#### 4.6 How Banas achieved what is it today?

1. Banas took a self-constructive initiative to help his stakeholders (the farmers) by providing Veterinary Doctors in allotted sectors. It has nearly 250 Veterinary Doctors in the field to help the farmers for their cattle's.
2. To maximize milk yield from cattle, the health of the cattle is important and hence, Banas helped (by training) the farmers by having ethno-vet treatment, a combination of Natural and Home-made medicines/health food for the cattle. These ethno-vet feeds/medicines are easily available and home-grown, reducing the cost of the same. In the year 2021-22, 54,221 cattle were treated by this treatment, out of which 42,375 cattle got good results, i.e. 78%.
3. Breeding Quality at its best by establishing "Semen Station" at Dhama, for improving the productivity of the new-born cattle's, the bulls of local "Kankrej" breed, Cross breed and Mehsana breeds. Experiments for best productivity are also conducted at this station.

Table-9: Breed Details

Tag No.	Bull Breed Type	Best Lactation Yield
340171162578	Cross Breed	9838
340179709548	Kankrej	5353
101512907728	Mehsana	6408

(Source: Banas Dairy)

4. Bio-CNG and Organic usage: At Dhama Bio-Compressed Natural Gas is also produced by the cattle dung. The methane gas is used for domestic usage. The manure is used as organic fertilizer and the slurry is used for organic farming as well. This has resulted in minimizing the usage of urea and DAP. So it has benefitted the farmers by increasing the carbon level in the soil
5. Diversified Business of Banas: Banas with its initiative has helped the farmers with their cattle and with extended hand to the cooperative it has started helping the farmers with potato production (by farming techniques) and by establishing potato processing plants marketed by the name of AMUL. Oil mill plant is also established; it has started two groundnut oil brands namely Navras and Janmay. Honey processing and packaging plants has also been established in 2018-19.
6. Banaskantha district is a drought prone district and has deep down water levels with minimum rains. Banas has helped water conservation by digging up the 177 ponds.

Table-10: Top-5 Dairy under Banas Dairy Cooperative

Sr. No.	Dairy Name	Taluka	Total Milk (in Kg)	Per Day Avg. Milk
1	The Thawar Cooperative Dairy	Dhanera	2,05,17560	56,212.49
2	The Mumanwaas Dairy	Vadgam	1,48,03,636	40,557.91
3	The Saral Dairy	Dhanera	1,24,72,078	34,170.08
4	The Jorapura	Dhanera	1,19,52,133	32,745.51
5	The Purwa Dhakha	Dhanera	1,00,98,738	27,667.78

(Source: Banas Dairy)

Table-11: Top-5 Income Earners through milk production under Banas Dairy Cooperative

Sr. No.	Name of the Dairy Member	Village	Total Milk	Total Amount
1	Smt. Navalben Chaudhary	Nagana	2,65,114	1,10,35,250
2	Smt. Hansaben Chavda	Joita	3,39,266	93,71,892
3	Smt. Neetaben Loh	Sagrosana	2,54,263	93,68,071
4	Smt. Devikaben Rabari	Bevata	2,01,953	81,98,898
5	Smt. Sanjiben Chaudhary	Dipada	2,02,203	80,29,424

(Source: Banas Dairy)

#### 4.7 Potential need to Increase the Cooperative Coverage

Dairy cooperative would need to expand their coverage to new uncovered areas so as to bring more milk producers under the fold of organised sector, thereby providing rural milk producers with greater access to organised milk processing sector.

Dairy Cooperatives would need to increase their share in milk production from current level of 10% to 20%. For this they would have to increase their milk procurement to 1183 LKgpD by 2021-22 and 1644 LKgpD by 2023-24 (28% and 33% of milk marketable surplus respectively).

It has been envisioned that dairy cooperative would cover 2.57 lakh by 2021-22 and 3.29 lakh dairy cooperative societies (at a CAGR of 8.1%) by 2023-24 from existing level of 1.76 lakh and Procurement per DCS would be 460 KgPD in 2021-22 and 500 KgPD in 2023-24 from existing level of 250 KgPD.

It has been envisaged to enrol 192.91 lakh milk producers by 2021-22 and 207.5 lakh milk producers (at a CAGR of 3.7%) by 2023-24 from current level of 155 lakh (last 5 years CAGR is 2%). Procurement per producer member would be 6.13 KgPD in 2021-22 and 7.9 KgPD in 2023-24 from existing level of 2.8 KgPD (about 3 times increase in milk pouring). Among organised players, Cooperatives share in organised sector by 2023-24 is estimated to be 39% whereas Private and Producer Companies share is estimated to be 58% and 4% respectively.

Of the major milk producing states in the country, the states of Gujarat, Karnataka, Maharashtra, Rajasthan, Tamil Nadu and Andhra Pradesh where the present coverage of dairy cooperatives in terms of quantity of milk procured, villages and membership is relatively high. They together account for 77% of total milk collected by dairy cooperatives in the country. Since the coverage is very high, there is not much scope for increasing the members or organizing new villages level dairy cooperative societies. Under this situation, milk procurement can only be increased by increasing the contribution of milk per member, which can be achieved through increasing share of productive animals in the existing herd and their productivity.

The role of women in dairying cannot be over-emphasized. Women engagement in dairy activities at household level is about 60- 70%. Like feminization of agriculture, milk production activity in rural areas has also been getting increasingly feminized. Therefore, engaging more women in dairy institutions would be an appropriate strategy for their empowerment. The involvement of women in cooperatives provides them economic & financial empowerment. At institutional level also, various studies have indicated that cooperatives managed by the women are generally better performed.

The regional level analysis indicates that the share of women in cooperative membership has been low in eastern and northern regions. Therefore, special efforts are required in these regions to increase the women membership in dairy cooperatives.

## 5. CONCLUSION

Since independence, cooperative sector has induced and influenced the growth of the rural development. There has been spread of cooperative in almost all the sectors of the economy. The growth cooperative in spite of the traditional areas like credit, processing, marketing, housing, labour etc. much remains to be done. The demand in domestic and international of milk growing. There is a huge gap to be filled in order to meet this demand. Cooperatives are the best examples wherein they pass the earnings to the stake holders in most honest way. The income from Dairy Cooperative is uniformly distributed amongst all the members of the Dairy Cooperative thus giving a sense of achievement. With good backward linkages, initiatives and facilities provided to the Dairy Cooperative Society members are able to maintain a greater herd size with more care and management as compared to the non-members, thereby, generating more employment. There is scope of increasing the income and employment by creating more dairy cooperative societies and extending to the same benefits to other States of India.

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**PCP045**  
**AN EMPIRICAL ANALYSIS OF INDIAN STOCK MARKET REACTION TO  
BONUS ANNOUNCEMENT**

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## Abstract

Bonus Announcement is a sign of good health of the company and investors of the company finds it attractive and invest based on such decision. The current study attempts to study the stock market reaction on share prices due to Bonus Announcement with reference to India. The present study uses event study methodology to measure the stock reaction near to announcement period. The abnormal returns are calculated using market model and market efficiency for Indian market is measured. The result shows positive returns prior to bonus announcement and shows semi strong form of efficiency of Indian Stock Market. The study also attempts to identify the factors that influences share price.

**Keywords:** Indian Stock Market, Bonus Announcement, Stock Market Reaction

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## 1. INTRODUCTION

Bonus issues are essentially additional shares given to company shareholders. It is a "free" share offering, meaning there is no subscription fee, offered to existing shareholders in proportion to their present investment. For the past few years, researchers have been studying the link between bonus issues and their impact on stock prices. A bonus issue is the issuance of free extra shares to current shareholders depending on the number of shares that the owners already possess. Although bonus issues increase the number of equities shares outstanding, they have no effect on shareholders' proportional ownership of shares. This is because distributing a firm's accumulated reserves through a bonus issue is practically just a transfer of retained earnings into paid up share capital of the company. As a result, even if current shareholders now control a greater number of equity shares, their proportionate claim on a company's assets remains the same.

Even though the bonus issue dates are well known in advance and should not include any new information, empirical research on the topic have confirmed a significant market price reaction to the bonus issue announcement. This contradicts the fundamental assumption that such a substantial market price reaction should not be anticipated. Thus, it is essential for the firm issuing bonus shares, current owners, and all other stakeholders to understand if the announcement of a bonus issue would effect a company's share price and, if so, how. This study report is an attempt to address the issue.

## 2. OBJECTIVES

1. To study the price reaction pre and post announcement duration of Bonus Issue
2. To study the cumulative returns around the announcement of Bonus Issue.
3. To stud the abnormality of the return around the announcement of bonus issue.
4. To develop model to forecast the share price after the Bonus Announcement.

## 3. RESEARCH METHODOLOGY

The event study methodology has been adopted and the market model has been used in the current research. The abnormal returns are calculated by taking the difference of the actual return on any day and the expected return of the

stock on the day. The expected return was calculated using market model where estimation windows were -140 days to -20 days. The event window studies is -10 days to +10 days of bonus announcements.

$$\text{Abnormal Return} = \text{Return on } i \text{ day} - \text{Expected return on } i \text{ day}$$

$$\text{Return on } i \text{ day} = \frac{\text{Price on } i \text{ day} - \text{Price on previous day}}{\text{Price on previous day}} \times 100$$

$$\text{Expected Return on } i \text{ day} = \alpha + \beta(\text{Market return on } i \text{ day})$$

Where  $\alpha$  = Intercept &  $\beta$  = slope of the equation calculated from the estimation window

The current research is about the analysis of effect of bonus announcement on stock price reaction. The study has been conducted on 56 bonus issues made by Indian firms listed at NSE during the period of 2015 to 2019 calendar years. The data was collected from NSE website. The study includes all the bonus announcements made by the firms listed at NSE 200 only during the study period.

#### 4. LITERATURE REVIEWS

Suresh & Gajendra (2012) studied the abnormal gain to be earned from relying on the public domain information about the bonus issue announcements from 1995 to 2011 and using risk-adjusted event methodology, they found that there exists a significant favourable abnormal return for a shorter period of 3 days and it is not consistent afterwards. They also found that the trading volume had also increased after the announcement of bonus shares.

Mayank & Nusrathunnisa (2013) analysed the stock price reaction nearby the bonus announcement in post global financial crisis by selecting a sample of 74 companies from Indian CNX 500 and found that significant positive abnormal return nearby the effective date and found that Indian stock market supports the semi-strong efficiency of the market which represents the leakage of information just before the corporate announcement.

Babitha, Pinto & Shakila (2013) examined the share price reaction to bonus issue announcements for a study window of 31 days on a sample size of 104 firms declaring bonus issues and are listed at BSE. Using Market model they found that the stock prices are reacting positively on announcement day and supported the semi-strong form of market efficiency. They found that investors can earn abnormal returns using this corporate information.

Kamya & Bhuvaneshwari (2014) studied 136 bonus announcements made between 2006 to 2013. They analysed that the pre-announcement days are providing positive abnormal average return and post-announcement the negative returns were recorded on most of the days. The cumulative returns were found on a consistent basis which showed that investors holding for the said period of 22 days prior to 28 days afterwards the event were awarded with positive returns on a continuous basis.

Sharmila R, Nanjundaraj P & Thiyagarajan R. (2015) studied the stocks listed NSE CNX 500 for bonus announcements made during 2013 & 2014 and analysed the stock price reaction due to bonus. They found the significant result of the average abnormal return and cumulative abnormal average return for a period of 15 days prior to 7 days afterwards of the event and recorded the negative return in post-announcement window. Their study also supported the hypothesis about trading range and liquidity.

#### 5. DATA ANALYSIS

##### 5.1 Ho: There is no significant difference between the average share price of 10 days before and after announcement of the Bonus

Table 01 Hypothesis testing for share price for different companies

Year	Company Name	Average Price Before 10 days	Average Price After 10 days	Difference (%)	T test	Result
2015	Aurobindo Pharm	1360.19	1314.33	-3.37	0.00	Significant
2015	Bharat Elec	3590.89	3951.55	10.04	0.00	Significant
2015	Colgate	2055.80	2005.14	-2.46	0.00	Significant
2015	Divis Labs	1950.33	2250.92	15.41	0.00	Significant
2015	Federal Bank	132.21	141.18	6.78	0.00	Significant
2015	Infosys	2180.98	1962.25	-10.03	0.00	Significant
2015	Kotak Mahindra	1351.24	1340.13	-0.82	0.30	Not Significant
2015	Marico	390.18	405.54	3.94	0.00	Significant
2015	Motherson Sumi	469.48	489.34	4.23	0.01	Significant
2015	Tech Mahindra	2813.06	2861.51	1.72	0.01	Significant
2016	Bajaj Finance	8718.58	10293.74	18.07	0.00	Significant
2016	Berger Paints	285.56	284.53	-0.36	0.64	Not Significant
2016	HPCL	1057.36	1222.33	15.60	0.00	Significant
2016	IOC	556.75	568.49	2.11	0.06	Not Significant
2016	ITC	323.90	355.36	9.71	0.00	Significant
2016	Mindtree	1473.54	1470.42	-0.21	0.75	Not Significant
2016	Oil India	419.74	432.64	3.07	0.00	Significant
2016	ONGC	281.57	276.33	-1.86	0.25	Not Significant
2016	REC	217.85	232.19	6.58	0.00	Significant
2017	Balkrishna Ind	1722.90	2047.90	18.86	0.00	Significant
2017	Bharat Elec	179.96	180.55	0.33	0.69	Not Significant
2017	Bharat Forge	1157.90	1163.12	0.45	0.56	Not Significant
2017	Biocon	1111.74	1040.12	-6.44	0.00	Significant
2017	Castrol	401.34	394.11	-1.80	0.14	Not Significant
2017	Container Corp	1244.94	1224.59	-1.63	0.37	Not Significant
2017	GAIL	453.91	480.85	5.93	0.00	Significant
2017	Godrej Consumer	1755.08	1851.68	5.50	0.01	Significant
2017	HPCL	523.20	543.96	3.97	0.00	Significant
2017	ICICI Bank	275.22	300.95	9.35	0.00	Significant
2017	Larsen	1741.93	1776.28	1.97	0.02	Significant
2017	MAM	1357.23	1419.30	4.57	0.00	Significant
2017	Motherson Sumi	409.38	440.40	7.58	0.00	Significant
2017	NBCC (India)	232.97	267.69	14.91	0.00	Significant
2017	Petronet LNG	429.33	441.33	2.80	0.00	Significant
2017	Reliance	1517.88	1614.97	6.40	0.00	Significant
2017	Wipro	497.78	498.26	0.10	0.88	Not Significant
2018	GAIL	468.13	465.10	-0.65	0.34	Not Significant
2018	General Insuran	691.15	722.43	4.53	0.01	Significant
2018	Godrej Consumer	1323.69	1310.76	-0.98	0.25	Not Significant
2018	GRUH Finance	596.85	658.00	10.25	0.00	Significant
2018	GlaxoSmithKline	6366.88	6580.34	3.35	0.00	Significant
2018	Infosys	1312.42	1351.17	2.95	0.02	Significant
2018	IOC	387.72	397.99	2.65	0.15	Not Significant
2018	Jubilant Food	2525.03	2479.09	-1.82	0.08	Not Significant
2018	Motherson Sumi	301.65	282.61	-6.31	0.00	Significant
2018	New India Assur	674.80	677.30	0.37	0.73	Not Significant



2018	Oil India	357.41	354.24	-0.89	0.39	Not Significant
2018	TCS	3058.98	3465.27	13.28	0.00	Significant
2019	Biocon	620.01	555.84	-10.35	0.00	Significant
2019	Container Corporation of India	659.01	668.61	1.46	0.12	Not Significant
2019	GAIL	337.20	338.19	0.29	0.91	Not Significant
2019	HCL Technologies Ltd.	1079.37	1144.78	6.06	0.00	Significant
2019	NTPC Ltd.	141.80	135.50	-4.44	0.00	Significant
2019	Syngene International Ltd.	582.40	608.06	4.41	0.00	Significant
2019	UPL Ltd.	958.95	1010.82	5.41	0.00	Significant
2019	Wipro Ltd.	327.20	355.96	8.79	0.00	Significant

Source : Computed

The above table shows the change in the average share price for different individual stock before and after the 10 days of the announcement. The paired t-test has been applied at 5 % significance level and the p values for paired t test are recorded. The difference in average share price is also recorded. The maximum change recorded was 18.86% for Balkrishna Industries while the lowest change recorded was -10.35% for Biocon.

Table 02 Summary of the hypothesis testing for share price.

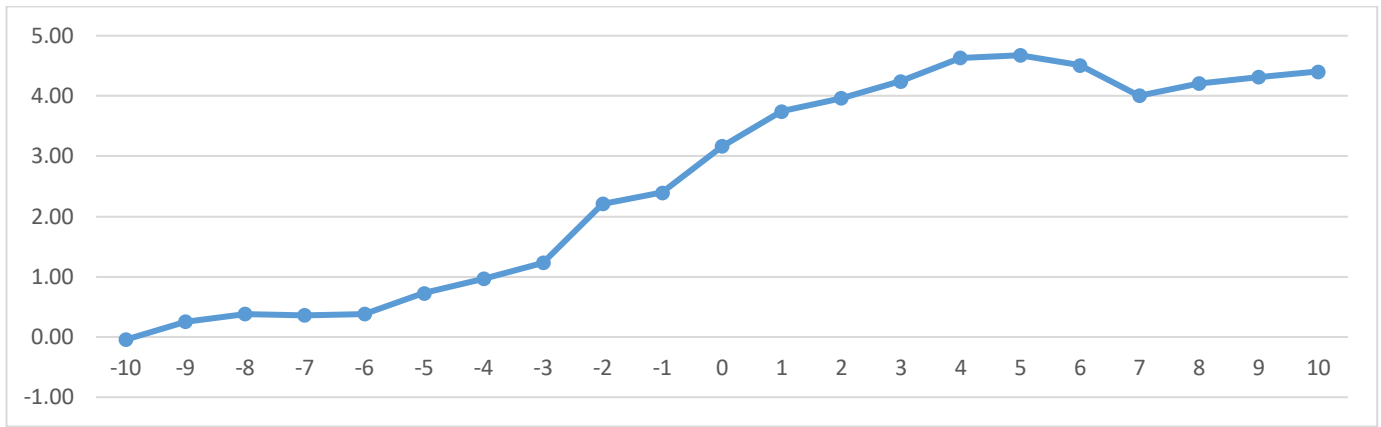
Industry	Significant			Insignificant			Grand Total
	Positive	Negative	Total	Positive	Negative	Total	
Automobile	4	1	5	-	-	0	5
Construction	2		2	-	-	0	2
Consumer goods	4	1	5	-	3	3	8
Energy	6	1	7	3	4	7	14
Fertilisers & pesticides	1	-	1	-	-	0	1
Financial services	6	-	6	1	1	2	8
Industrial manufacturing	1	-	1	2	-	2	3
IT	5	1	6	1	1	2	8
Pharma	2	3	5			0	5
Services			0	1	1	2	2
<b>Grand Total</b>	<b>31</b>	<b>7</b>	<b>38</b>	<b>8</b>	<b>10</b>	<b>18</b>	<b>56</b>

The below table suggest that 38 events out of the selected 56 bonus events suggests that the average share price of the stock for 10 days prior and 10 days after has significantly changed. The table suggests that the 38 events were found significant out of 56 events while 31 of them were positive change in the share price while only 7 were showing negative change in the share price. The maximum bonus issues were made by energy industry which is 14 and 7 out of them were found significant and 6 of them were showing positive significant change in share price.

**5.2. Ho: There is no significant average cumulative return during the study window due to Bonus.**

The second objective the current research was to measure the cumulative return earned during study windows of 21 days. The following graph shows the average cumulative return earned by investors during study window and it can be seen that the return are recorded increasing up to to 5 days after the announcement. The accumulation of the return was recorded more in pre announcement time compared to those of post announcement.

Graph 01: Average Cumulative Return around bonus announcements.



Source: Computed

The following table suggests the average cumulative return along with calculated value for hypothesis. The cross-sectional t-test has been used at 5 % significance level. The tabulated value used is 1.960 for acceptance and rejection of the hypotheses. The table suggests that the average cumulative return was positive for the whole study window except the 10 days prior to bonus. The maximum cumulative return recorded was 4.68% on 5<sup>th</sup> day after the declaration of bonus. It was found that the cumulative average return was significant from 3 days prior to 10 days after the announcement.

Table 03: Average Cumulative Return on different days during study window

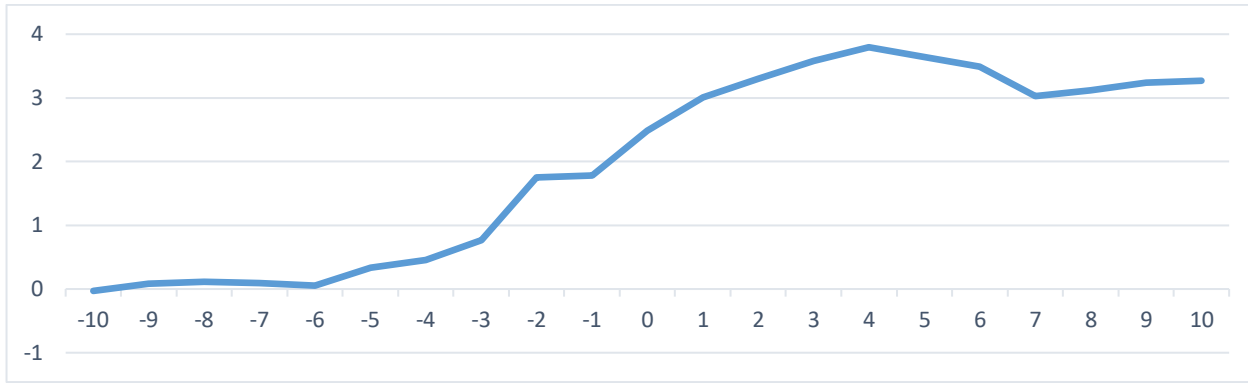
Event Day	Average Cumulative Return	SD	Positive Returns	Negative Returns	T calculated value	Result
-10	-0.04	1.40	30	26	-0.2346	Not Significant
-9	0.26	2.31	31	25	0.8305	Not Significant
-8	0.38	2.52	31	25	1.1330	Not Significant
-7	0.36	2.70	29	27	0.9940	Not Significant
-6	0.38	3.06	27	29	0.9328	Not Significant
-5	0.73	3.35	35	21	1.6250	Not Significant
-4	0.97	3.84	36	20	1.8872	Not Significant
-3	1.23	3.97	37	19	2.3204	Significant
-2	2.21	4.27	40	16	3.8720	Significant
-1	2.39	4.50	39	17	3.9818	Significant
0	3.16	4.88	44	12	4.8540	Significant
1	3.74	5.26	43	13	5.3274	Significant
2	3.96	5.93	44	12	5.0045	Significant
3	4.25	6.84	43	13	4.6433	Significant
4	4.63	7.58	41	15	4.5712	Significant
5	4.68	7.87	42	14	4.4475	Significant
6	4.51	7.35	41	15	4.5977	Significant
7	4.00	8.17	38	18	3.6689	Significant
8	4.21	8.74	40	16	3.6034	Significant
9	4.32	8.81	39	17	3.6646	Significant
10	4.41	8.96	41	15	3.6812	Significant

Source: Computed

**5.3. Ho: There is no significant average abnormal cumulative return during the study window due to Bonus.**

The third objective the current research was to measure the cumulative abnormal return earned during study windows of 21 days. The following figure shows the average abnormal cumulative return earned during study window and it can be seen that the return is recorded increasing up to 4 days after the announcement.

Graph 02: Average Abnormal Cumulative Return around bonus announcements.



Source: Computed

The following table suggests the average abnormal cumulative return along with calculated value for hypothesis. The cross-sectional t-test has been used at 5 % significance level. The tabulated value used is 1.960 for acceptance and rejection of the hypotheses. The average cumulative abnormal return was recorded significant from 2 days prior to the last day of the study window. The maximum positive events were recorded on 1 day after the announcement while 39 events were positive on the announcement day.

Table 04: Average Abnormal Cumulative Return on different days during study window

Event Day	Average Cumulative Return	SD	Positive Returns	Negative Returns	T calculated value	Result
-10	-0.03	1.51	28	28	-0.1473	Not Significant
-9	0.09	2.27	23	33	0.2827	Not Significant
-8	0.11	2.51	24	32	0.3360	Not Significant
-7	0.10	2.52	28	28	0.2912	Not Significant
-6	0.06	2.80	27	29	0.1492	Not Significant
-5	0.33	3.19	30	26	0.7770	Not Significant
-4	0.45	3.50	34	22	0.9734	Not Significant
-3	0.77	3.62	33	23	1.5847	Not Significant
-2	1.75	3.84	36	20	3.4168	Significant
-1	1.78	4.27	36	20	3.1209	Significant
0	2.49	4.44	39	17	4.1924	Significant
1	3.01	4.56	41	15	4.9417	Significant
2	3.30	5.15	40	16	4.7921	Significant
3	3.58	6.06	40	16	4.4207	Significant
4	3.80	6.70	38	18	4.2378	Significant
5	3.64	6.95	40	16	3.9184	Significant
6	3.49	6.27	39	17	4.1628	Significant
7	3.03	7.00	37	19	3.2355	Significant
8	3.12	7.53	36	20	3.1001	Significant
9	3.24	7.66	36	20	3.1611	Significant
10	3.27	8.03	35	21	3.0439	Significant

Source: Computed

#### 5.4. Regression model to forecast the share price after 4 days of the announcement

The first model is developed to forecast the share price after 4 days of bonus declaration and the regression model was applied with stepwise method. The dependent factor taken was share price after 4 days of the announcement while independent factors are taken as share price on announcement day, announcement day return of share, announcement day return of the market, beta, bonus ratio, dummy variable like presence of the industry and return of 4 days prior to bonus.

Table 04: Model summary for price forecasting

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.997 <sup>a</sup>	.995	.995	125.44380
2	.998 <sup>b</sup>	.996	.996	116.98402
3	.998 <sup>c</sup>	.996	.996	110.21066

a. Predictors: (Constant), Annoucemnt day price

b. Predictors: (Constant), Annoucemnt day price, ConsumeGoods

c. Predictors: (Constant), Annoucemnt day price, ConsumeGoods, Before 4-day Return

d. Dependent Variable : Price after 4 days of announcement

d. Dependent Variable: A4PRice

Source: Computed

The above table shows the overall summary of the model The maximum R square adjusted recorded was 0.996 which suggests that the change in the independent variable is explained 99.6% by the selected intendent variables. The following ANOVA table is suggesting the overall significance for the model. The significance level is 0.000 which is lower than 0.05 so model is significant for all the steps. The three independent variable identified are announcement day share price, return of stock 4 days prior and presence of Consumer Goods Industry.

Table 05: ANOVA Table for the model of price forecasting

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.682E8	1	1.682E8	1.069E4	.000 <sup>a</sup>
	Residual	849751.887	54	15736.146		
	Total	1.691E8	55			
2	Regression	1.683E8	2	8.417E7	6.150E3	.000 <sup>b</sup>
	Residual	725318.875	53	13685.262		
	Total	1.691E8	55			
3	Regression	1.684E8	3	5.614E7	4.622E3	.000 <sup>c</sup>
	Residual	631612.243	52	12146.389		
	Total	1.691E8	55			

Source: Computed

Table 06 : Coefficients for the model of price forecasting

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-77.901	21.319		-3.654	.001
	Aprice	1.096	.011	.997	103.389	.000
2	(Constant)	-64.869	20.346		-3.188	.002
	Aprice	1.102	.010	1.002	109.715	.000
	ConsumeGoods	-136.772	45.358	-.028	-3.015	.004
3	(Constant)	-86.854	20.738		-4.188	.000
	Aprice	1.096	.010	.998	113.741	.000
	ConsumeGoods	-129.391	42.814	-.026	-3.022	.004
	B4Return	11.219	4.039	.024	2.778	.008

Source: Computed

The above table suggest the constant and betas for the regression model and their respective significance. At third level all the intendent variables along with constant are recorded the significant. The given equation can be framed using the above table. The announcement day and 4 days prior return are providing the positive impact while presence of consumer goods industry shows negative impact which can be seen by negative beta.

$$\text{Share price after 4 days of announcement} = -86.854 + 1.096 (\text{Announcement Day share price}) - 129.391 (\text{Presence of Consumer Goods Industry as 0 or 1}) + 11.219 (\text{Return of the stock prior 4 days})$$

## 6. FINDINGS

1. The share prices of the majority stock reacted positively. 31 out of 56 event recorded positive significant change in share price which shows the bonus declaration has positive impact on the share price for a shorter time frame. Automobile industry and Financial Services industry were providing maximum positive significant change in share price followed by the Energy Sector.
2. The presence of the positive average cumulative return was recorded for firms declaring bonus share except the 10 days prior to announcement while significant cumulative positive returns are recorded from 3 days prior to announcement. The preannouncement window has more accumulation of the return compared to post announcement period.
3. The presence of the average positive abnormal cumulative return was also found during the different days of the study window except 10 days prior like Cumulative return. The significant positive abnormal cumulative returns were recorded from 2 days prior to declaration. The average cumulative abnormal return was recorded highest and significant up to 4 days after the declaration.
4. The model to forecast the share price was developed with the intendent factors such as announcement day price, share return prior 4 days of declaration and presence of the consumer goods industry. The positive beta was recorded except the dummy variable consumer goods industry. The other factors like beta of the stock, bonus ratio, market return on announcement day were not found significant to frame the model.

## 7. CONCLUSION

From the current study it was recorded that the share price has majority time impact due to bonus announcement and they reacted positively. The study also reveals that abnormal cumulative returns were recorded significant prior to announcements which shows Indian Capital Market is having semi strong form of efficiency. The short time frame provided the positive cumulate return and positive abnormal cumulative returns due to bonus declaration which shows that investors can generate the profits from the bonus announcements.

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**PCP046**

**AN ANALYSIS ON MOONLIGHTING PROFESSORS AND THEIR PRODUCTIVITY: A STUDY BASED ON INTERVIEW OF DEANS!**

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**Abstract**

The aim of the research is to analyse the productivity of moonlighting professors in the higher secondary institutions of Jamnagar. The research would discuss in-depth literature on the concept of moonlighting i.e., multiple job holding by the employees. It would then be narrowed down to moonlighting among the professors. In the process of deriving literature review for the paper it was identified that there are not ample researches done on multiple job holdings by professors in India and also in Jamnagar. There are many colleges and higher education institutions in Jamnagar districts if different Taluka's. The research would consider taking interview of 8 dean from such higher education institutions. Also, many studies covering the aspects of multiple job holding and their impact on the productivity of the employees in their principal job would be reviewed. The research methodology would discuss research paradigm, research philosophy would be interpretivism, research approach would be inductive, qualitative data would be analysed, the sampling method would be non-probability convenient sampling. Method of interview analysis would be thematic analysis. Themes would be developed and codes would be designed, from which inferences would be drawn. After doing thorough such analysis, the results would be compared with the literature review in the discussion chapter and finally conclusions would be drawn which would describe the future scope of the study and even present study's limitation.

**Keywords:** Productivity, moonlighting, interview, theme.

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**1. INTRODUCTION**

**1.1 BACKGROUND OF THE RESEARCH**

Many employees in the country and worldwide, irrespective to the sector they belong to, get engaged into some extra kind of financial activities other than the present job. Employees do this according to their need and passion. Doing such kind of extra financial activities is called moonlighting (Manzella, 2019). There might be many personal reasons behind doing such activities, most common of these reasons could be earning something extra to meet the needs, creating self-esteem and thus doing side business, job satisfaction, utilizing spare time, etc. (Tiwari, 2014).

Though moonlighting can help employees in many terms as discussed above, still many authors and scholars list many drawbacks and negative impacts of moonlighting (Vyas & Pareek, 2015). This impact can be seen on the workings of the employees, their punctuality, their productivity, etc. This makes it difficult for the employee, the employer and many times the customer.

The professors and teachers of colleges and schools also tend to work other jobs along with their main job (Parham & Gordon, 2011). Moonlighting among professors has the same reasons as discussed above and also has many drawbacks. Still, it is trending in current scenario. So, this research is being conducted to learn more about the moonlighting among professors and its impacts in the sections following.

To study this topic, this research will present the knowledge available in the past literatures in the literature review section. Then literature review section would be followed by the research methodology section which will present the methods and approaches used for doing this research. After this, the discussion section would provide detailed information about the data collected and the conclusion drawn from it. Finally, the conclusion section would present a short conclusion of this research.

## 1.2 Research Aim

This study aims to figure out the actual and trending scenario of moonlighting among college and university professors. Also, would be focused on the factors and causes of moonlighting done by professors of colleges. The impact of doing extra financial activities on the employees’ schedule and productivity would also be studied. The next aim of this study was to figure out the measures adopted by the colleges to cope with the workings and scheduling of these employees.

## 2. RESEARCH OBJECTIVES

1. To analyse the impact of moonlighting professors
2. To analyse the productivity of the moonlighting professors
3. To identify the preventive measure taken by the college to handle situations that take place due to the moonlighting of the professors

## 3. RESEARCH METHODOLOGY

The methodology used to perform this research, which would include the methods and the processes that are used in this research would be discussed in this section. This discussion would also include the philosophies and approaches that would be used in this research along with a brief discussion of ethical consideration followed in this research (Panneersalvem, 2014).

### 3.1 RESEARCH PHILISOPHY

Philosophies generally describe basic ideas. Research philosophies describe the ideas and assumptions that are adopted as base of the research by the researcher (Saunders, 2009). Philosophies are bifurcated into four different types that elaborate different kind of assumptions that can be considered for any research. These types are: positivism, realism, interpretivism, and pragmatism. This research would adopt interpretivism philosophy. It would help to interpret the collected data and analyse it to conclude the final results.

### 3.2 RESEARCH APPRAOCH

Approaches can be described as pathways of doing specific task. In research methodology, approaches to research describe pathways of research. These approaches to research could either be inductive or deductive (Dudovskiy, 2015). This research would follow an inductive approach. This indicates that this research would firstly define the research problem and according to it would collect the desired data, after this the data would be analysed to reach the conclusion.

### 3.3 RESEARCH METHOD

Research methods define the methods of analytical consideration. In research, the methods depend upon the types of data collected. The data has two types: qualitative and quantitative (Osuagwu, 2020). This research would adopt qualitative method; the data collected for this research would be descriptive and non-numeric in nature.

### 3.4 SOURCES OF DATA COLLECTION

There are two sources from where the data could be collected. These sources are primary and secondary (Ajayi, 2017). The primary source provides new and first-hand information. The researcher collects this kind of data directly from the respondents and sample of the research. For this research data would be collected from primary source. The interview technique of primary data collection would be used. The research would use structured interview technique.

### 3.5 SAMPLING METHOD

The samples for this research are collected using purposive convenient sampling. Purposive convenient sampling means collecting samples whose characteristics are defined purposely and are available conveniently. Jamnagar district is considered as universe and 8 HODs form different faculties are selected as samples for data collection. The following table would show the basic information regarding the respondents of this research.

**Table 1: Respondents demographic information**

Respondent	Designation	Experience	Gender
HOD 1	HOD Commerce	8 years	Male
HOD 2	HOD Commerce	7 years	Male



HOD 3	HOD Science	9 years	Female
HOD 4	HOD Science	10 years	Male
HOD 5	HOD Arts	6 years	Female
HOD 6	HOD Arts	7 years	Male
HOD 7	HOD Computer Science	9 years	Female
HOD 8	HOD Computer Science	8 years	Male

### 3.6 RESEARCH DESIGN

Design for any research describes the period of time considered for collecting the data for the research. These designs could either be cross-sectional or longitudinal (Wei & Moyer, 2009). For this research cross-sectional design is considered as it would take shorter period of time to collect the data for this research.

### 3.7 TECHNIQUE AND PROCEDURE

This research would consider thematic analysis to analyse the data. Thematic analysis is a technique used to analyse qualitative data. It allows to divide the collected the data into themes and codes to analyse and understand the data (Larkin & Thompson, 2011).

### 3.8 RESEARCH ETHICS

All the ethical considerations that are required to be followed would be considered positively for this research including safety of the data and objectivity of the research.

## 4. LITERATURE REVIEW

### 4.1 Introduction to Literature Review

Moonlighting among teachers and professors is not a new thing. Many teachers and professors are involved in doing financial activities other than their teaching roles in colleges and schools (Seema & Sachdeva, 2020) to satisfy their needs and desires. Studies reveal that teaching profession holds the first position when analysed from the point of view of moonlighting by professionals (Betts, 2011). Many scholars have studied about this fact and have also tried to figure out the impacts and effects of this on the productivity of the professor as well as on the profitability of the organization. This section in this research would discuss different dimensions of moonlighting among the professors of colleges.

### 4.2 Moonlighting in Current Scenario

Currently moonlighting is trending as many employees from different sectors are doing extra jobs or side hustle to earn more or to satisfy their specific needs. It is mostly seen that middle levels of employees do multiple financial activities (Preetha et al., 2017). They do this due to many reasons including professional and private. Many employees work in more than one jobs to earn more to meet financial requirements. The need of extra earnings, to gain extra experience, the follow their passion and also sometimes making use of spare time are among the main causes that force employees to work in more than one job (EconomicTimes, 2022). Many employees try moonlighting also to cope up with the requirements of the industry and competitions, the typical job demands also force them to moonlight (Raghavan & Bhoomadevi, 2020).

Employees moonlight to cope up with their personal and professional requirements. But due to this they face many problems that impact their scheduling and productivity. Employers find it harmful that their employees use their strength and productivity by dividing them into dual tasks.

### 4.3 PRODUCTIVITY IN MULTIPLE JOBS

Productivity depends upon the healthy body and stress-free mind that focuses on a particular job. It is accepted generally that when mind gets diverted the productivity gets impacted. The employees who have started doing multiple tasks find themselves unable to set their schedules which impacts both of their jobs negatively. But, after a particular period of time when they find themselves comfortable and successfully manage both the tasks well, the productivity also gets impacted positively thus increasing their respect at jobs and also their self-esteem (Parham & Gordon, 2011).

The productivity of the employees also depends upon the level of satisfaction that they get while doing a specific job. These factors include the social and psychological factors at workplace, the physical features of the environment at the workplace, the job anatomy, the conflicts that occur at workplace and the stress factors in the role they play while doing a job (Ara et al., 2016). At this point of time employers are expected to manage the profitability of the organizations

along with satisfying employees’ needs as Raghavan & Bhoomadevi, (2020) stated in their research. In spite of all the negative experiences and consequences teachers and professors find themselves unable to quit from the second job because of their personal issues such as fulfilling financial requirements.

**4.4: FACTORS AFFECTING PRODUCTIVITY**

Moonlighting and multitasking affect the productivity in both negative and positive terms as discussed above. There are several factors that impact the productivity of the employees who moonlight. These factors include personal, physical, as well as work environmental factors. The environment at work and the level of stress caused due to the work or due to busy scheduling of the employees impacts their productivity. Also, multi-tasking makes one tired and thus impacts productivity negatively. Researchers have also concluded that moonlighting impacts negatively in the early stages (Weerathunga, 2018) but along with the passing time, they learn to manage and earn dual experiences hence managing the work combatively better.

Mental stress caused due to overload work also makes employees fatigues. Teachers and professors who do dual jobs such as teaching in the colleges in the morning and providing educations at other educational institution in the day time or doing some other financial activity find themselves stressed and experience fatigue (Brown et al., 2019). Job security is also a significant factor that forces employees to moonlight for better future thus impacting productivity (Khera & Jaggarwal, 2022). A study also revealed a fact that inspite of affected productivity and busy scheduling, the teachers and professors often try to avoid and do not short change any kind of help or work when it comes to teaching their students (Ballou, 1995).

**4.5 RESEARCH GAP**

Many scholars and researchers have examined the fact behind moonlighting and its impacts and have concluded differently about it. These researches have covered many sectors and geographical boundaries. Still there are many areas like the facts about moonlighting done by professors and lecturers at college and universities and its impacts on productivity, which are not studied deeply and hence, need more research on it.

**5. ANALYSIS**

Table 2: Thematic Analysis

Themes 1: Employees and their scheduling	Code 1: Employees Moonlighting	This code would help to figure out about the recent trends of moonlighting among employees
	Code 2: impact on timing scheduling	Code 2 would figure out the impact of moonlighting on the scheduling of the employees.
Theme 2: impact on productivity	Code 3: effects on productivity	Through this code, the impact on the productivity would be figured out to meet the aims of this research.
	Code 4: factors affecting productivity	Factors that impact the productivity of the employees would be find out from the responses of the HODs and listed using this code.
Theme 3: preventive measures	Code 5: preventive measures by colleges	This code would help to list the preventive measures used by the organizations to tackle the requirement of the college and the professors.

**THEME 1**

**CODE 1: EMPLOYEES MOONLIGHTNG**

The HODs of different faculties were asked about the number of employees that do some other financial activities along with the professor job. To this all the respondents stated that they have professors that do some financial activities other than their job in the college. Respondent 1 stated that 40% of his professors moonlight. Respondent 2 counted 65% professors from his team that belong to this category, he stated:

*Yes, 4 of my staff members work an extra job. These makes about 65% of total staff I have in commerce faculty.*

Respondent 3 has 70% of his team while respondent 4 stated that all the professors belong to this category. 20% employees of respondent 5 do moonlighting. Respondent 6 has 30%, respondent 7 has 80% and respondent 8's all professors belong to this category.

## **CODE 2: IMPACT ON TIMING SCHEDULING**

Busy schedules mostly create timing and punctuality problems. Keeping this in mind HODs were asked about the punctuality and scheduling of the professors. HOD 1 replied that about half of their moonlighting employees do part-time job in their college but still they are punctual and do not mess up with their scheduling and thus do not impact the working so the college. HOD 2 and 4 also stated the same fact and refused from having any impact on the workings of the college. The reason of this as described by that HOD was that the college duty was the first in the day to be attended by the professor. HOD 3 accepted the negative impact of professor's moonlighting and stated:

*Yes, their extra jobs impact their timings of working in our college. 2 of these 5 professors work part-time in our college. Both these professors work in other educational institution before they come to our college. This makes them reach late to the college. Punctuality cannot be maintained because of their other jobs.*

The HOD 5, 6 and also claimed the negative impacts on the fixed schedule of the employees thus impacting services they provide in the college. HOD 8 stated a positive fact.

## **THEME 2: IMPACT ON PRODUCTIVITY**

### **CODE 3: EFFECTS ON PRODUCTIVITY**

The question regarding the impact of productivity was asked to the HODs so as to know about the facts. In this concern, HOD 1 claimed the negative impacts occurring sometimes which was due to the busy schedule of the professors. HOD 2 and 5 also agreed to this fact that the extra duties of the employees impact the workings in the college. This HOD 2 stated this fact using the words:

*Yes doing extra jobs affects their productivity here. To balance all the duties at workplace as well as at home well, these professors often ask for leaves and half days. This negatively impacts their completion of course they teach and also many times they are not able to give their services when students need them.*

HOD 3 pointed the negative impacts is counting the loopholes in the work done by the professors. It was state by this HOD that professors sometimes fail to complete the work according to their timetable and thus delays in completing the course. HOD 4 and 7 counted the negativity by expressing the facts that professors are not able to provide extra time to their students during examinations due to their busy schedule making it difficult for the student also. HOD 8 was having mix reply.

### **CODE 4: FACTORS AFFECTING PRODUCTIVITY**

Factors play an important role in affecting productivity whether negatively or positively. HODs of different faculties described the factors in their own words. HOD 1 and 2 listed the tight scheduling as an important factor, HOD 3 listed fixed scheduling and tiredness as the factors impacting productivity. HOD 4 and 5 also counted improper scheduling as a significant factor and stated that timing that can be fluctuated can help. HOD 6 and 7 listed diverted mind among the factors affecting productivity and respondent 6 noted:

*According to me, their diverted mind, getting tired with the workings of the day, unable to make proper schedule, transportation hurdles are among some reasons that negatively impacts their productivity.*

HOD 8 counted factors such as transportation hurdles, often asking for leaves along with the listed factors above.

## **THEME 3: PREVENTIVE MEASURES**

### **CODE 5: PREVENTIVE MEASURES BY COLLEGES**

In current world organizations are expected that they would understand the situations of their employees and then work accordingly for the betterment of the employees as well as organizations. The same was accepted by the colleges. In response to this all the HODs stated similar responses. In this context HOD 6 noted:

*College allows them some free time during their duty time so that they can prepare for their lectures; all their lectures are designed as per their schedule so as to make it easy for them to attend class regularly, along with this we try to talk to them at regular intervals to know about their problems if they have any.*

## 6. FINDINGS

### Theme 1

#### Code 1

All the responses stated that there is huge number of professors that are involved in different financial activities other than their jobs at college which is also stated by Betts, (2011) who claimed that professors are at the top of all the designations that do moonlighting.

#### Code 2

A different opinion can be inferred which stated that the dual experience gained by the professor while doing two jobs in a day impacted positively the students of the college. This positive impact was also discussed by Parham & Gordon, (2011) in their research; while other researchers along with Weerathunga, (2018) described negative impacts.

### Theme 2

#### Code 3

The positive impacts for professors' increasing experience which help students in better way. Ballou, (1995) also claimed this positive impact discussed by HOD 8 in his research. But negative impact has not been highlighted in any research explicitly.

#### Code 4

Improper scheduling, excuses of not reaching timely to college, not going to lecture on time etc., These responses were aligning with the findings of the researchers such as Khera & Jaggarwal, (2022) and Brown et al., (2019).

### Theme 3

#### Code 5

Preventive measures by the college helps the professors with completing their scheduled classes and finish the course in time by providing them extra time and help from other faculties, arranging extra classes keeping their scheduling in mind, allowing them a limited time for arriving late due to some specific reasons and scheduling meetings regularly so that their needs can be understood. Scholars of past literatures such as Raghavan & Bhoomadevi, (2020) have also noted these findings.

## 7. CONCLUSION

Moonlighting is trending nowadays. Many employees find it beneficial to do multitasking as their source of earning. The reasons behind them doing this differ accordingly which are listed above in different sections. There are also many impacts of moonlighting that affects the productivity of the employees and profitability of the organizations they work in. This research was done to learn more about the impacts and reason of moonlighting done by professors of colleges in the Jamnagar district of State Gujarat, India. The research aimed about researching many dimensions of moonlighting and these aims were fulfilled by this research.

This research aimed to know more about the trends of moonlighting and figured out that professors ranked first among all the designations that moonlight. In other words, moonlighting is trending in India as well as in the rest of the world and many employees selects multitasking to meet their respective needs. The second aim of this research was to find out the impact of moonlighting on productivity. The research question also along with the aim was focused on finding out the impact of moonlighting on the productivity of the employees on both/all the jobs performed by the employees. The findings of this research concluded that the moonlighting have negative impact on the productivity of the employees, in some cases this productivity increases and provides positive impacts also as the experiences of the employees increases and they learn to manage their schedules and also learn new dimensions and trends of work.

This research also aimed to know about how colleges tackle these situations. The research also tried to answer the research question about the preventive measures adopted by the college to handle the situations arising due to the busy scheduling of the professors. To answer this question the respondents were asked about their methods of tackling this situation and through their responses it was figured out that colleges try to figure out the actual problems of the professors and then work accordingly so as to meet up the requirements of both the college and the professors. For this purpose, meetings are held timely to discuss the problems with the moonlighting professors and work is done accordingly.

The research was done successfully answering all the research questions and targeting all the aims. Still there are many loopholes that could be counted as the drawbacks of this research. The research was done within limited geographical

boundaries; the results of this research can be applied within those boundaries only. The sample size was suitable according to the boundaries set for this research but considerable was small when the results of this research is tried to apply at a vast level. Also, this research considered only descriptive data and no preference was given to the numeric data.

The future scope for this research can be based on finding the facts of a broader geographical boundary by collecting more and vast data sample from large universe. Also, further researches can be done by collecting numeric data which can help to find the relations between different factors and variables of this research.

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**PCP056**

**A STUDY ON THE EFFECTS OF DIGITALIZATION ON TRADITIONAL  
MARKETING STRATEGIES WITH SPECIFIC ATTENTION PAID TO THE  
AUTOMOBILE INDUSTRY FROM THE PERSPECTIVE OF E-MARKETING**

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**ABSTRACT**

This paper's first section provides an overview of electronic marketing and more conventional forms of advertising. Numerous concepts are discussed, including definition, Significance, importance and factors. Detailed discussions of every relevant issue have been systematically and deliberately included. The second section is a compilation of additional studies and articles used for the literature review. In the third section, we have covered the research methodology, which includes the following elements culled from a variety of sources: goals, research strategies, and results of the study constraints imposed by the study. Data analysis makes up the fourth section using the information that was gathered. We have used SPSS to run some analyses, and those let us get a better grasp of the data. We have conducted a survey and taken 200 customers' views from various angles from Ahmedabad, Gandhinagar, Surat, Vadodara, and Anand and obtained information and knowledge through secondary research.

**Keywords:** E-Marketing, Digitalization, Traditional marketing, digital marketing, Advertisements, Digital Advertising

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**1. INTRODUCTION**

Marketing is now part of our everyday lives, bringing with it a new business model. With the overarching purpose of increasing sales, marketing is a crucial and intricate business function that draws on many different areas of expertise and uses different tools and techniques to achieve its goal.

Marketing has become increasingly important in today's business climate, as competition is rising steadily. Every business must implement some form of marketing strategy if they want to succeed.

Because the Internet is such a crucial factor in the functioning of today's industries, it is easy to make a calculation about how much influence the Internet has on the global market; just start tapping away!

These days, most businesses make an effort to transition to digital settings. As a result of technological advancements, marketing has also changed. Several names have been coined for the practice of promoting products and services over the Internet. Online marketing's reputation is expanding rapidly, and raising consciousness effectively communicating with customers and end-users about products or services is crucial.

Using the "4 Ps of Marketing," a marketer can easily zero in on and prioritize what's most important when it comes to parts of a marketing mix consisting of product, pricing, placement, and promotion. Marketing is the managerial process by which a business decides which products and services will bring in the most profit. Possibilities available to it in the market, given its goals and available resources as a whole, marketing entails split up into strategic and operational stages. During the strategic stage, three elements come into play: positioning, targeting, and segmentation (STP).

## The History of Marketing

SN	Year	Specification
1	1450-1900	Printed Advertising
2	1920-1949	New Media
3	1950-1972	Marketing is Born and Grows
4	1973-1994	The Digital Era Flourishes
5	1995-2020	The Era of Search Engines and Social Media

### 1.1 E-Marketing:

E-marketing, or electronic marketing, is the promotion of a good or service through electronic channels, such as the World Web, to a specific demographic via mobile phones, tablets, and other electronic gadgets. E-marketing encompasses not just online marketing but also email marketing and mobile phone marketing.

It employs technological means to facilitate communication between companies and their clients. When compare to use traditional methods to market, the results of electronic marketing are easy to see. With e-marketing, one can save money on expensive marketing campaigns without sacrificing effectiveness.

E-commerce saves consumers time and money and allows businesses to more effectively target specific demographics. It permits businesses to cut down on overhead expenses.

Customers now have access to more market data thanks to e-marketing and online shopping. From the comfort of home, using only their computers or mobile devices, to shop for and locate services and products 24-hours-a-day or seven-days-a-week availability (24/7).

### 1.2 Traditional marketing:

Offline forms of advertising are collectively known as "traditional marketing." This includes billboards, bus benches, and other outdoor forms of advertising. Using media like newspapers and radio, this strategy helps businesses get their message out to consumers.

According to traditional marketing principles, businesses would first and foremost name their products and services before targeting specific demographics. Audience and position advertisements where their target demographic is likely to see, hear or interact with.

Traditional marketing channels that continue to yield excellent returns are detailed below.

**OOH Marketing:** Marketing and advertising strategy that makes use of billboards, bus shelters, and other forms of out-of-home placement. A form of marketing that takes place away from traditional media like television and radio and businesses. This is in the form of graphic commercials.

**Broadcasting:** It is the process of disseminating content, such as news or television shows, radio, and television, among other media. It's possible for companies to reach a large audience quickly by utilizing mass media advertising platforms like TV and radio to spread the word recognition of one's brand.

**Marketing in the Print Media:** Promoting a product or service in the print media includes doing so via traditional print Books, magazines, newspapers, and other forms of print media.

**Direct Mail:** The term "direct mail" is commonly used to describe the mailing of promotional materials to potential customers. Mail Brochures, letters, postcards, and other forms of direct mail marketing. Direct mail marketing uses the mailing of printed materials such as catalogs, flyers, etc., to an audience in order to gain knowledge about available goods and services.

**Telemarketing:** The term "telemarketing" refers to the practice of various companies having their sales staff make outbound or any other form of telemarketing promotion. "Cold calling" is a common term for this practice. The definition of a cold call is a call that is not expected that entails calling potential customers to inform and persuade them in person.

To what extent can the auto industry benefit from digital marketing?

The best features of online advertising:

**With quantifiable outcomes:** When a brand-new marketing strategy or advertising campaign is released, strategy, one should evaluate its efficacy. As far as conventional no viable option besides traditional forms of advertising like flyers and TV spots. Tally up the number of times it's been viewed or checked out. Except that they are using the latest in digital marketing strategies, including blog posts, videos, and more. Information that can be trusted gives a comprehensive overview of the site demographics and travel times.

**Customization:** Customers in the present day want individualized products and bespoke. However, everything looks plain and generic in traditional marketing materials. However, the dealer's advertising agency will assist in creating a strategy that targets the specific requirements of the intended recipients. Adapting their advertising to specific demographics is a possibility. Message to evoke feelings by catering to specific customer likes and dislikes base.

**Cost Effective:** Traditional forms of advertising, such as commercials on television and radio, can make spending money on advertisements, or traditional marketing materials can quickly become prohibitive. However, it's simple to use a reliable dealer advertising agency to maximize online exposure as well as reduce expenses. Website creation and maintenance, SEO, social media, and more in terms of ROI, media marketing, and video marketing are at the top of the list.

**Develop a strong brand reputation:** Budget-friendly strategies for advertising any company on a variety of online mediums strengthen the brand's image by doing the following: The widespread adoption of digital tools has led to an increase in the number of more and more people relying on the Internet for information. It is necessary that automakers align their business goals with customer needs and interests.

**Higher revenue and income:** Automotive companies can benefit greatly from a well-thought-out digital marketing plan. It can quickly increase patrons' confidence in their brand. When advertising a company's services and products, one can expect higher revenues and returns. The primary goal is to maximize the investment's profit. Possessing a web profile can expand the reach of the auto industry's marketing efforts and boost conversion rates. Customized digital marketing strategies yield instantaneous benefits, which aids one's company in maximizing the strategy that has given the greatest returns and revenue.

**Becoming more aggressive in the marketplace:** The efficiency of digital platforms is growing, and this has competing firms that are just as interested in customer engagement. It's safe to say that every company in the competition for market share is fierce in the automotive industry. For those who are an entrepreneur or marketers, you are constantly analyzing the tactics and policies of their rivals.

## **2. LITERATURE REVIEW**

Gunnar Rimmel & Ernesto DeNito – 2000, Marketing in the E-Age-E-business affects on Marketing. The purpose of the study was to find out Does online marketing looks different now. The traditional responses are that marketing is resistant to change or that the Internet has not had enough time to adapt. This piece is an attempt to add to the discussion of how E-business impacts conventional Marketing. An examination of some of the affected ideas is presented. By means of electronic marketing, and proposes three distinct approaches to using this medium.

N Arunprakash – 2021, A comparative study on Digital marketing over Traditional marketing, it was concluded that the customer base has a tremendous reaction to digital advertising. When comparing digital marketing to more conventional forms of advertising, it has been determined that the ROI will be significantly higher.

Hanieh Mirzaei, Ehsan Jaryani, Mohammadreza Aghaei, Mehrdad Salehi, Mojtaba Saeidinia- 2014, Differences of “Traditional Marketing” in Opposition to “Electronic Marketing” to record and analyze



Distinctions between Classic and Digital Advertising. The information and communication technology (ICT) revolution of the past few decades has radically altered the traditional ways in which businesses are conducted. Monetary dealings involving the World Wide Web. Worldwide implementation of electronic marketing has the potential to because of the Internet's rapid growth; business transactions will inevitably change.

LL Manley – 2015, The use of traditional versus e-marketing in SMEs in a developing country: a comparative analysis, based on the findings, policymakers, SME managers, development agencies, and business owners in South Africa are given recommendations for how to best increase the competitiveness of the country's rapidly increasing small and medium-sized enterprise (SMEs). Studies have shown that the results can be applied to a wide range of demonstrated that small and medium-sized enterprises (SMEs) face many of the same difficulties no matter where they are located or their origins.

Pillai, R., Holla, N., & Srinivas, D. – 2021, A study on Digital marketing and its impact on Consumer Behaviour, the authors have figured out the increased efficiency, effectiveness, and low cost of reaching out to more customers via digital channels has been facilitated by their widespread adoption. As a result of the global pandemic, more and more people are being forced to find work online, which has provided an unexpected boon to the advertising sector. Since then, digital marketing has grown steadily, and its expansion is only anticipated to continue very much in the near future.

Chojnacki, K. – 2000, Relationship Marketing at VOLKSWAGEN, The author explains how VOLKSWAGEN adopted a relationship marketing strategy and gives examples of how this strategy is reflected in the company's offerings considering the pivotal function of data in the innovation. He discusses the VOLKSWAGEN club and his experience maintaining stable customer relationships. Card idea and the complex database management system that supports it.

N Nagaraja - ZENITH International Journal of Multidisciplinary – 2012, Customer satisfaction in the automobile industry – An Indian online buyers perspective of car manufacturers websites, explains that the Indian auto industry is riding a wave of popularity toward online booking and purchasing. The Internet is slowly permeating every sector, and the automotive industry is no exception. To put it another way, it raises the car's profile and sways potential buyers to make a purchase. It is hypothesized that a higher level of sales satisfaction and, more importantly, a greater impact on the sales process.

M Trusov, RE Bucklin, K Pauwels – 2009, Effects of Word-of-Mouth versus Traditional Marketing: Findings from an Internet Social Networking Site, the author has expressed that the VAR (vector autoregressive) model estimates that referrals spread via word-of-mouth (WOM) last much longer and generate much higher response elasticity's than other marketing actions. The value of a membership is determined by the amount of money a company can expect to make from advertising impressions served to a new customer. Financial incentives for word-of-mouth promotion can be estimated roughly. The company may provide in an effort to encourage word-of-mouth.

### **3. RESEARCH METHODOLOGY**

#### **3.1 Research Objective**

1. To determine which camp more accurately represents car buyers' mentalities.
2. To compare and contrast the effectiveness of traditional marketing strategies and e-marketing strategies in the automobile industry.
3. To evaluate the comparative efficacy of online and offline forms of marketing.

#### **3.2 Sample Size**

Knowing the impact of e-marketing on traditional marketing in the automobile (car) industry, taken a sample of 200 customers from Ahmedabad, Gandhinagar, Surat, Vadodara, and Anand.

#### **3.3 Sources of Data**

This study's primary data came from a questionnaire designed to elicit responses about the factors that influence consumers' decisions to purchase handloom goods. Secondary sources such as company annual reports, articles, published reports, etc., have been mined for this information.

#### 4. DATA ANALYSIS

##### Bivariate analysis of :( In Percentage)

Variable 1: Occupation

Variable 2: While purchasing the cars, do you go for online checking

Occupation	While purchasing the cars, do you go for online checking	
	No	Yes
Student	5.3	94.7
Professional	4.8	95.2
Businessman/ Businesswomen	4	96
Others	19.1	80.9

From the above data, we can see that 33.2% (in No put together) for the purchase the car customer go for online checking. 94% agree with student, 95% is professional, 96% is businessmen/businesswomen, and 80% is others.

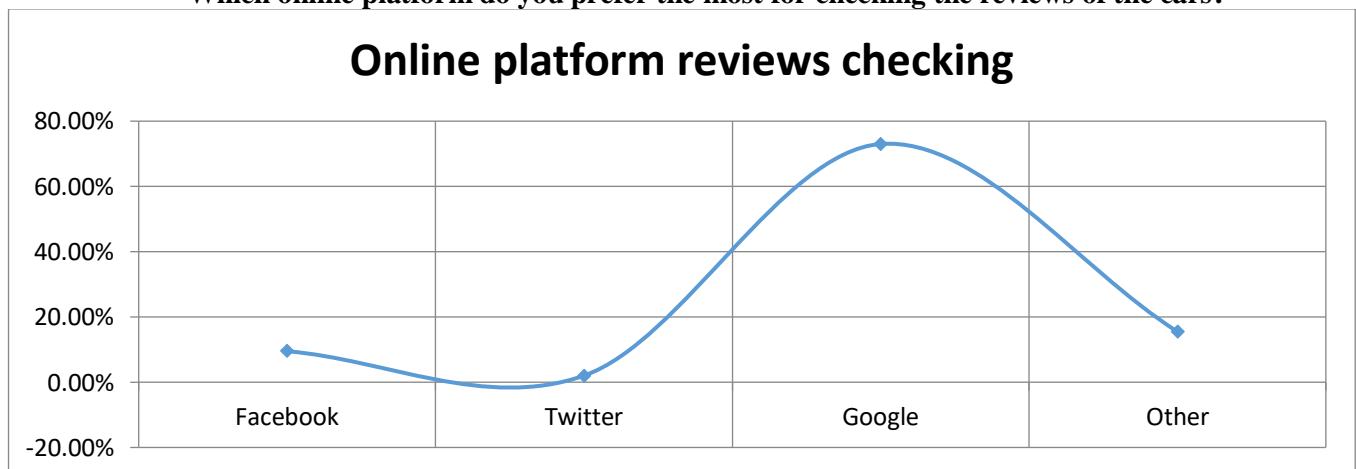
##### While purchasing the car, do you go for online checking?

Online checking for purchasing a car	
Yes	92.00%
No	8.00%

##### Interpretation

- In the above chart, we can see that while/ before purchasing the car, most people are going for online checking or reviews.
- Because its saves customers time as well as money and online they get proper information about cars. In our survey, we get 92% of respondents who goes for online checking.

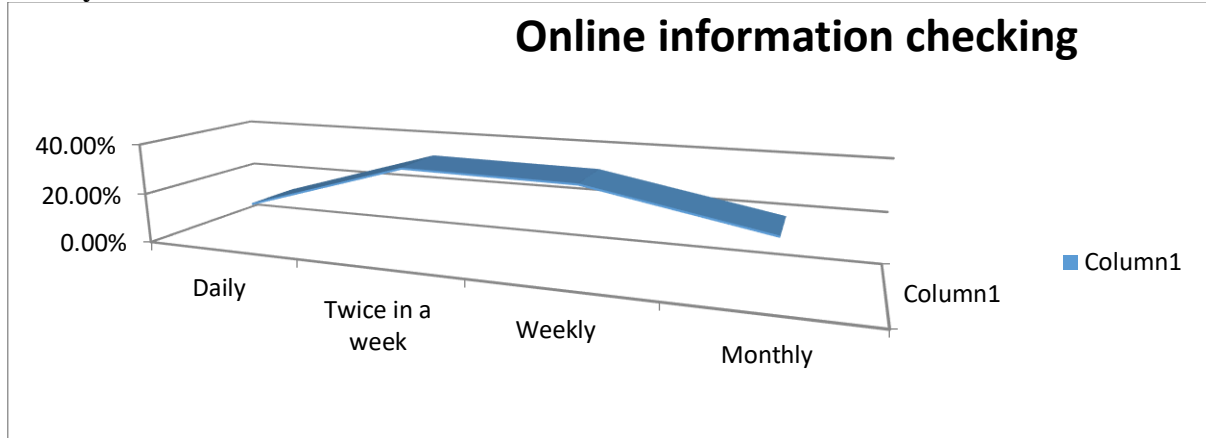
##### Which online platform do you prefer the most for checking the reviews of the cars?



##### Interpretation

- In this question, we can see that most customers prefer the online platform for checking reviews of the car. Google it is 73% because it is convenient as well as easy for customers. Other platform is Facebook is 9%, Twitter 2%, and the other is 15%.

**How often do you check information about the car on Internet?**



**Interpretation**

• In the above chart, we know in what time period respondents checked information about cars. There is twice in a week is 35%, and it is high responses. Daily is 14%, Weekly 32%, and monthly 20%.

**Bivariate analysis of (In Percentage)**

Variable 1: Can you compare the price of the cars with the showroom to the online platform

Variable 2: From your point of view, which one is a better option for purchasing a cars

Can you compare the price of the cars with a showroom to the online platform?	From your point of view, which one is a better option for purchasing a car	
	Traditionally	Internet
Yes	95	5
No	100	0

**Interpretation**

- From the above chart, we can see that 95% of customers are traditionally and can compare the price of a car with a showroom to an online platform. 5% is for the Internet.
- 100% is for traditionally and cannot compare the price of the car with a showroom to online.

**Independent sample Chi-Square Test**

**Hypothesis testing:**

H1. There is no significant association between occupation and purchase of a car using online checking.

H2: There is a significant association between occupation and purchase of the car using online checking.

Occupation	While purchasing the car, do you go for online checking	
	Yes	No
Student	38	9
Professional	72	3
Businessman/ Businesswomen	54	3
Others	20	1

**Chi-Square Tests**

	Value	DF	Asymptotic Significance (2-sided)
Pearson Chi-Square	10.447a	3	0.015
Likelihood Ratio	8.862	3	0.031
N of Valid Cases	200		

- $\chi^2 = 10.447$   $p = 0.015$  with 3 degrees of freedom  $\chi^2$  test statistic (we can see that Pearson is less than the alpha level of Significance of 0.05).
- This means that there is no statistical evidence to accept the Hypothesis (H0), and hence it may be inferred that there is no significant association between occupation and purchase of the car do you go for online checking.

### Independent sample Chi-Square Test

H1: There is no significant association between you can compare the price of the cars with a showroom to an online platform and from your point of view which one is the better option for purchasing a car.

H2: There is a significant association between can you compare the price of the cars with the showroom to the online platform and From your point of view, which one is the better option for purchasing a car

Cross tabulation Count

Chi-Square

	Value	DF	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	989a	3	0.32		
Continuity Correction	0.171		0.68		
Likelihood Ratio	1.841	3	0.175		
Fisher's Exact Test				1.000	0.399
N of Valid Cases	200				

Interpretation:

- $\chi^2 = 0.989$   $p = 0.001$  with 1 degree of freedom  $\chi^2$  test statistic (we can see that Pearson is less than the alpha level of Significance of 0.05).
- This means that there is no statistical evidence to reject the Hypothesis (H0), and hence it may be inferred that there is no significant association between can you compare the price of the cars in a showroom on an online platform and from your point of view, which one is a better option for purchase a car.

## 5. FINDINGS

- As this research shows, the automotive industry has felt the effects of both E-marketing and traditional marketing strategies. As a result of the convenience and low cost of shopping online, more and more consumers are gravitating toward online advertising channels.
- The vast majority of respondents care more about internet marketing than any other area of marketing, classical advertising.
- This research shows that the top priority for car buyers is safety, as indicated by the fact that 92% of respondents said this was a very important consideration when making consumers prefer to do preliminary research on automobiles online but make their final purchases in the old-fashioned way, which does not involve the Internet.
- Therefore, it is safe to conclude that E-marketing for automobiles in India attracts a more active and engaged customer base (car) business, but not entirely.

## 6. CONCLUSION

To achieve this broad objective, marketing integrates a wide variety of business processes, technologies, and strategies, making it a crucial and complex business operation. Therefore, it is not sufficient to merely replace the conventional methods; rather, both methods may pair up perfectly. Earlier research has shown that conventional approaches are very effective. Only people who meet certain criteria can be promoted via digital marketing having the use of a computer and the Internet.

Advertisements in the newspaper are a staple of traditional marketing. Unlike traditional forms of advertising like tv and radio, customers of digital marketing have to actively seek out and engage with the product or service being promoted. Growing numbers of people are using the Internet, which is advancing the digital vehicle manufacturers can shift their focus to online marketing without having to worry about traditional in a thriving and wholesome manner.

The proliferation of cutting-edge electronic devices is largely attributable to the Internet and the rise of online communication skills. If we look around the web, we can find various electronic marketing distribution channels with the hopes of achieving sales by persuading clients of the merits of their products. Compared to traditional forms of promotion, modern techniques are not only more cost-effective but also more practical and well-suited to manufacturers or producers all over the world.

The newest trend in the Indian automobile industry is making reservations and purchases online. Web access is slowly eating away at the heart of every industry, cars included. When this occurs, a larger raises the potential buyer's consciousness about the automobile and sways their decision to buy. Evidence suggests that the Internet increased influence and success in closing deals. Automotive companies' use of digital marketing channels, which includes making use of the reach of the Internet via tools like social media, targeted ads based on user behavior, and search engines microsites, landing pages, and other digital marketing strategies for lead channels, and businesses in the Indian auto industry are jumping on the bandwagon. The Commercial Establishments That decide how much money to put into digital advertising.

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**PCP058**  
**CLIMATE FRIENDLY ECONOMY FOR FUTURE WORLD**

**AP0091**  
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**Abstract**

“Climate change” is one of the biggest challenges that the entire humanity faces today and can easily be considered posing an existential threat. Our exploitative practices and lifestyles of trade, design, Manufacturing and consumption have led to the sad state of affairs we have today. Thus, hinting the future to be aligned with the building blocks of climate consciousness in trade, society, lifestyle, manufacturing and technology etc. We strongly believe the future society is never safe until we have a grass root level of contributions towards climate change. Thus, we propose a design of Society where, incentivising grass root behaviours of climate consciousness at all levels (Individuals, Governments, and Organization) has to be centric to a Climate friendly Economy. Which would ultimately streamline all the stakeholders to achieve a sustainable society.

**Keywords:** Social, Carbon Credits, Circular Economy, Mobility, Climate Change, Society, Economy, Consciousness, Infrastructure, EV.

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**Keywords:** Social, Carbon Credits, Circular Economy, Mobility, Climate Change, Society, Economy, Consciousness, Infrastructure, EV.

**1. INTRODUCTION**

As per the current state of worldly affairs Climate change is the most pressing problem that exists today and poses a threat to the entire humanity. It took us so many decades till date to recognize that the severity and consequences of overlooking the same.

“There is literally no future unless we resolve the address the biggest threat that exists today”

Even though attempts have been made to address the same, the global efforts are not still aligned to nullify the potential damage yet. In order to really understand the Social Background in Future and the social issues that would emerge, social conditions that would prevail and understand the evolution of technology, Mobility and infrastructure, its super important to understand the current scenario. Understanding and extrapolating which will help us achieve the right foundations to conceptualize the Society in Future.

## 2. RESEARCH OBJECTIVES

The main objective of this paper is to understand the present status of global society and device characteristics for the society in future keeping in mind the goal of Climate Friendliness and Economic Development.

## 3. RESEARCH METHODOLOGY

We have used Observation & Literature Review method to collect data about the current status of economic activities, the economy development cycle, climate change and impact and the future roadmap of the nations.

## 4. SOCIAL LANDSCAPE TODAY IN 2022

“Man-made climate change continues to be one of the biggest threats to Planet Earth. The UN's Intergovernmental Panel on Climate Change warned this month that we must act "now, or never" to limit global warming to 1.5 degrees.”

Current Social Landscape and efforts have to be looked up in the limelight of addressing climate change to understand the impact it has today. Which can further be highlighted in the following dimensions:

1. Social Issues: Currently since the entire economy is pivoted around fossil fuels which has created enormous parity and gave raise to geopolitical tensions among global super powers that lead to enormous debt and burden over climate damaging resources (Fossil fuels etc.). Thus putting “climate change” in the back seat and Contributing to the following conditions:
  - a. Deepening Economic parity in the society
  - b. Imbalance in utilization of natural resources
  - c. negligible positive contribution to climate change
  - d. Giving raise to geopolitical tensions
2. Current Social infrastructure: Has still not recognized their contribution to Society in terms of climate consciousness. It is left onto manufacturing companies and industries to trade Carbon credits. The concepts of Climate consciousness have not yet percolated to the grassroots infrastructure adopted by masses.
3. Evolution of Mobility: Mobility has witnessed adoption of Electric vehicles which are still powered by electricity generated by burning fossil fuels. Thus, hardly addressing the Climate challenge.
4. Technology is not being amply focused towards building a sustainable and climate friendly outcomes. It's still aligned with profit churning practices and achieving higher valuations.
5. Lifestyle: Today the choice of lifestyle of Individuals is centric to convenience and on-demand. Were rarely consider the climate consciousness in our purchasing decision.

On the whole despite of efforts towards Climate change – The impact is still fragmented and weakened due to the following reasons in our current society:

1. Efforts to address climate change have not percolated to the grassroots (Individuals, etc.)
2. Evolution of Technology and business models are still not aligned towards addressing the bigger threat.
3. Efforts are just confined to Industries and few countries through trade of carbon credits
4. Evolution of technology and adoption of lifestyles are still not in sync with catering solutions to climate change

## 5. SOCIAL BACKGROUND IN FUTURE

Following are the inference we can draw from the previous sections:

1. The climate change problem is there to stay and will become further severe over the course of time.
2. Any efforts to build an Economy backed by climate consciousness of all the stake holders will be the only life to have a future.
3. Any efforts will be incomplete unless the concept of climate consciousness percolates to grassroots levels until individuals.

Social background in Future will definitely involve participation of all the stakeholders in achieving a climate friendly society. Where any grassroots contribution to a climate friendly society should be incentivised and rewarded. And different mechanisms will be adopted to make that happen and engage all the stakeholders that drive a climate friendly Economy. **Climate Consciousness** will hold paramount importance over everything else.

This can be further emphasised from the following dimensions:

1. Solving Social Issues: Although there would be 100s of ways of addressing a Social Issue, only the one that has a positive contribution to climate change would be adopted. As such a behaviour will be emphasised over the others giving economic benefits and privileged to the stakeholders. (Ex: economic incentive to plant trees will reduce poverty as it would allow people to earn while they create positive Impact.)
2. People's life: Since the entire economy will be backed by Climate consciousness. It would create a pollution free and safe living conditions for better health conditions and life expectancy. Thus will be grossly simplified.
3. Evolution of Mobility: With Climate Consciousness as the most integral to the Economy. No doubt we will see a massive disruption in Mobility. While development of newer technologies will be incentivised, adoption of the same will be as preferred mode of travel with benefit to climate will be incentivised as well.
4. Social infrastructure: the social infrastructure will also be backed by climate consciousness (Ex: - Educational institutions will take climate education will be taught as mandatory subject irrespective of academic stream or specialization). Paving way for a sustainable future.

## **6. DATA ANALYSIS**

We have used content analysis method for analysing the collected data via observation and literature review.

### **6.1 CLIMATE CENTRIC ECONOMY & CLIMATE CONSCIOUSNESS CREDITS**

The society in Future will be based on the following grounds

1. Climate Centric Economy
2. Climate consciousness Credits

#### **6.2 Climate Centric – Economy**

Every activity, every trade, every business and policy will be centric to Climate, Paving way for a climate centric economy. Which will be the building blocks for the entire society. Which would bring together all the stakeholders such as:

1. Industries
2. Manufacturers
3. Academic institutions
4. Social Infrastructure
5. Entrepreneurs
6. Governments and bureaucrats
7. Individuals and many others...

In Future. One of the pivotal aspects will be bring together all the fragmented types of economies under one roof as – Climate Centric Economy which would include the following types of Economies

1. Circular Economy
2. Low carbon Economy
3. Green Economy

Thus superseding as the primary purpose of Economy

#### **6.3 Climate Consciousness Credits (CCC's)**

A variety of decentralised incentive mechanisms will be in place to reward and build behaviours right from grass root levels. Key emphasis will be laid on “Climate Consciousness” to make that possible. Such credits will be backed by Blockchain technology to allow transparency and immutability.

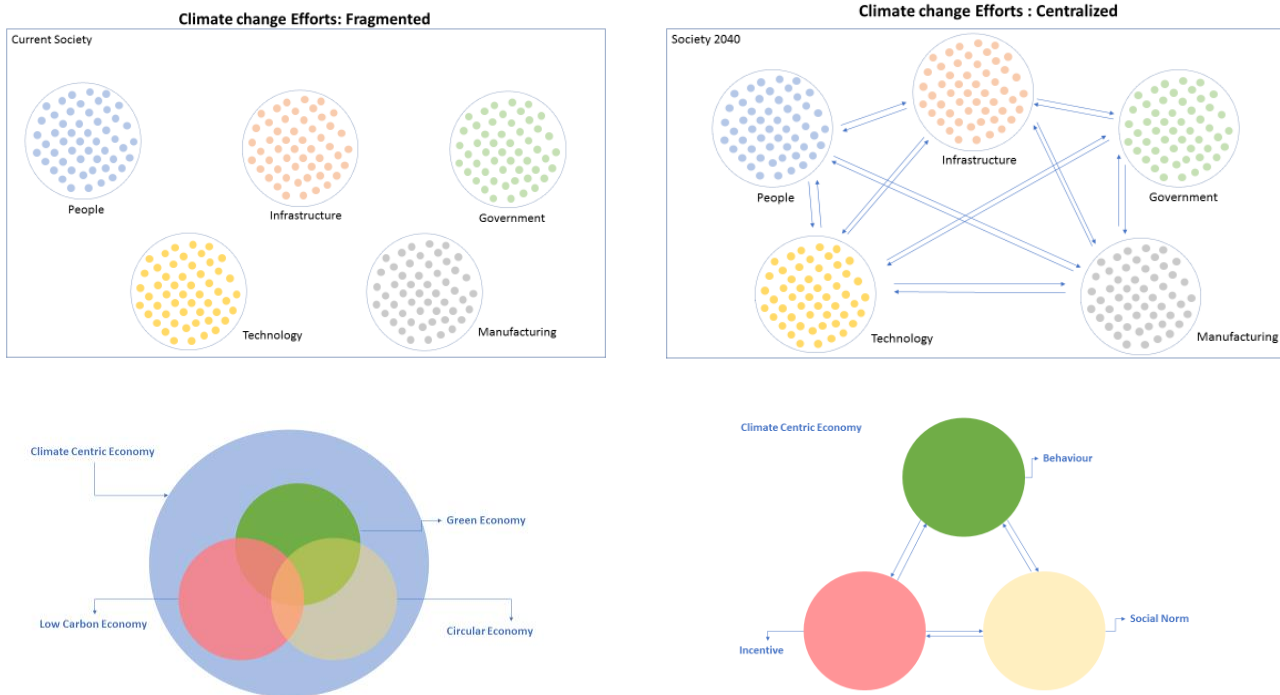
Which would also encompass Carbon Credits as a subset of Climate consciousness Credits.

Such credits will exist in universally recognized wallets.

Ex: - Students will be awarded Climate Consciousness credits that will be recognized for opportunities such as jobs, higher studies etc. As a global score.



The concept of climate consciousness will be superset to incentivise efforts in not just curbing Global warming but will also incentivise actions preserving natural resources and protecting wild life. Thus holistically helping achieve as



sustainable society at a higher level.

**Figure 1 Illustration of Future Society**

Source: Designed by Ashhar Ahmed Shaikh

## 7. CONCLUSION

“Social Background in Future will primarily revolve around Climate Consciousness and bring together various stake holders right from govts to individuals at grass root levels. The economy will be backed by climate centric incentives.”

In order to bring this change and achieve such a climate conscious society and bring together all the stakeholders and build a climate-centric Economy what is really imports is the right incentive mechanism to streamline the global behaviours.

In order to understand the concept it’s necessary to put ourselves in the shoes of different stake holders

1. Ashhar is a typical student who would get Climate Consciousness credits that will be globally recognised if he outperforms in his environment subjects. In his universal climate wallets. Further if he volunteers for a climate-friendly activity he would further be incentivised. Which he can leverage for better job opportunities.
2. Rohan is a Start-up founder. While it has plethora of options to build a start-up. If he chooses to build something in the climate landscape. He would get Climate Consciousness credits that will be universally recognised by invests and different governments would recognize as well. He can leverage the same to raise funds at better valuations and also benefit from tax incentives. The credits will be directly proportional to the achievable impact.
3. Ravi is a Manufacturer. Who would gain Climate Consciousness Credits for switching over to Climate friendly economies such as a circular economy? And the credits he gained can be leveraged in terms of discounts and permits for international trade etc...

In a nutshell Climate Consciousness credit will act like a universally recognized reputation score of every individual to contribute to a Climate Centric Economy. Thus empowering technologies and adoption of a social practices and infrastructure. That will pave the ways towards sustainability.

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**PCP066**  
**COMPETENCY MANAGEMENT PRACTICES AND ORGANIZATION  
EFFECTIVENESS IN SELECTED TEXTILE MILLS OF SOUTH GUJARAT  
REGION**

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## **Abstract**

The purpose of this paper is to explore the relationship between competency management practices and organization effectiveness. It signifies the importance of developing competency framework in organization. It has become essential for any organisation to retain competent employees in the competitive and global environment of today in order to survive. An organization's success is not just determined by how it operates. A capable team appears to be of utmost significance for an organisation should be capable of quality competition and to follow changes. This research paper outlines the idea of competency-based management, the motivation for using it, how it is used in organisations, and the potential for future research in this field, notably in the context of Selected Textile Mills of South Gujarat Region. According to studies, competency-based human resource management is nothing new. The competency-based management approach is centered on enhancing employees' capacity to have a competitive advantage over other businesses in the present scenario. According to researchers & academicians, competency-based management improves employee performance as well as that of the firm as a whole. Since the competency management practices are missing in today organization which can bridge the gap from management point of view and increase the organization effectiveness.

**Keywords:** Competency management, Organizational effectiveness, Competency model, Competency-based management Practices, Textile Mills of South Gujarat.

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## **1. RESEARCH OBJECTIVES**

1. To determine the relationship between competency-based management practices and organizational effectiveness.
2. To study the effects of competency-based management practices and impact on organization performance.

## **2. RESEARCH METHODOLOGY**

### **2.1 Sample size**

The population considered for this study was 500 executives of medium scale textile units of south Gujarat.

### **2.2 Research Design**

Descriptive statistics is used to study the competency based management practices in south Gujarat textiles.

Source of Data: To cater the need of research we have used both primary as well as secondary data source.

Data Collection Tool: Structured questionnaire was prepared to interview the executive of South Gujarat Textile Industry.

Research Instrument: The study is having closed ended questionnaire with likert scale. The respondents were asked the likert scale ranging from 1 = strongly disagree to 5 = strongly agree. With the help of factor analysis.

Sampling method: We used non probability sampling in which convenience sampling is used.

## **3. LITERATURE REVIEW**

Deepak K Dutta, James p Gutharie, Patick Wright (2003)

This study backs up claims and research that company competitiveness practises, This study's main contribution, however, is to show how contextual factors may influence how well an organisation functions in terms of its HR systems. It is probable that businesses with higher labour productivity are better positioned to invest in higher levels of HPWPs because HR systems and management practises have an impact on labour productivity. Another issue is bias caused by non-respondents, which means that those who responded to the survey may differ greatly from those who did not. This issue can be improved by using high-performance work.

Nicholas Bloom, Aprajit Mahajan, david Mc kenzie, john Roberts (2010)

The managerial procedures used by medium-sized (100–5,000 employees) and big manufacturing companies in developing nations. Using double-blind methods, these surveys rate businesses on their (i) monitoring practises (the gathering and processing of production information), (ii) target-setting strategies (the capacity to define clear, enforceable short- and long-term goals), and (iii) incentive policies (merit-based pay, promotion, hiring and firing). a standard set of fundamental management principles centred on inventory management, quality control, and operational effectiveness. Using simple management techniques, they achieved significant increases in productivity and profitability. The lack of performance-related remuneration for managers encourages them to implement cutting-edge management techniques. absence of decision-making or delegation from owners to senior managers.

Suniti Chandio (2012)

Key performers who earn high salaries frequently leave their employers for reasons related to culture, recognition, the workplace environment, corporate policies, and relationships with coworkers and management. The study has showed how employee retention is impacted by pay, career opportunities, and workplace culture. Competent workers quitting the company had an impact on the working environment and career opportunities.

Darush Yazdanfar (2013)

The study looks at how micro-Swedish enterprises' competency development and competitive advantage are related, how training programmes affect company performance, how to close the knowledge gap among managers, and some practical recommendations for firm implementation. Better job satisfaction, organisational progress, and an increase in exports are the four factors that have been identified for training programmes aimed at developing competence. The study shows that individual differences have little bearing on participants in business training programmes and the financial success of micro firms in Swedish companies.

Dileep Kumar, Sashiodhar chengappa Srota Pandya (2013)

According to the report, organisations' methods for managing employee capabilities are changing at an ever-rapid pace. Achieving a successful transformation of workforce capacities requires both organisational change readiness and employee receptivity to the programme for rapid capability development. The organisational strategy may aid in reducing misunderstanding and realigning capacity development structural patterns to support the new both capability development formulation and implementation plans since the change schemes involve extensive intervention measures. An organization's capability developer is essential in guiding transformation in the desired direction.

Gabriela (2014)

The method can be referred to as Competency Based Management or Competency Management when firms heavily rely on competency profiles to address a variety of human resources management concerns. System Evaluation & Competency Model: Continuous and Periodic Evaluation of Work Results and Competency (Continuous and Periodic Evaluation System). Continual assessment, self-evaluation of performance, evaluation by immediate superiors, and anonymous superior review by subordinates as an MSF are all practises that some managers also use, according to the results of interviews with managers.

BK Puniya & Nawal Garg (2016)

According to research, high-performing organisations look for certain novel and unorthodox methods to accomplish their objectives. The awareness level for HPWPs was discovered to be at a comfortable level, or "Aware" on a 5-point scale, and this indicates excellent prospects for HPWPs in Indian enterprises because awareness encourages simple and successful adoption. Manufacturing organisations with the necessary essential competencies to manage and implement MBO & ESOP are highly found to have HPWP and their understanding of organisational change create Employee Empowerment factor.

Sateesh Shet (2017)

The Study contributes competency based HR Practices & its positive relationship with organizational productivity, they have implemented using HR practices with recruitment & selection, learning & development, performance management showing the gaps of Indian manufacturing units, the leadership model contributes towards the organizational development. The Leadership competency model contributes towards scale development of competency based HR Practices in the organization.

Sudeshna Basu Roy (2017)

Since mid-level managers are the ones who implement change and oversee the smooth functioning of daily operations, their work is regarded as crucial. The responsibility of a change-leader during a change. The employees (who are affected by the changes) get a leader who is guiding them through multiplied, layered changes, which builds trust and helps the team progress towards higher performance. A mid-manager who is successful at the aforementioned tasks can address increasing complexity with experience.

Anirban Barman Roy, (2019)

The expert claims that businesses should look for candidates who are flexible, adaptable, and have an agile mindset. 65% of the managers won't be capable of performing their tasks in the future. The difficulties that today's organisations face include the fact that they do not know what skills will be necessary for the future, that few companies have quality skill gaps, that a sizable portion of businesses are unable to keep up with the constantly changing skill requirements, and that reskilled talent will depart. It is crucial to establish the competency framework for the firm since it will determine where you stand with regard to developing future skills and designing training programmes based on skill gaps. The framework needs to distinguish between personal and functional competencies and include the necessary core feature.

Mercer & Mettle Group (2019)

Following are the phases to a competency development framework, according to the poll.

- Developing the competency framework, updating roles and abilities on a regular basis, and determining tailored needs result in high-performing workers for the future.
- Determining Training Needs: Based on Individual Development Areas, Assigning Skills to Job Roles in Specific Development Areas, Determining Individual Development Plans for Training Needs. 3. Spotting the High Potentials: To keep them for future management or supervisory positions, it is important to spot them early in employment roles with the required skill sets.
- Determining internal succession pipelines: By continually recognising and developing high potentials, organisations should always have an internal pipeline for succession ready.
- Evaluate the effectiveness of the development process To make sure that the training needs are correctly identified and the trainings are successful in effectively filling these skill gaps, the skill levels of all students should be evaluated before to and after training in a scientific and data-backed manner.

#### 4. DATA ANALYSIS

To find out the factor contribute towards the competency management practices, data reduction technique is used. The study identified four latent variables from the reviewed literature to meet the objective. The variables of interest identified were Competency Based Management Practices & Organization Effectiveness for executives in Textile Industry in South Gujarat Region.

To collect data, the researcher took lists of Large & MSMEs in medium scale textile units of south Gujarat region a sample frame. To determine the sample size, the researcher selected 50 MSMEs with non probability convenience sampling based on a 5% significance level. Including the researcher has collected a total of 500 questionnaires and used them in the analysis. After completing the pre-analysis tasks, the researcher proceeded to address the research objectives through exploratory factor analysis. To pledge the use of factor analysis, the researcher considered the Barlett Test of Sphericity (BTS) and Kaiser-Meyer-Olkin (KMO) test of appropriateness. The results of the BTS and KMO support the appropriateness of the data. The KMO was **0.939** CMP (Competency Management Practices ) & OE (Organization Effectivness ) indicated the sample size adequacy considering the cutoff suggested by Meyer, Kaiser, Cerny, and Green (1977).

The factor analysis, with Principal Component Analysis method of extraction, was done. Moreover, there researcher used a rotation method of Varimax with Kaiser Normalization (Armstrong & Soelberg, 1968). Components with Eigenvalues greater than one were two obtained from the exploratory factor analysis.

Researcher has considered different attributes to measure the Competency Management Practices & Organizational Effectiveness in selected textile units of South Gujarat. The exploratory factor analysis endorsed these attributes that all of them loaded in a single factor.

**Communalities**

	Initial	Extraction
FC_Workcomp	1.000	.557
FC_USJobRole	1.000	.628
FC_USPolicy	1.000	.571
FC_MMS	1.000	.592
FC_IndeptResp	1.000	.537
FC_CL	1.000	.516
FC_JKS	1.000	.520
FC_DAR	1.000	.577
GC_JE	1.000	.623
GC_EPDM	1.000	.629
GC_ADPT	1.000	.526
GC_ELA	1.000	.505
GC_DICIP	1.000	.503
GC_PROFF	1.000	.443
CC_BK	1.000	.438
CC_CA	1.000	.604
CC_SPOE	1.000	.691
CC_OE	1.000	.692
CC_OP	1.000	.671

Extraction Method: Principal Component Analysis.

**Inference:** The above table displays the KMO Statistics is 0.931. This indicates that inferred number of samples is adequate and the presence of partial correlation among the variables to conduct factor analysis. Bartlett's Test of sphericity shows whether data are suitable for factor analysis or not. This test should be significant at 0.05 levels. The p-value is significant ( $P < 0.05$ ). It indicates that data are suitable for Factor Analysis.

**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.322	43.798	43.798	8.322	43.798	43.798	3.873	20.386	20.386
2	1.479	7.785	51.583	1.479	7.785	51.583	3.755	19.762	40.149
3	1.021	5.374	56.958	1.021	5.374	56.958	3.194	16.809	56.958
4	.895	4.710	61.668						
5	.781	4.109	65.776						
6	.734	3.861	69.637						
7	.676	3.557	73.194						
8	.608	3.198	76.392						
9	.575	3.025	79.417						
10	.516	2.714	82.130						
11	.499	2.629	84.759						
12	.476	2.503	87.262						
13	.406	2.136	89.399						
14	.388	2.040	91.438						
15	.374	1.970	93.409						
16	.333	1.752	95.160						
17	.311	1.638	96.799						
18	.308	1.619	98.417						
19	.301	1.583	100.000						

**Inference:** The above total variance explained table shows Three factors have Eigenvalues more than 1, so Three factors are extracted further. Factor 1 has an Eigenvalue of 8.332 and a variance of 43.796 Factor 2 has an Eigenvalue of 1.497 and a variance of 7.785. Factor 3 has an Eigenvalue of 1.021 and a variance of 5.374 The cumulative variance of all the three factors is **56.95%**.

**Rotated Component Matrix<sup>a</sup>**

	Component		
	1	2	3
FC_Workcomp		.696	
FC_USJobRole		.711	
FC_USPolicy		.687	
FC_MMS		.669	
FC_IndeptResp		.590	
FC_CL	.590		
FC_JKS	.580		
FC_DAR	.655		
GC_JE	.763		
GC_EPDM	.731		
GC_ADPT	.611		
GC_ELA	.474	.489	
GC_DICIP	.428	.490	
GC_PROFF		.433	
CC_BK			.532
CC_CA			.707
CC_SP0E			.779
CC_OE			.780
CC_OP			.728

Extraction Method: Principal Component Analysis.  
 Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

**Inference:** The rotated component matrix depicts the pattern of the factors that are grouped based on their regression weight and degree of correlation. For extraction Principal Component Analysis method was used and for Rotation – Varimax was used. The table helps us to understand the variable grouped to form a factor/component. Three factors are labelled as Factor 1 (Functional Competencies), and Factor 2 (General Competencies) Factor 3 (Core Competencies).

## 5. FINDINGS

- The KMO was 0.939 CMP (Competency Management Practices ) & OE (Organization Effectiveness )
- Three factors have Eigenvalues more than 1, so Three factors are extracted further. So, it shows the EFA is done effectively.
- The rotated component matrix depict Three factors are labelled as Factor 1 (Functional Competencies), and Factor 2 (General Competencies) Factor 3 (Core Competencies).

## 6. CONCLUSION

Functional, general, and core competences combines to form the competency management framework, when applied properly by management (Large & Medium Scale Textile Industry), can increase organisational excellence & productivity.

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PCP073

**A STUDY ON SERVICE QUALITY AND PATIENT'S SATISFACTION**

AP0042

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**Abstract**

As the hospital shifts towards managed competition and a modern era of healthcare, the issue involved and required to be addressed are to assess and evaluate the present scenario of the hospital service delivery and quality system to be adopted to meet patient requirements effectively. The objective of this paper is to explain the patients' views towards one of the leading private healthcare service provider of Vapi. The study has made an attempt to know whether the patients are satisfied with the service quality offered by the Hospital. The study focusses on hospital service quality and analyse the relative significance of quality measurements in anticipating the patients' satisfaction. A total 200 patients (both indoor and outdoor) participated in a questionnaire survey. Data is analysed through descriptive statistics, common method variance, correlation in order to investigate customer perceived service quality influence on patient's satisfaction. Results confirmed that better quality of healthcare services inclines to build satisfaction among patients.

**Keywords:** Service Quality, Patient's Satisfaction

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**1. INTRODUCTION**

The sector which provides different types of care like- palliative, curative, preventive and rehabilitative to treat patients is the Health care sector. In recent times the health care is divided into different sub sectors depending on the trained professionals and para professionals. A health care provider can be an institution(clinic) or person (physician, nurse, health worker etc.) who provides care services to individuals, families and even communities. Strengthening coverage, services and increasing expenditure by both public and private players are underlying reasons due to which Indian health care sector is growing at brisk pace. The availability of a large pool of well-trained medical professionals is India's competitive advantage. As per the reports-“ India ranks 145th among 195 countries in terms of quality and accessibility of healthcare. The Indian healthcare sector is expected to record a three-fold rise, growing at a CAGR of 22% between 2016–2022 to reach US\$ 372 billion in 2022 from US\$ 110 billion in 2016. By FY22, Indian healthcare infrastructure is expected to reach US\$ 349.1 billion”. There is a significant scope for enhancing healthcare services considering that healthcare spending a percentage of Gross Domestic Product (GDP) is rising. The government's expenditure on healthcare sector has growth to 1.4 percent in FY18 from 1.2 percent in FY14. The government of India is planning to increase public health spending to 2.5 percent of the country's GDP by 2025.

**1.1 Quality of health care service**

Healthcare service is an important service system for human being and it helps the people to be away from illness and also get cure from deceases. Therefore, the quality is determined by the best possible balance between risks and benefits. Healthcare service has to meet the clinical needs of the population while ensuring the patient's respect as personal, prompt attention of care, quality of amenities, access to social support networks and choice of providers.

Babakus & Mangold (1992) identified that the health service quality components are two folds such as the technical quality and functional quality. The technical quality of healthcare services is the accuracy of diagnostic and treatment procedures. The functional quality of health service is the way in which the hospital provides health service to the patients. These aspects of service could be understood and judged by the receivers on the quality of health service. However, saleh et al. (2012) identified three quality dimensions related to health care services i.e. client quality, management quality and professional quality.

Quality from the patient's point of view, is satisfying patient's needs, and providing the necessary medical services to the patient. Quality from the administrative point of view, includes the ways of using available resources and allocate them to ensure the delivery of the medical service in the right time, and with an acceptable cost. Quality from the senior medical administration, includes the extent of satisfaction with the performance of the senior management and its role in the support and development of medical services and the health system.

## 1.2 Patient satisfaction

The health care system is fundamentally a service-based industry and customer satisfaction is an important characteristic. Patient satisfaction has been considered as one of the most important quality dimensions and key success indicators in healthcare. Customer satisfaction is about nurturing and meeting customer preference and expectation to enhance customer-delivered value. Besides that, patient satisfaction is referred as the judgement made by a recipient of care as to whether their expectation for care have been made or not.

Patient satisfaction with medical care is a multidimensional concept with a dimension that corresponds to the major characteristics of providers and services. Within the healthcare industry, patient satisfaction can be considered as an important component and measure of the quality of care. Patient satisfaction is accumulative construct which embraces satisfaction with various hospital facets such as technical, functional, infrastructure, interaction, and atmosphere. Patient satisfaction plays an important role in the continuity of service utilization and positively influences the patient's trust. According Oswald studied quality dimension "human performance" found significantly related to customer (patient) satisfaction. Added to that, observer(visitors) were found more likely to be satisfied with hospital service than consumers.

Usually, service quality is considered mostly a cognitive construct while satisfaction has been considered a more complex concept that includes cognitive and affective components. Satisfaction is believed to be an attitudinal response to value judgements that patients make about their clinical encounter (Kane et al,1997), however, satisfaction perceived as a global consumer response in which consumers reflects on their pleasure level. Satisfaction is based on service delivery predictions/norms that depends on past experience, driven by conceptual cues. Although perceived service quality may be updated at specific transaction or service experience, it tends to last longer than satisfaction which is understood as being transitory and merely reflecting a specific service experience.

## 2. PROBLEM STATEMENT

As the hospital shifts towards managed competition and a modern era of healthcare, the issue involved and required to be addressed are to assess and evaluate the present scenario of the hospital service delivery and quality system to be adopted to meet patient requirements effectively will become growingly essential also make it efficient and delightful up to patient's satisfaction. The study has made an attempt to know whether the patients are satisfied with the service quality offered by the selected Hospital.

## 2 LITERATURE REVIEW

Rula Al-Damen(2017), Health Care Service Quality and Its Impact on Patient Satisfaction

"Case of Al-Bashir Hospital". The objective of the paper was to analyse impact of perceived health care service quality on patient satisfaction. The study was conducted in hospital of Jordan. On the basis of 'SERVQUAL' an instrument was developed to measure patient's satisfaction. Sample size was 448 out patients. Statistical techniques like descriptive and inferential statistical analysis were employed. Results show – "that there is an impact of perceived health care service quality on overall patient satisfaction. Reliability had the most influence, followed by empathy and assurance." The study was concluded with set of recommendations.

Amin, M., Yahya, Z., Ismayatim, W. F. A., Nasharuddin, S. Z., & Kassim, E. (2013).

Hospital service quality and its effects on patient satisfaction and behavioural intention. The purpose of the paper was to analyse hospital service quality and its impact on patient satisfaction and behavioural intention. Sampling method was- convenience sampling. Sample size was 216 patients. The results showed that five dimensions-“ admission, medical service, overall service , discharge and social responsibility are a distict construct for service quality. The study

confirmed the relationship between hospital service quality and customer's high level of satisfaction and behavioural intention.

Swapnarag Swain, Nirmal Chandra Kar(2018).

Hospital service quality as antecedent of patient satisfaction – a conceptual framework. This conceptual paper analysed the dimensions of perceived service quality in hospitals and developed a conceptual framework showing relationship in hospital's service quality, patient's satisfaction and behavioural intention. The study identified six areas namely-“technical quality, procedural quality, infrastructural quality, interactional quality, personnel quality and social support quality and said that by these areas patient's perceives the service quality of hospital.

Jeen-Su Lima, Kee-Sook Limb, John H. Heinrichsc, Khulud Al-Aalid, Alamzeb Aamire and Muhammad Imran Qureshif\*(2018). The role of hospital service quality in developing the satisfaction of the patients and hospital performance. The paper examine a conceptual model based on relationship between service quality of hospital, satisfaction of patient's , hospital utilization and financial performance of hospitals. Sample size was 176 hospitals. The study was conducted in California. The standardised performance measures were used. EFA and CFA were employed. The results confirmed that “quality had a significant effect on satisfaction, which in turn, affects the financial performance.”

Appalayya Meesalaa,\*, Justin Paulb (2016)Service quality, consumer satisfaction and loyalty in hospitals: Thinking for the future. The study identified critical factors related with service quality in hospitals. The study was conducted in Hyderabad on patients who were receiving services from 40 prive hospitals. He variables included in the study were-“Tangibility, reliability, responsiveness, assurance, empathy, patient satisfaction and loyalty to hospital.” Path analysis was done using AMOS V20. Reliability and Responsiveness were found to be impacting patient's satisfaction.

Chao-Chan Wu (2011). The impact of hospital brand image on service quality, patient satisfaction and loyalty. The study examined the relationship among brand image of hospital, service quality, satisfaction of patient and loyalty. The study was conducted in Taiwan. Instrument used was –SERVQUAL. Hypotheses were tested using structural model. Sample size was 462 patients from two main hospitals. Results showed that- “Hospital brand image indeed served as a lead factor in enhancing service quality, patient satisfaction, and patient loyalty”.

Reham Zuhier Qasim Almomania\*, Ruba Risheed Al-Ghdabib and Khaled Mohammad Banyhamdanc(2019). Patients' satisfaction of health service quality in public hospitals: A PubHosQual analysis . The study analysed the effect of hospital's service quality on patient's satisfaction. The study was conducted in Jordan. Convenience sampling size was used. Doctors and nurses were respondents. Sample size was 354.Structural equation modelling was done. The study concluded- “Health service quality explained %65.7 of the variation of patient satisfaction, which was also, illustrated the extent to which the quality of health service had the potential to make a change in the level of patients' satisfaction in public hospitals.”

Fatima, T., Malik, S.A. and Shabbir, A. (2018)."Hospital healthcare service quality, patient satisfaction and loyalty: An investigation in context of private healthcare systems". The objective of the paper was to analyse patient's view towards private hospitals. The focus was on hospital's service quality. Patient's satisfaction plays mediating role between hospital's services and patient's loyalty. Sample size was 611 patients. The study was conducted in Islamabad, Pakistan. Statistical tools used were-descriptive statistics, correlation, regression. Results confirmed that-“healthcare service quality aspects (i.e. physical environment, customer-friendly environment, responsiveness, communication, privacy and safety) are positively related with patient loyalty which is mediated through patient satisfaction.”

Prakash B. (2010). Patient satisfaction. Journal of cutaneous and aesthetic surgery In this conceptual paper researcher says that patient satisfaction is a commonly accepted phenomena for measuring the service quality in health care. Researcher says that many factors like-“clinical outcomes, patient retention, medical malpractice affects patient satisfaction. Patient's satisfaction is also a measure of doctor's success and even success of hospital.

Woo S, Choi M (2021) Medical service quality, patient satisfaction and intent to revisit: Case study of public hub hospitals in the Republic of Korea. This study analysed causal relationship between quality of “health care, patient satisfaction and intent to revisit. “The study was done for regional hub hospitals of Korea. The sample size was 2,951 out patients and 3,135 inpatients. Structural equation modelling was applied to understand the relationship. The results indicated-“the variables that directly affected intent to revisit were, for the outpatient group, physician's practice service, hospital's physical environment, and patient satisfaction, and for the inpatient group, physician's practice service,

medical staff's kindness and consideration, and patient satisfaction." All the variables for the inpatient and outpatient groups had a significant effect on patient satisfaction. The effect analysis results indicated that the indirect effect is highest, in the outpatient group, for physician's practice service, followed by medical staff's kindness and consideration, and the hospital's physical environment. Further, in the inpatient group, the indirect effect is highest for medical staff's kindness and consideration, followed by nurse's practice service, physician's practice service, and the hospital's physical environment."

### **3. OBJECTIVES OF THE STUDY**

- To assess the influence of service quality on Patient Satisfaction at the selected Hospital and determine which dimension from 5 dimension (Tangible, reliability, responsiveness, assurance and empathy) has the greatest influence on patient satisfaction.

#### **3.1 Specific Objectives of the study**

- To assess the influence of Tangibility on Patient satisfaction at the selected Hospital.
- To assess the influence of Reliability on Patient satisfaction at the selected Hospital.
- To assess the influence of Responsiveness on Patient satisfaction at the selected Hospital.
- To assess the influence of Assurance on Patient satisfaction at the selected Hospital.
- To assess the influence of Empathy on Patient satisfaction at the selected Hospital.

#### **3.2 Hypothesis of the Study**

H0: There is no significant relationship between Tangibility and Patient Satisfaction

H1: There is significant relationship between Tangibility and Patient Satisfaction

H0: There is no significant relationship between Reliability and Patient Satisfaction

H1: There is significant relationship between Reliability and Patient Satisfaction

H0: There is no significant relationship between Responsiveness and Patient Satisfaction

H1: There is significant relationship between Responsiveness and Patient Satisfaction

H0: There is no significant relationship between Assurance and Patient Satisfaction

H1: There is significant relationship between Assurance and Patient Satisfaction

H0: There is no significant relationship between Empathy and Patient Satisfaction

H1: There is significant relationship between Empathy and Patient Satisfaction

H0: The five independent variables (Tangible, Reliability, Responsiveness, Assurance and Empathy) do not have significant relationship with Patient Satisfaction.

H1: The five independent variables (Tangible, Reliability, Responsiveness, Assurance and Empathy) have significant relationship with Patient Satisfaction.

### **4. RESEARCH METHODOLOGY**

Research Design- Descriptive Research

Data Collection methods- The sources for data collection are collected from primary data and secondary data.

Primary data: The data was collected through questionnaire from Internal Patient Department (IPD) of a hospital in Vapi. A set of questionnaire was prepared on the basis of SERVQUAL dimension.

Secondary data: In our study the secondary data is collected from the Organisation's website, Journal and Book

Survey method- Questionnaire

Sampling Method-Convenience Sampling (Non probability Sampling method)

Population size- IPD patients of a trust run hospital in Vapi

Sample size-203

Statistical Tool-Descriptive analysis, Pearson Correlation, Multiple Regression.

## 5. DATA ANALYSIS

### Section A: Background Information Q.1 Gender

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	98	48.3	48.3	48.3
	Female	105	51.7	51.7	100.0
	Total	203	100.0	100.0	

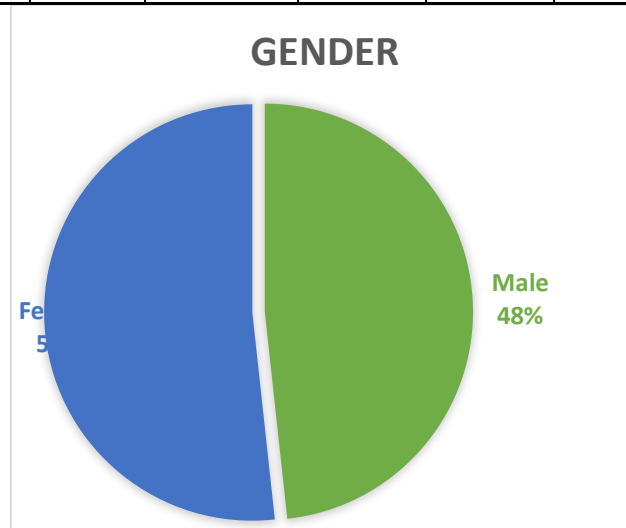


Figure:1

Interpretation:

From the above data we found that out of 203 respondents, 52% were male and remaining 48% were female.

### Q.2 Age Group

Age group					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 years and below	26	12.8	12.8	12.8
	21-25 years	33	16.3	16.3	29.1
	26-30 years	28	13.8	13.8	42.9
	31-35 years	18	8.9	8.9	51.7
	36-40 years	18	8.9	8.9	60.6
	41-45 years	21	10.3	10.3	70.9
	46-50 years	16	7.9	7.9	78.8
	51 years and above	43	21.2	21.2	100.0
	Total	203	100.0	100.0	

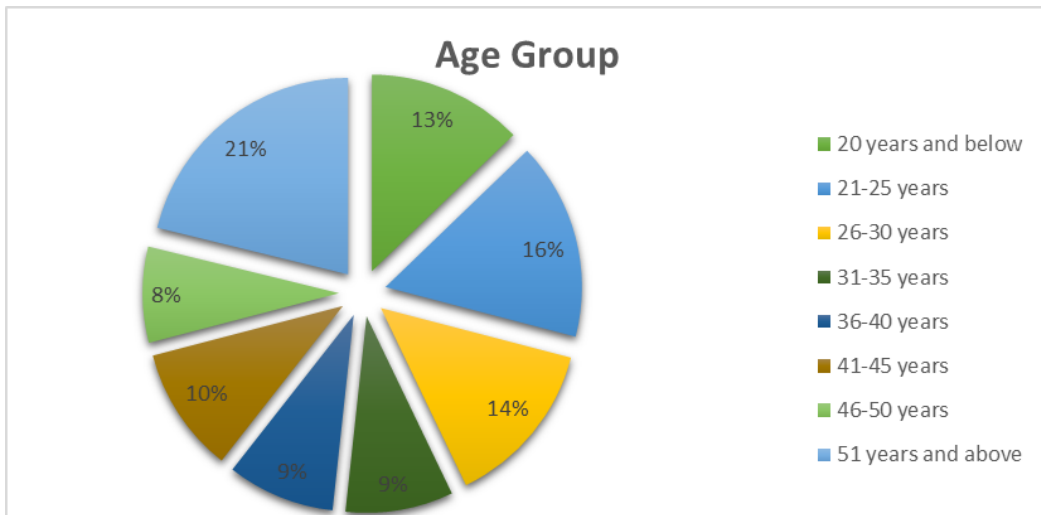


Figure:2

**Interpretation:**

From the above data we found that, out of 203 respondents 26 respondent (13%) were 20years and below, 33 respondent (16%) were between 21-25 years, 28 respondent (14%) were in between 26-30 years, 18 respondents (9%) were in between 31-35 years, 18 respondents (9%) were in between 36-40 years, 21 respondents (10%) were in between 41-45 years, 16 respondents (8%) were in between 46-50 years and 43 respondents (21%) were 51 years and above. The figure shows the graphical representation of age of respondents.

**Q.3 Marital Status**

Marital status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	161	79.3	79.3	79.3
	Single	42	20.7	20.7	100.0
	Total	203	100.0	100.0	

Table:3

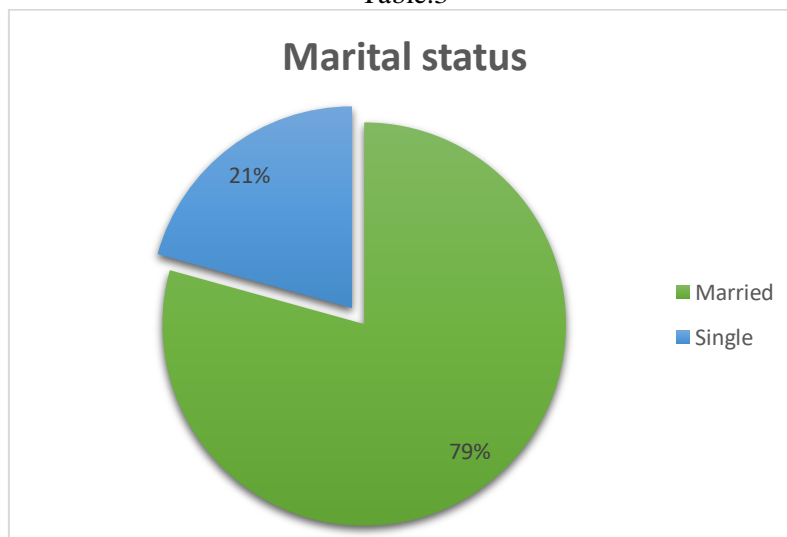


Figure:3

**Interpretation:**

The above data shows the Marital Status of the 203 respondents. From the data we found that the majority of the respondents 79% were married and remaining 21% are single in status.

**Q.4 Highest level of education**

Highest level of education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	None	13	6.4	6.4	6.4
	Primary	67	33.0	33.0	39.4
	Secondary	67	33.0	33.0	72.4
	Diploma	8	3.9	3.9	76.4
	Degree	48	23.6	23.6	100.0
	Total	203	100.0	100.0	

Table:4

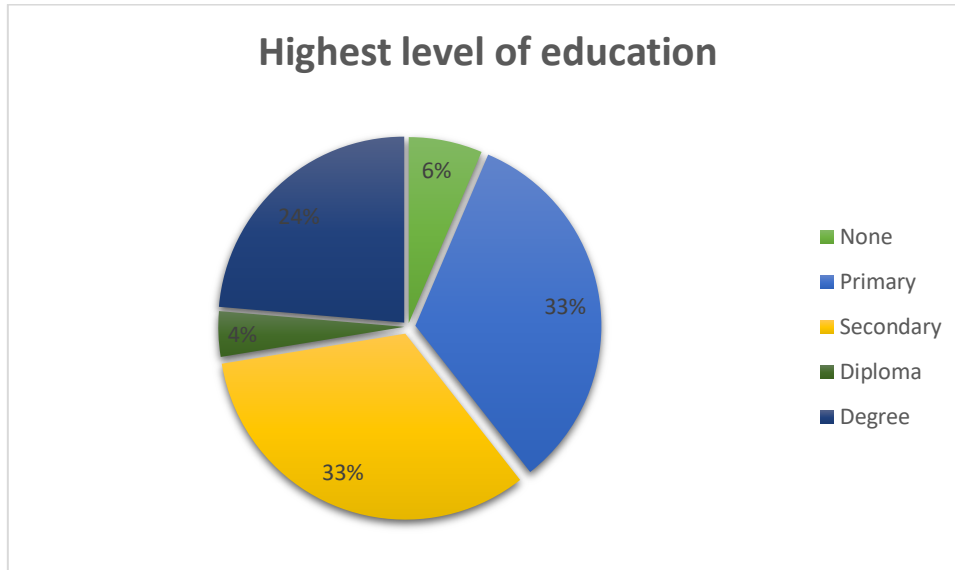


Figure:4

**Interpretation:**

The above data shows the education level of 203 respondents, we found that 33% of respondents were primary educated, 33% respondents were secondary educated, 4% of respondents were have diploma, 24% of respondents were have degree and remaining 6% of respondents were not educated.

Section B: Perception about the Service Quality dimensions:

**B.1 Tangible Dimension**

No	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<b>Tangibles</b>						
Q1	Hospital has modern looking equipment (CT Scan, MRI, Ultra sound)	1	2	3	4	5
Q2	Waiting facilities for attendants and patient in good status	1	2	3	4	5
Q3	The hospital toilet/bathroom are clean	1	2	3	4	5
Q4	Material associated with the service (such as pamphlets, signage and statement) are visually appealing	1	2	3	4	5

Table:5



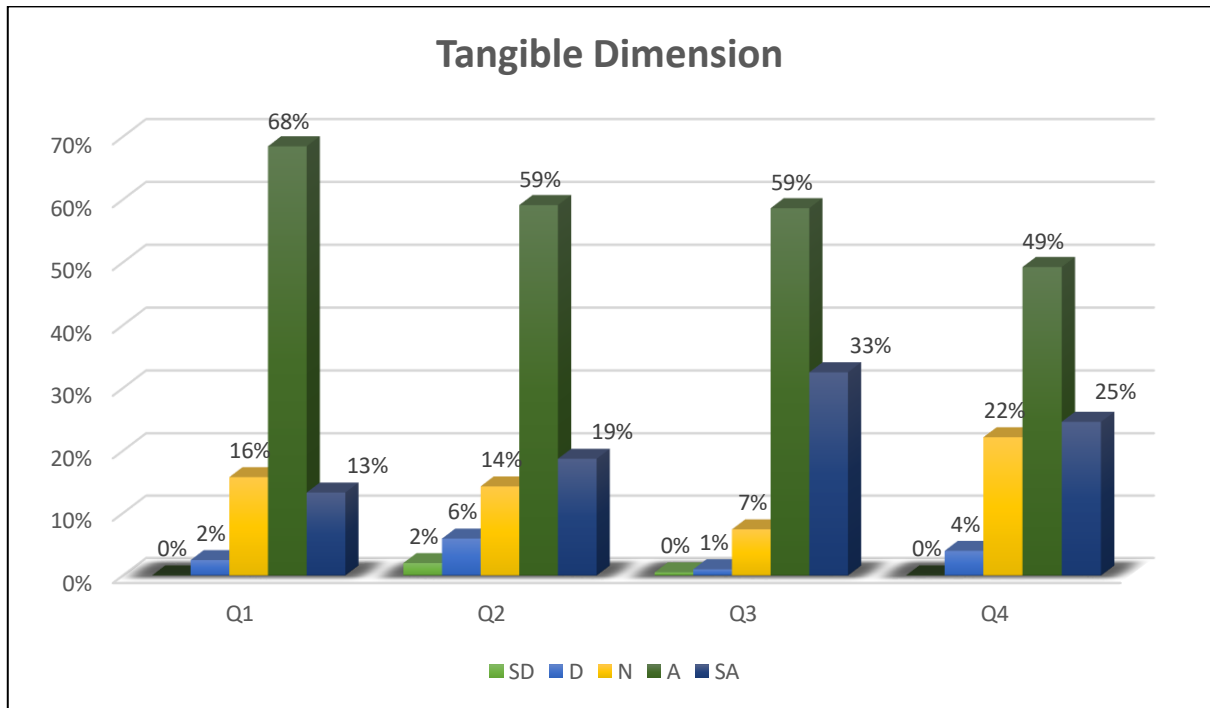


Figure:5

**Interpretation:**

The above data shows the questions on Tangible dimensions, for analysis we have used 5-point Likert scale. We found that for Q1 out of 203 respondents, 16% of respondents remains Neutral, 68% respondents were Agreed and 13% respondents were strongly Agreed.

For Q2 out of 203 respondents, 2% of respondents were Strongly disagreed, 6% of respondents were Disagreed, 14% respondents were remained Neutral, 59% respondents were Agreed and 19% of respondents were Strongly Agreed.

For Q3 out of 203 respondents, 7% of respondents remains neutral, 59% of respondents were Agreed, and 33% of respondents were Strongly Agreed.

For Q4 out of 203 respondents, 4% of respondents were Disagreed, 22% of respondents remains Neutral, 49% of respondents were Agreed, and 25% of respondents were Strongly agreed.

**B.2 Reliability Dimension**

No	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<b>Reliability</b>						
Q5	The patient feels confident when receiving medical treatment	1	2	3	4	5
Q6	Hospital shows special attention to the problems and queries of patients	1	2	3	4	5
Q7	Hospital performs the services and procedures correctly from the first time	1	2	3	4	5
Q8	Hospital provides services within time	1	2	3	4	5
Q9	Hospital submits documented and report/services without error	1	2	3	4	5

Table:6

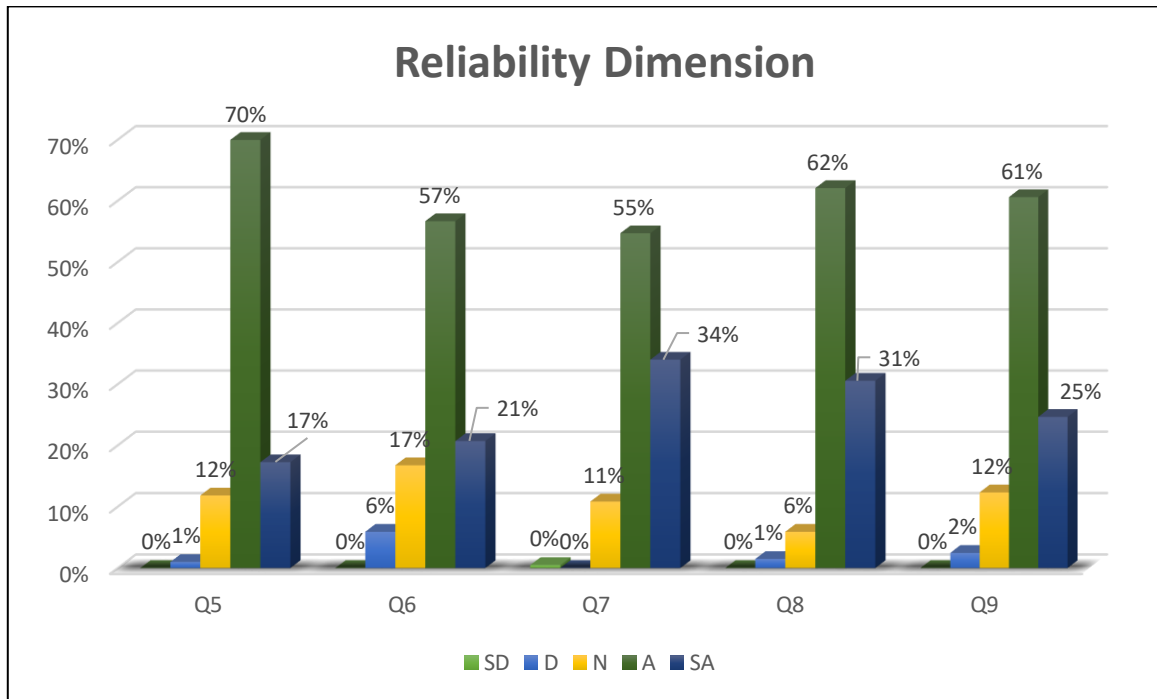


Figure:6

**Interpretation:**

The above data shows the questions on Reliability dimensions, for analysis we have used 5-point Likert scale. We found that for Q5 out of 203 respondents, 12% of respondents remains Neutral, 70% respondents were Agreed, and 17% of respondents were Strongly Agreed.

For Q6 out of 203 respondents, 6% of respondents were Disagreed, 17% of respondents remains Neutral, 57% of respondents were Agreed, and 21% of respondents were Strongly agreed.

For Q7 out of 203 respondents, 11% of respondents remains Neutral, 55% of respondents were Agreed, and 34% of respondents were Strongly Agreed.

For Q8 out of 203 respondents, 6% of respondents were remains Neutral, 62% of respondents were Agreed, and 31% of respondents were Strongly Agreed.

For Q9 out of 203 respondents, 2% of respondents were Disagreed, 12% of respondents were remains Neutral, 61% of respondents were Agreed, and 25% of respondents were Strongly Agreed.

**B.3 Responsiveness Dimension**

No	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<b>Responsiveness</b>						
Q10	The personnel in the hospital tell you exactly when services will be performed	1	2	3	4	5
Q11	Personnel in the hospital give you prompt service	1	2	3	4	5
Q12	Personnel in the hospital are always willing to help you.	1	2	3	4	5
Q13	Personnel in the hospital are never be too busy to respond to your requests.	1	2	3	4	5

Table:7

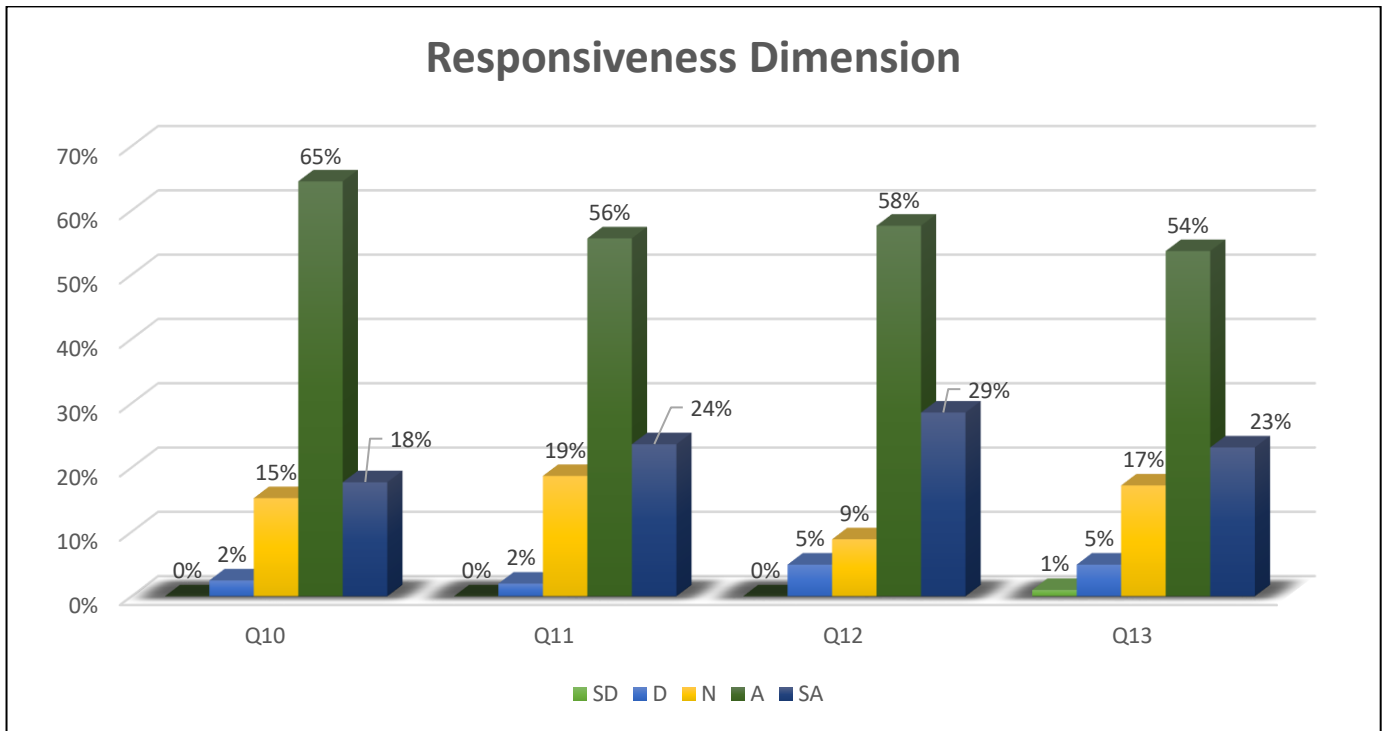


Figure:8

**Interpretation:**

The above data shows the questions on Responsiveness dimensions, for analysis we have used 5-point Likert scale.

We found that for Q10 out of 203 respondents, 2% of respondents were Disagreed, 15% of respondents were Neutral, 65% of respondents were Agreed, and 18% of respondents were Strongly Agreed.

For Q11 out of 203 respondents, 2% of respondents were Disagreed, 19% of respondents remains Neutral, 56% of respondents were Agreed, and 24% of respondents were Strongly agreed.

For Q12 out of 203 respondents, 5% of respondents were Disagreed, 9% of respondents remains Neutral, 58% of respondents were Agreed, and 29% of respondents were Strongly Agreed.

For Q13 out of 203 respondents, 5% of respondents were Disagreed, 17% of respondents remains Neutral, 54% of respondents were Agreed, and 23% of respondents were Strongly agreed.

**B.4 Assurance Dimension**

No	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<b>Assurance</b>						
Q14	The behaviour of personnel in the hospital instils confidence in you	1	2	3	4	5
Q15	You feel safe in your dealing with the hospital	1	2	3	4	5
Q16	Personnel in the hospital are polite with you	1	2	3	4	5

Q17	Personnel in the hospital have the knowledge to answer your questions	1	2	3	4	5
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Table :9

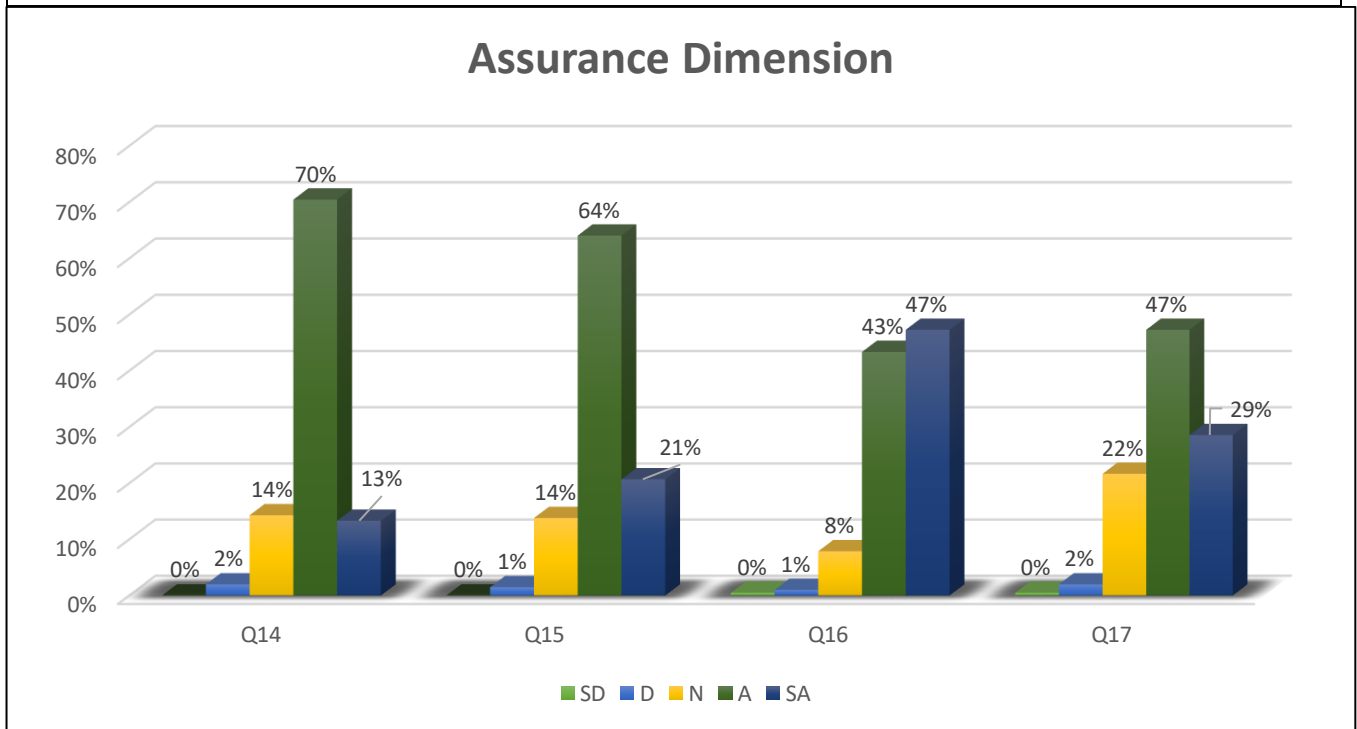


Figure:9

**Interpretation:**

The above data shows the questions on Assurance dimensions, for analysis we have used 5-point Likert scale.

We found that for **Q14** out of 203 respondents, 2% of respondents were Disagreed, 14% of respondents remained Neutral, 70% of respondents were Agreed, and 13% of respondents were Strongly agreed.

For **Q15** out of 203 respondents, 14% of respondents were remains Neutral, 64% of respondents were Agreed and 21% of respondents were Strongly agreed.

For **Q16** out of 203 respondents, 8% of respondents remains Neutral, 43% of respondents were Agreed, and 47% of respondents were Strongly agreed.

For **Q17** out of 203 respondents, 22% of respondents remains Neutral, 47% of respondents were Agreed, 29% of respondents were Strongly agreed.

**B.5 Empathy Dimension**

No	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<b>Empathy</b>						
Q18	The hospital gives you individual attention	1	2	3	4	5
Q19	The hospital has operating hours convenient to all its patients	1	2	3	4	5

Q20	The hospital has personnel who give your personal attention	1	2	3	4	5
Q21	The hospital has your best interests at heart	1	2	3	4	5
Q22	The personnel of the hospital understand your specific needs	1	2	3	4	5

Table:10

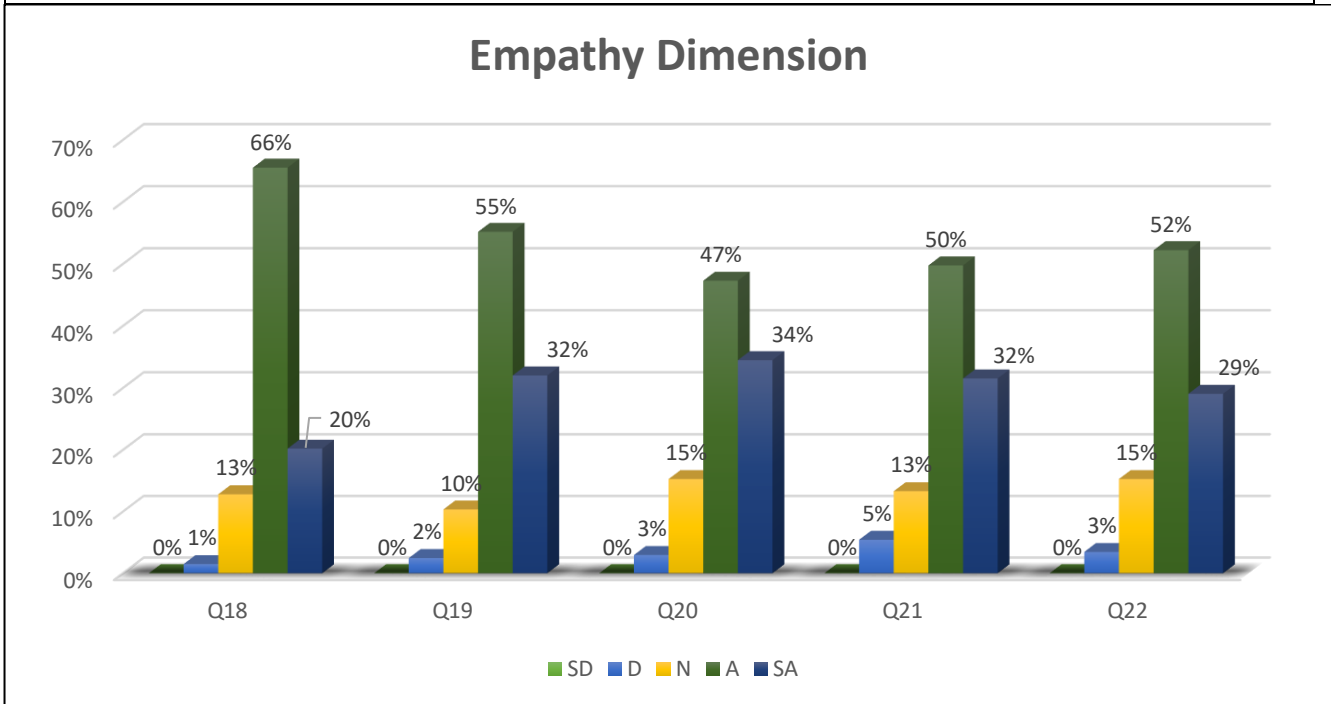


Figure:10

**Interpretation:**

The above data shows the questions on Assurance dimensions, for analysis we have used 5-point Likert scale. We found that for **Q18** out of 203 respondents, 13% of respondents remains Neutral, 66% of respondents were agreed, and 20% of respondents were strongly agreed.

For **Q19** out of 203 respondents, 10% of respondents were remains Neutral, 55% of respondents were agreed, and 32% of respondents were strongly agreed.

For **Q20** out of 203 respondents, 3% of respondents were disagreed, 15% remains Neutral, 47% of respondents were agreed, and 34% of respondents were strongly agreed.

For **Q21** out of 203 respondents, 5% of respondents were disagreed, 13% of remains Neutral, 50% of respondents were agreed and 32% of respondents were strongly agreed.

For **Q22** out of 203 respondents, 15% remained Neutral, 52% of respondents were agreed, and 29% of respondents were strongly agreed.

**Section C: Patient Satisfaction**  
**C.1- I am Satisfied with this Hospital**

<b>I am Satisfied with this Hospital</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dissatisfied	2	1.0	1.0	1.0
	Neutral	22	10.8	10.8	11.8
	Satisfied	142	70.0	70.0	81.8
	Strongly Satisfied	37	18.2	18.2	100.0
	Total	203	100.0	100.0	

Table:11



Figure:11

**Interpretation:**

From the above data, majority of the respondents 142 (70%) were satisfied with the Hospital services, 37 (18%) respondents were strongly satisfied, 22 (11%) respondents remain neutral and very few respondents who were dissatisfied with the Hospital Service.

**C.2 My experience with this hospital was good**

<b>My experience with this hospital was good</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	38	18.7	18.7	18.7
	Satisfied	120	59.1	59.1	77.8

	Strongly Satisfied	45	22.2	22.2	100.0
Total		203	100.0	100.0	

Table:12

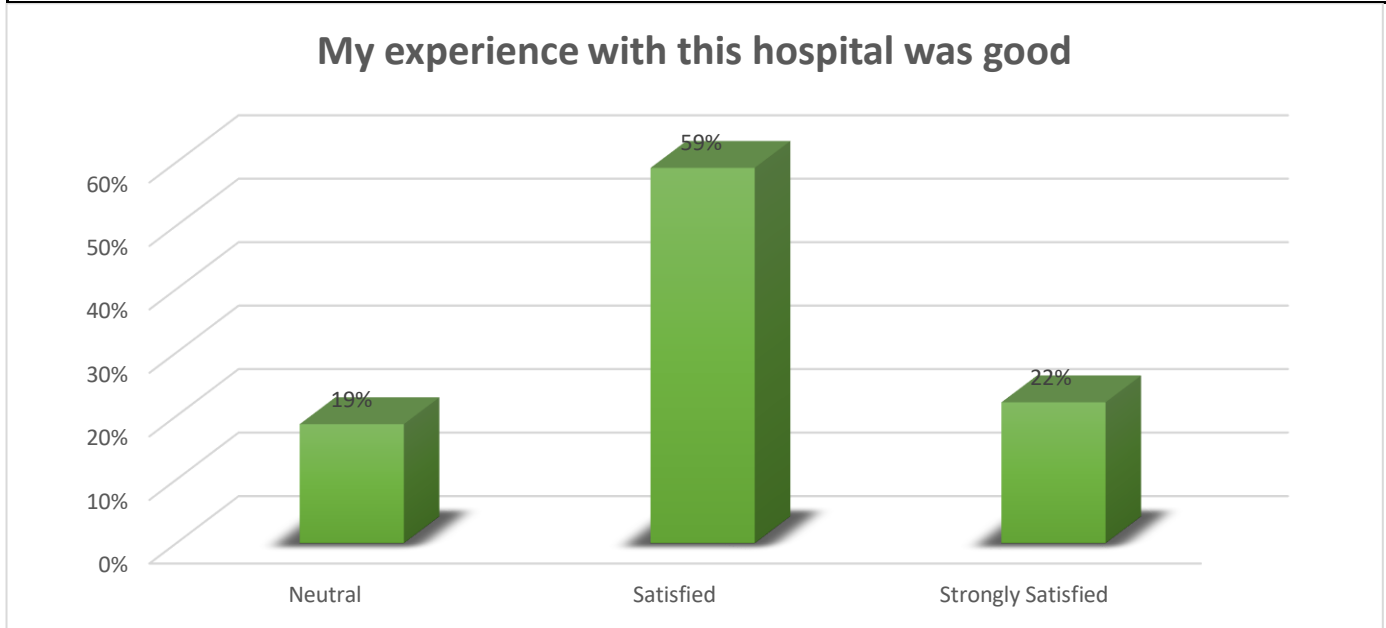


Figure:12

**Interpretation:**

Form the above data, we found that majority of the respondents were have experiences good with the hospital. Out of 203 respondents, 120 (59%) respondents were satisfied, 45 (22%) were strongly satisfied but the few respondents were remained Neutral.

**C.3 I really liked the services of the hospital**

I really liked the services of the hospital					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	30	14.8	14.8	14.8
	Satisfied	93	45.8	45.8	60.6
	Strongly Satisfied	80	39.4	39.4	100.0
Total		203	100.0	100.0	

Table :13

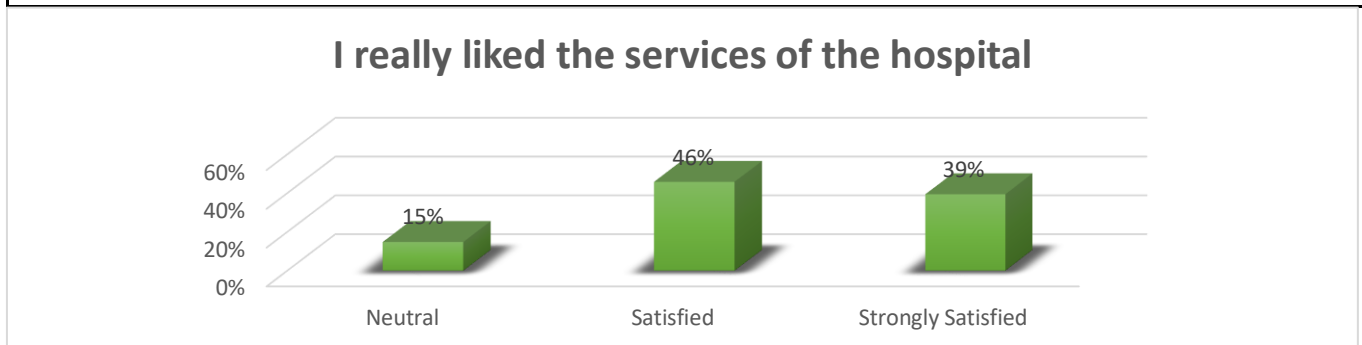


Figure:13

**Interpretation:**

Form the above data, out of 203 respondent’s majority of the respondents were liked the services in the Hospital. 93 (46%) respondents were satisfied with the services in the hospital, 80 (39%) respondents were strongly satisfied and very few of the respondents remains neutral.

**C.4 In future if I encounter any health issues, I will come to this Hospital only**

In future if I encounter any health issues, I will come to this Hospital only					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dissatisfied	2	1.0	1.0	1.0
	Neutral	18	8.9	8.9	9.9
	Satisfied	84	41.4	41.4	51.2
	Strongly Satisfied	99	48.8	48.8	100.0
	Total	203	100.0	100.0	

Table:14

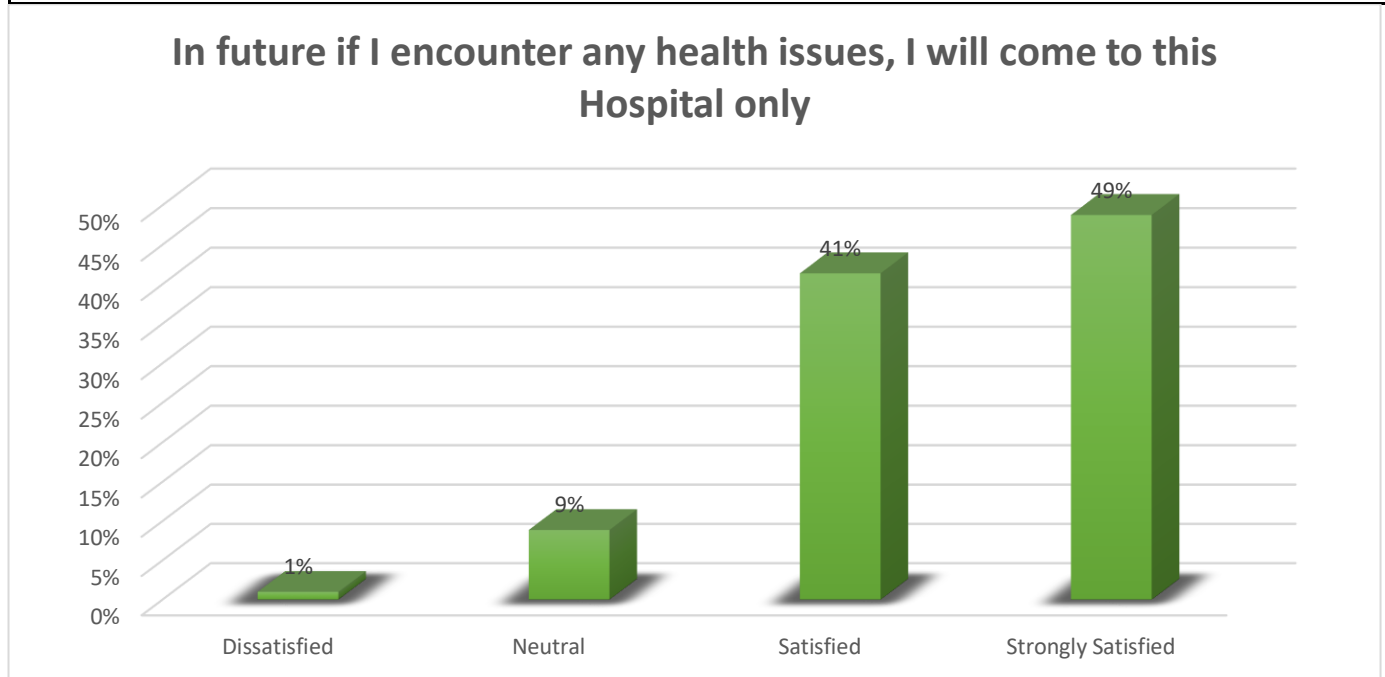


Figure:14

**Interpretation**

Form the above data, we found that 99 (49%) respondents were strongly satisfied, 84 (41%) respondents were satisfied and will come to the hospital regarding their health issues in future.

**C.5 I will recommend this hospital to my family, friends and others**

I will recommend this hospital to my family, friends and others					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dissatisfied	1	.5	.5	.5
	Neutral	17	8.4	8.4	8.9
	Satisfied	81	39.9	39.9	48.8



	Strongly Satisfied	104	51.2	51.2	100.0
	Total	203	100.0	100.0	

Table:15

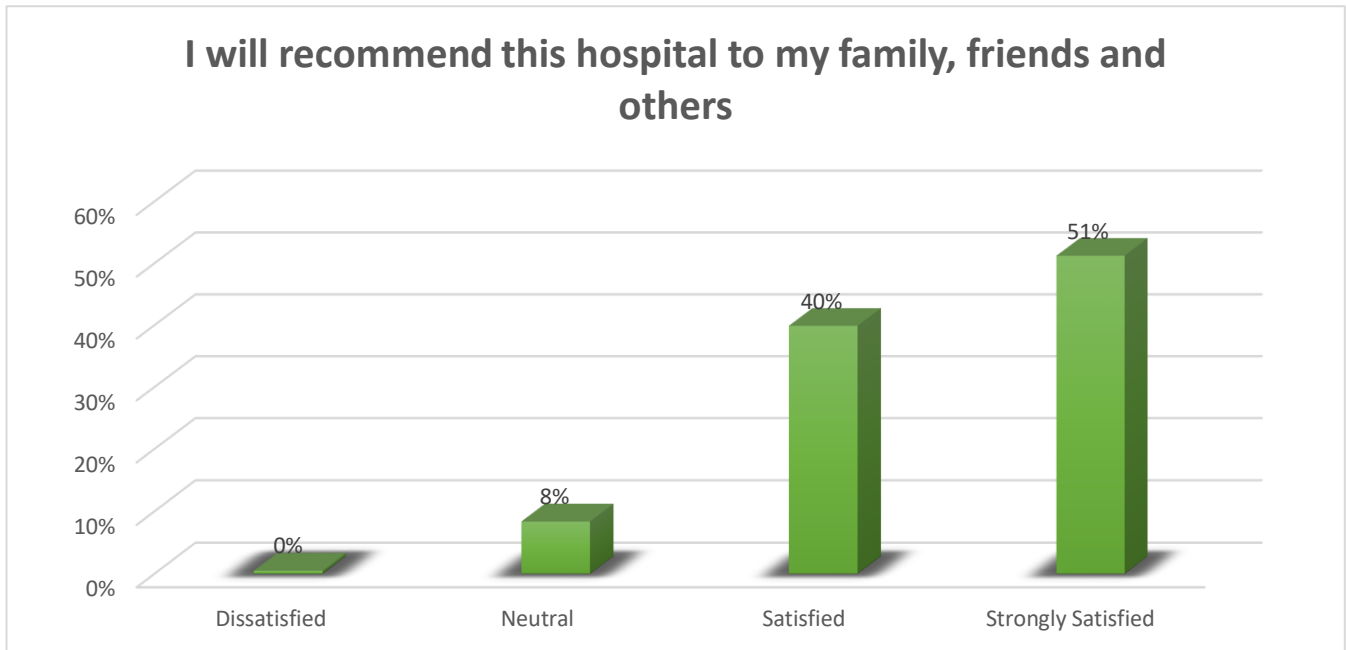


Figure:15

**Interpretation:**

From the above data, shows that 104 (51%) respondents were strongly satisfied, 81 (40%) respondents were satisfied and will recommend this Hospital to their family, friends and others .

**Reliability of the SERVQUAL scale**

Reliability of the scale was measured for the five dimensions of SERVQUAL namely Tangible, Reliability, Assurance, Responsiveness and Empathy using Cronbach Alpha. The value for each dimension is shown below in the table 16.

Sr. No.	Dimension	Cronbach Alpha
1	Tangible	0.606
2	Reliability	0.831
3	Assurance	0.734
4	Responsiveness	0.813
5	Empathy	0.829

Also for overall Patients’ satisfaction the Cronbach alpha value is 0.887. As all these values of Cronbach Alpha are more than 0.6, the scale used is reliable.

**Hypothesis Testing:**

Hypothesis 1: Relationship between Tangibility and Patient Satisfaction

H0: There is no significant relationship between Tangibility and Patient Satisfaction

H1: There is significant relationship between Tangibility and Patient Satisfactio

**Correlations**

		Tangible	I am Satisfied with this Hospital
Tangible	Pearson Correlation	1	.388**
	Sig. (2-tailed)		.000
	N	203	203
I am Satisfied with this Hospital	Pearson Correlation	.388**	1
	Sig. (2-tailed)	.000	
	N	203	203

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table:17

In the table, the value 0.388 indicates a medium positive correlation, as the value lies near to +1 correlation. Also in the above table the p value is 0.000, so we reject the null hypothesis and accept the alternative hypothesis.

Hence, H1: There is a significant relationship between Tangibility Patient satisfaction

**Hypothesis 2: Relationship between Reliability and Patient Satisfaction**

H0: There is no significant relationship between Reliability and Patient Satisfaction

H1: There is significant relationship between Reliability and Patient Satisfaction

**Correlations**

		Reliability	I am Satisfied with this Hospital
Reliability	Pearson Correlation	1	.509**
	Sig. (2-tailed)		.000
	N	203	203
I am Satisfied with this Hospital	Pearson Correlation	.509**	1
	Sig. (2-tailed)	.000	
	N	203	203

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table:18

In the table, the value 0.509 indicates a strong positive correlation, as the value lies near to +1 correlation . Also In the above table the p value is 0.000, so reject the null hypothesis and accept the alternative hypothesis.

Hence, H1: There is a significant relationship between Reliability and Patient satisfaction.

**Hypothesis 3: Relationship between Responsiveness and Patient Satisfaction**

H0: There is no significant relationship between Responsiveness and Patient Satisfaction

H1: There is significant relationship between Responsiveness and Patient Satisfaction

**Correlations**

		Responsiveness	I am Satisfied with this Hospital
Responsiveness	Pearson Correlation	1	.565**
	Sig. (2-tailed)		.000
	N	203	203
I am Satisfied with this Hospital	Pearson Correlation	.565**	1
	Sig. (2-tailed)	.000	
	N	203	203

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table:19

In the table, the value 0.565 indicates a strong positive correlation, as the value lies near to +1 correlation. In the above table the p value is 0.000, so reject the null hypothesis and accept the alternative hypothesis.

Hence, H1: There is a significant relationship between Responsiveness and Patient satisfaction.

**Hypothesis 4: Relationship between Assurance and Patient Satisfaction**

H0: There is no significant relationship between Assurance and Patient Satisfaction

H1: There is significant relationship between Assurance and Patient Satisfaction

**Correlations**

		Assurance	I am Satisfied with this Hospital
Assurance	Pearson Correlation	1	.517**
	Sig. (2-tailed)		.000
	N	203	203
I am Satisfied with this Hospital	Pearson Correlation	.517**	1
	Sig. (2-tailed)	.000	
	N	203	203

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table:20

In the table, the value 0.517 indicates a strong positive correlation, as the value lies near to +1 correlation. In the above table the p value is 0.000, so reject the null hypothesis and accept the alternative hypothesis.

Hence, H1: There is a significant relationship between Assurance and Patient satisfaction

**Hypothesis 5: Relationship between Empathy and Patient Satisfaction**

**Correlations**

		Empathy	I am Satisfied with this Hospital
Empathy	Pearson Correlation	1	.635**
	Sig. (2-tailed)		.000
	N	203	203
I am Satisfied with this Hospital	Pearson Correlation	.635**	1
	Sig. (2-tailed)	.000	
	N	203	203

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table: 21

In the table, the value 0.635 indicates a strong positive correlation, as the value lies nearer to +1 correlation. In the above table the p value is 0.000, so reject the null hypothesis and accept the alternative hypothesis.

Hence, H1: There is a significant relationship between Empathy and Patient satisfaction

Hypothesis 6: The Relationship between five Independent Variable and Patient Satisfaction

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.740 <sup>a</sup>	.548	.536	.36936

a. Predictors: (Constant), Empathy\_average, Tangibles\_average, Assurance\_average, Reliability\_average, Responsiveness\_average

The above table 22 shows the R value 0.740

The R value is the correlation coefficient between the dependent variable and independent variables. It is greater than 0.4, which is good.

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.362	5	6.472	47.443	.000 <sup>a</sup>
	Residual	26.739	196	.136		
	Total	59.102	201			

a. Predictors: (Constant), Empathy\_average, Tangibles\_average, Assurance\_average, Reliability\_average, Responsiveness\_average

b. Dependent Variable: Pat\_Satis\_average

The above table 23 shows the significance value of 0.000 that is less than 0.05, so reject the null hypothesis and accept the alternative hypothesis. Also F value is 47.443 which is greater than 1 and hence good.

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.666	.256		2.600	.010
	Tangibles_average	.061	.067	.056	.906	.366
	Reliability_average	.169	.074	.161	2.277	.024
	Responsiveness_average	.216	.067	.236	3.207	.002
	Assurance_average	.129	.068	.122	1.880	.062
	Empathy_average	.302	.068	.315	4.457	.000

a. Dependent Variable: Pat\_Satis\_average

Table:24

**Interpretation:**

The significant value for empathy, responsiveness and reliability dimension is less than 0.05. Hence only these three dimensions effect the overall patients’ satisfaction. Also the above table shows the standardized Beta coefficient indicate the contribution of each variable to the research. Empathy dimension contributes the highest to the variance of dependent variable (Patient satisfaction) because standardized coefficients beta value is highest which is 0.315. Responsiveness dimension contributes the second highest to the variance of dependent variables, as the standardized coefficients beta value is 0.236 and reliability dimension contributes least as the standardized coefficients beta value is 0.161. Tangible and Assurance do not effect overall patients’ satisfaction as significance value is more than 0.05.

**6. FINDINGS**

The statistical analysis revealed that there were no difference in patient perceptions of health service quality dimensions attributed to any of the demographic variable (Gender, Age group, Marital status and Highest level of education)

We found that the majority of the respondents who took part in the research was female gender (52%), age group 51 years and above (21%). Result showed that (79%) of the respondent were married and the highest level of educated were primary and secondary with (33%) each

From the study of Influence of service quality on patient satisfaction at Haria Hospital, we found that the patient showed positive response on the service quality variables of empathy, responsiveness and reliability.

Correlation and multiple regression techniques proved that there is statistically significant impact of healthcare service quality on overall patient satisfaction. While Empathy dimension was shown to have the highest influence on patient satisfaction, followed by responsiveness and the last being reliability. Assurance and tangible dimensions shows no influence on patients’ satisfaction.

**7. CONCLUSION**

The study mainly focused on the influence of the service quality to the patient satisfaction and the study was carried out in one of the renowned Hospital of Vapi. The well-known service quality dimensions developed by Parasuraman et al. (1985) is used to measures the independent variable and the patient satisfaction was the dependent variable. Through the descriptive statistics, correlation and multiple regression analysis results, it was found that the three dimensions Reliability, Responsiveness, and Empathy significantly contribute to the patient’s satisfaction at the selected Hospital. Tangible dimension is not contributing in comparison to other dimensions. So, the tangible dimension of the hospital measured through the indicator such as easy access, general external appearance, surrounding environment including herbal gardens, furniture’s, waiting facilities rooms, canteen facilities, wearing of proper uniforms by the medical

officers and the other staff appearance should be given due consideration. Also the elements of the Assurance dimension like behaviour of personnel in the hospital instilling confidence in patients, feeling safe in dealing with the hospital, politeness of hospital staff and their knowledge to answer the queries are a concern for this hospital.

The hospital managers should think whether the patients are satisfied with the service they have received. If the patient were satisfied with their needs, they will have positive attitudes about the hospital and it is also known as the loyalty. The patients will display their loyalty in numerous ways, such as revisiting, recommendation, positive word of mouth publicity, etc.

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**PCP074**

## **START UP INDIA & UNICORNS: A WAY TOWARDS NEW INDIA**

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### **Abstract**

Over the last ten years, India has seen an increase in the number of start-ups and new businesses. Building a robust ecosystem to support innovation and businesses throughout the nation is the goal of the Start-up India Scheme. Additionally, such a move would promote long-term economic expansion and generate significant employment prospects. A chronological list of particular steps that the government intends to carry out as part of the government program is included in the Start-up India Action Plan. The action plan outlines all the action plans of the government and focuses on all the essential priorities needed to realize the objectives of this program. This year, India saw its first unicorns in the fields of e-pharmacy, social commerce, health tech, and crypto currency. In the midst of an unprecedented financing frenzy for Indian companies across sectors, unicorns are raining down in India. While the recent covid-19 pandemic fuelled the expansion of digital enterprises in India, it also produced a large number of unicorns.

**Keywords:** Action Plan, Government Initiatives, Start-up India, Unicorns

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### **1. INTRODUCTION**

Currently, a transparent definition of a start-up doesn't exist within the Indian context because of the sound judgment and complexness involved. Considering numerous parameters concerning any business cherish the stage of their lifecycle, the quantity and level of funding achieved, the amount of revenue generated, the world of operations, etcetera some abstract definitions are on the market in the public domain. A start-up could be a young company that's setting out to develop and grow, is in the initial stages of operation, and is typically supported by a private or little cluster of individuals. The government of India's flagship program, start-up India, aims to encourage the start-up culture and create a robust and all-encompassing infrastructure for innovation and entrepreneurship in the country. The Government of India has launched the start-up India Scheme in an effort to create wealth and jobs. The two main goals of start-up India are to increase level of employment in India and to create and invent new products and services. The benefits of the start-up India Scheme include possibilities for networking, financial support, and government contracts. On January 16, 2016, the formation of start-up India was announced by the honourable Prime Minister of India, Shri Narendra Modi. Under the start-up India scheme, government has established centres called, "Start-up India Hubs" where all the tasks connected to incorporation, registration, grievance handling, etc. are handled. This strategy simplifies the work for the new entrants in an effort to encourage them. The government has also put up an application and an internet gateway to make registration possible at any time and from any location. Additionally, the acquisition and registration of patents is now quick for entrepreneurs. The Insolvency and Bankruptcy Bill of 2015 allows for quick winding up of start-ups even in cases of bankruptcy. Within 90 days after incorporation, a new business can wind itself up.

### **2. CENTRAL GOVERNMENT INITIATIVE**

Governments, like for-profit businesses, must purchase goods and services to meet their operational needs. Public procurement is the process used by governments and state-owned enterprises to obtain goods and services from the private sector. Because public procurement consumes a significant portion of taxpayer funds, governments are expected to abide by strict regulations to ensure that the procedure is just, effective, transparent, and minimizes wastage of public resources. The government provides the 3 year exemption from income tax to the nurturing entrepreneurs for their initial stage. Start-up India is dedicated to fostering women's entrepreneurship in India through initiatives, programs, the development of supportive communities and networks, and the activation of partnerships among various players in the start-up ecosystem. India's female entrepreneurs want better access to networks and capital. Women entrepreneurs are



given specialized support by various organizations. Women Entrepreneurship Platform of NITI Aayog, Catalyst for Women Entrepreneurship, and Women-in-tech start-up accelerator program launched by Zone Start-ups India are the few examples of organizations which provides support to women entrepreneurs. Women-owned firms are making a substantial contribution to society through job creation, demographic change, and inspiring the next generation of female entrepreneurs. Additionally, Start-ups must grow with the help of incubators as they give businesses the resources they need to grow and succeed, including mentorship, infrastructure, and funding. India has about 400 incubators, the most of which are in their infancy. Start-up India intends to increase the capabilities of the current incubators and also offer assistance in the establishment of new incubators.

### **3. FINANCIAL ASSISTANCE TO ENTREPRENEURS**

The government offers a variety of financial subsidies to start-ups to encourage them. The following are the actions that the government has taken: The government has established a fund of rupees 10,000 crores for four years more or less rupees 2500 crore each year. Out of this fund, the government invests in various enterprises. Investment in special funds entitles the investor to a capital gain exemption from income tax. For the first three years following incorporation, start-ups are eligible for an income tax exemption. The Income Tax Act states that any overpayment made to a start-up (company) in consideration for issuing shares, which exceeds the fair market value of those shares, is taxable in the receiver's hands as Income from Other Sources.

### **4. START-UP ECOSYSTEM SUPPORTED BY NUMEROUS GOVERNMENT AGENCIES & INITIATIVES**

Through a number of initiatives run by the Central Government, more than 4100 start-ups have benefited in the past year. 960 crore investment for start-ups has been made available through various programmes. Infrastructure funds worth 828 crore were authorised. The government developed the Start-up India Action Plan with the goal of creating a robust ecosystem for fostering innovation and start-ups in the nation. This action plan includes tax exemption, legal support in patent filing, easy compliance, liberal norms, funding facilities, industry or academic support, most importantly start-up recognition and many more as mentioned below.

- Entrepreneurs should register a corporation in a single day rather than taking 15-20 days typically
- No profit tax; three-year inspection period, Exemption from capital gains taxes
- Credit Guarantee Program
- Easy and quicker exit procedures
- Compilation based on self-certification for labour and environmental legislation
- Establishment of a start-up India clearing hub
- Mobile applications and a registration portal
- Holding with the government while posing as its pal and co-worker
- New legal safeguards for intellectual property rights. 80 percent less quick tracking and free patents
- Constructing innovation hubs at national institutes, and patent review
- Encourage new businesses to sell to the government
- Establishing research parks for the cultivation of new innovative start-up ventures
- Special Program for Women Entrepreneurs
- Encourage new biotechnology companies
- Indulgence of 5 lakh schools to promote innovation among kids

The action plan with such key steps is essentially the backbone of the start-up India program.

#### **4.1 New Vision of Modern India**

The programme aims to improve the assistance of States and UTs while focusing on India's vision of cooperative federalism in order to develop the Indian start-up ecosystem holistically. With the active involvement of 31 States and Union Territories, the third iteration of the exercise, which began in 2020, is now finished. On July 4, 2022, at a formal event at The Ashok in New Delhi, Shri Piyush Goyal, the Honourable Minister of Commerce & Industry, Consumer Affairs, Food & Public Distribution, and Textiles, revealed the outcomes of the third edition of the States' Start-up Ranking 2021. The third time's results are evidence of the meticulous work done by States to support their start-up ecosystems. Most States and Union Territories currently have operational state start-up sites with information accessible in regional languages. In order to promote inclusive growth in the ecosystem, a number of focused policies and

programmes have also been implemented, with an emphasis on disruptive technologies, women entrepreneurs, and grassroots innovators. Furthermore, nationwide financing opportunities, mentorship networks, and incubators backed by the government have all grown. In terms of achieving the Prime Minister's goal of making start-ups the foundation of the Indian economy, India has made enormous achievements.

**Chart 1: Stages of the Start-up Life-Cycle**



	<b>Pre –Start up</b>	<b>Start up</b>	<b>Growth</b>
1.	<b>Discovery</b> Identify a potential scalable product/service idea for a big enough target market	<b>Efficiency</b> The entrepreneur begins to define his/her business model and looks for ways to increase customer base	<b>Maintenance</b> Maximising benefits and facing problems derived from the global dimension that the business has achieved
2.	<b>Validation</b> The service or product discovered hits the market, looking for the first clients ready to pay for it	<b>Scale</b> Pushing the growth of the business aggressively while increasing its capacity to grow in a sustainable manner	<b>Sale or Renewal</b> The decision to sell the startup to a giant or acquire huge resources that the brand will need to continue growing

Source: (Mishra, 2017)

Generally in the pre start-up stage before obtaining the first Series of investment round falls under this phase. Seed, pre-seed, post-seed, pre-A, seed extension, and other inaccurate names are used to describe its position throughout this period, but they only apply to certain moments during this frequently lengthy and challenging phase of gaining traction and growth. A potentially scalable idea for a good or service that targets a market that is ready to provide value marks the beginning of the early start-up stage. The second phase can also be very interesting as its initial round is crucial in building a fundraising foundation from which to attract future investors. When an investor thinks a company has a strong product or service and the founders have a strategy and the skills to scale, the entrepreneur moves into this phase. From a business with the capacity to scale to one that is required to meet goals outlined to investors, the company is currently through a challenging transition. A late-stage start-up typically has dependable financing sources and is executing on the business plan.

#### **4.2 Start Up Ecosystem of Modern India in 2022**

India has emerged as the 3rd largest ecosystem for start-ups globally with over 72,600 DPIIT-recognized start-ups across 649 districts of the country as of 27th June 2022. Among middle-income economies, India comes in second for innovation quality and first for the calibre of its universities and scientific publications. India's innovation is not restricted to a few industries. We have identified 56 distinct industry areas where start-ups are resolving issues, with 13% coming from IT services, 9% from healthcare and life sciences, 7% from education, 5% from professional and commercial services, 5% from agriculture, and 5% from food and drinks. The Indian start-up ecosystem has grown rapidly in recent years (2015–2021).

- Investors have increased by 9 times
- An increase of 7 times in start-up funding overall
- 7 times more incubators are now available

India alone saw the birth of 44 unicorns in 2021, with a total estimated value of \$93 billion. In 2021, Bengaluru, Delhi NCR, and Mumbai will continue to be the most popular places for unicorn headquarters. Unusual industries and sub industries, such as NBFCs, Conversational Messaging, Crypto currency Exchanges, D2C, Cloud Kitchens, and many others, made their entrance into the unicorn area. As a following step to realize the development potential, Indian unicorns are now looking into public listing channels. Zomato, Nykaa, PolicyBazaar, Paytm, and Freshworks are a few of the well-known unicorn names that have offered an IPO, while others like Delhivery, Mobikwik, and CarDekho are already in the queue. One unicorn out of every ten that exist today was born in India. Overall, the number of firms joining the unicorn club has increased exponentially in 2021. As per the current available information, 17 unicorns have been born so far in 2022, with a total market value of \$ 22 billion (as of 29th June 2022). This is evidence of the thriving start-up environment in India. (India, 2021)

Start-ups with a value of \$1 billion that are privately held and supported by venture capital are known as unicorns. The value of unicorns is mostly determined by their growth potential as seen by investors and venture capitalists who have participated in various investment rounds, rather than directly by their current financial performance. So, a company that has a valuation of \$1 billion or more is referred to as a unicorn. The pandemic fuelled the expansion of digital enterprises in India, it also produced a large number of unicorns. The main drivers of investment interest are a growing digital payments infrastructure, a sizable smartphone user base, and digitally first business models.



Source: <https://inc42.com/buzz/indian-startups-that-entered-the-unicorn-club-in-2021-in-india/>

**Table 1: Top 10 Unicorns of 2022**

Top 10 Unicorns 2022	Founder	Product or Features
Amagi	Baskar Subramanian, Srinivasan KA, Srividhya Srinivasan	Founded in 2008, Amagi has established itself as a cloud technology pioneer and leader enabling TV networks and content owners to launch, manage, distribute and monetize live, linear and on-demand channels across cable, OTT, and Free Ad Supported TV (FAST) platforms, worldwide.

<b>CredAvenue (Yubi)</b>	<b>Gaurav Kumar</b>	CredAvenue provided services for various capital needs, including loans, bonds, co-lending, supply chain, and securitization. Currently It is known as Yubi. (Where Yubi came from the word 'Ubiquitous'.)
<b>Darwinbox</b>	<b>Jayant Paleti, Rohit Chennamaneni, Chaitanya Peddi</b>	A modern, enterprise-ready HCM platform that makes it possible for businesses to automate routine HR procedures, streamlines social interactions, and provides useful information for creating better workplaces.
<b>DealShare</b>	<b>Vineet Rao, Sourjyendu Medda, Sankar Bora, Rajat Shikhar</b>	DealShare is a rapidly expanding social e-commerce firm that focuses on the new "WhatsApp first" India and offers an online marketplace for multiple categories of consumer goods. Fruits and vegetables, groceries, beauty and health products, infant care goods, fashion accessories, technology, and home furnishings are all featured in DealShare's product catalogue. They work with a focused selection that results in great capital and cost efficiency.
<b>ElasticRun</b>	<b>Sandeep Deshmukh, Saurabh Nigam, Shitiz Bansal</b>	A B2B eCommerce platform called ElasticRun enables deep rural markets to be reached via brand direct distribution networks in rural India. It gives the brands access to a number of net new customers and stores that were not available through the conventional distribution networks.
<b>Fractal</b>	<b>Pranay Agrawal, Srikanth Velamakanni</b>	Using artificial intelligence, Fractal Analytics is a global business that offers services to the consumer products, insurance, healthcare, life sciences, retail, and finance industries.
<b>Games24x7</b>	<b>Bhavin Pandya, Trivikraman Thampy</b>	Games24x7 is the top provider of digital skill games in India, offering a wide variety of fun full-stack games including casual, fantasy sports, and skill games.
<b>Hasura</b>	<b>Rajoshi Ghosh, Tanmai Gopal</b>	Hasura makes data access easy, by instantly composing a GraphQL API that is backed by databases and services so that the developer team (or API consumers) get immediately productive.

		The nature of GraphQL itself and Hasura's dynamic approach makes integration and iteration easy.
<b>Lead</b>	<b>Sumeet Mehta, Smita Deorah</b>	The largest school network in India, which is powered by LEAD, thrives on innovation and transformative learning. Student Resources and Workbooks are provided by the school and are created by subject-matter experts while adhering to the school's curriculum.
<b>LeadSquared</b>	<b>Anand Kumar, Nilesh Patel, Prashant Singh, Sudhakar Gorti, Sukhbir Kalsi</b>	LeadSquared is a new-age SaaS platform that provides end-to-end sales, marketing, and onboarding automation solutions. The company specializes in solving sales challenges for high lead-volume, high-velocity businesses that have multiple sales channels and teams.

## 5. CONCLUSION

There is the unicorn story of 2021 is one of many firsts, as the ecosystem saw the entry of the first unicorns in e-commerce, healthtech, and social commerce. Most people think that starting a business is just about formulating new ideas or plans. However, in practice, carrying out such a plan is more important than simply considering it. The government's viewpoint or perspective on the Start-up India programme is largely of a short-term nature. It does not consider the start-ups' long-term trajectory. Any new business must have skilled personnel to succeed. But because there aren't enough resources available in the beginning, hiring skilled employees or labourers is impossible for start-ups. In 2022 as well there are many firms which became successful and have achieved the target of becoming a unicorn within the short span. It's indeed new India heading towards the overall development and seeking for the plethora of opportunities in the world of innovations. Start-up India movement has truly become the founding stone of a healthy and wealthy Indian economy.

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Segment - II

*Management*

*Part - II*

*Abstract of Papers Presented during the  
Conference*

**PCP008**  
**COMPARATIVE STUDY ON CONTENT MARKETING STRATEGIES  
OF SWIGGY & ZOMATO**

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**Abstract**

Swiggy & Zomato have become household names & gained popularity as the pioneers of food delivery service. Diversity in the type of services that these platforms offer makes it a popular choice of many. Apart from the operational strategies, the one thing that has truly helped them succeed are its Digital Marketing strategies. In today's era, every organization has a digital presence and competes with others to reach the maximum audience & content shared across these digital channels has become one of the crucial aspects. Be it the social media handles or mailers sent directly to the customers, Swiggy & Zomato have made sure to attract its consumers & connect with them through its content. This paper intends to study the content marketing strategies that Swiggy & Zomato have developed over the years & compare it in terms of their commonality & differences.

**Keywords:** Content Marketing, Food delivery sector, content strategies, comparison

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**PCP011**  
**A STUDY ON RISK PROFILING AND PORTFOLIO  
MANAGEMENT**

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**Abstract**

Risk profiles can be constructed in a variety of methods, including through the use of a risk profile questionnaire. All risk profile questionnaires employ an individual's responses to a series of probing questions to create a risk profile, which is then used by financial advisors to determine the asset allocation of an individual's portfolio.

This asset allocation of portfolio will have a direct impact on the portfolio's risk, thus it's critical that it matches the risk profile of the individual. Risk can take various forms in the investment world, from inflation quietly eroding the purchasing power of savings to the volatility in the value of an investment over time (either positive or negative) owing to market movements, changes in interest or exchange rates, or permanent capital loss. It's critical to comprehend the many risks associated with investing, how they differ between (and within) asset classes, and the opportunities offered by diversifying investments across asset classes, regions, industries, and securities. An attempt has been made to study the Investors awareness and experience of investing, to study risk profiling of investor based on demographic factors, to study the working of risk profiling and portfolio management, to know the importance of risk profiling and portfolio management.

**Keywords:** portfolio management, risk profile, investing, inflation.



**PCP013**

**A STUDY ON FACTORS AFFECTING EMPLOYEE ABSENTEEISM  
AND CHALLENGES TO OVERCOME THE ABSENTEEISM IN AN  
INDUSTRIAL EQUIPMENT MANUFACTURING COMPANAY AT VAPI,  
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**Abstract**

An organisation is considered successful when it's employees are happy from the different factors existing in the organisation such as good culture, healthy relationships, growth, policies and balance between work and life etc. But the situation can take U turn if any of elements are missing from the organisation and this may cause a huge impact on the organisation's productivity in the form of employee's dissatisfaction and absenteeism. The main objective of this study is to investigate the factors influencing the absenteeism and their impact on absenteeism and It was found that the reasons for employee's absenteeism are the that they are not comfortable with the policies related to leaves and the timings of the company. Total 136 employees were participated in the survey of an Industrial equipment manufacturing company of Vapi situated in Gujarat. The Friedman test, Chi Square and ANOVA test were performed to find out the results against the objectives.

**Key words-** Employee absenteeism, organisation, turnover, job satisfaction,

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**PCP018**

**A RESEARCH STUDY ON AWARENESS OF FINTECH AMONG  
MILLENNIALS**

**AP0032**

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**Abstract**

Financial Technology, commonly called “fintech”, is now a highly used buzzword. As a new term in the financial industry, FinTech has become a popular term that describes novel technologies adopted by financial service institutions. Millennials have held an important role as they will become a huge part that plays an important role in shaping and building businesses and industries. The millennials are often attributed to the “technology savvy generation”, they are very familiar with the use of technology. This descriptive research aims to identify the awareness of fintech among millennials. By using a structured questionnaire data is analyzed using the percentage method and chi-square test in SPSS software. While considering the age of the respondents, the adoption of such services is found more among the respondents belonging up to 40 years of age. It is found that the benefits of FinTech service are enjoyed more by the younger generation as compared with the baby boomers. The usage of the services offered by the FinTech firms will rise only when the awareness level improves. Thus, the banks along with the major FinTech firms, local nongovernmental organizations (NGOs), and microfinance institutions (MFIs) should try to conduct literacy programs to educate people regarding

the benefits of using technology-based financial services, conduct investor education camps, and also reduce the misconception among the customers regarding the FinTech services.

**Keywords:** financial technology, fintech, millennials

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**PCP026**

## **A STUDY ON WORK LIFE BALANCE AMONG THE TEACHING PROFESSIONALS OF DNH REGION IN TURBULENT TIMES**

**AP0046**

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### **Abstract**

In this turbulent time, there has been increasing focus about how to adjust work and life responsibilities effectively and to reduce work life conflict and enable employees to be more effective at work and other roles. This research study explores the impact of new HR Practices on work-life balance of Teaching professionals working in DNH region. It covers the description of new HR practices for teaching professional, which includes work from home, flexible working hours, Use of ICT tool, job-sharing, compressed work week, childcare facilities and family leave programs. For Study purpose, 100 teachers were selected randomly from different educational institutions of DNH region and Questionnaire was used for primary data collection. According to the nature of data and interpretations required, appropriate statistical tools have been applied. The statistical tools such as Weighted Arithmetic Mean, Frequency distribution, Chi-Square Analysis and ANOVA test have been used to summarize the research findings. The outcomes of the study specify that various new HR Practices has a constructive impact on teacher's work life Balance. In addition, the result also confirms that new HR Practices certainly increases enthusiasm and satisfaction as teachers are getting more flexibility to manage their family role. It is also found that the use of Information Technology tools, work from home and flexi timing in managing the life chores has a significant relationship with Work Life Balance.

**Keywords:** Work Life Balance, HR Practices, Teaching Professionals, Employee Effectiveness

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**PCP027**

## **A PILOT STUDY ON WORKPLACE BULLYING AND EMPLOYEE PRODUCTIVITY IN ACADEMIA VERSUS INDUSTRY**

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### **Abstract**

Workplace bullying is a kind of mistreatment from one employee towards another with an intention to harm the other one. Studies showed that it creates adverse effect on the employee's health and wellbeing which can eventually effect on their performance in the organization. The type of workplace bullying persist in the Indian context are of two categories person related bullying and work related bullying (Rai & Agarwal, 2017). The purpose of this study is to examine whether the exposure to workplace bullying

impacts on the productivity of the employees in India. Further, the study also looks on the identification of such behaviors leading to bullying and the role of resilience and social support in the relationship of workplace bullying and productivity of the employees. A validated instrument with Indian context, the Negative Act Questionnaire-Revised (NAQ-R), is used to conduct a cross-sectional pilot study. Google forms were used to construct an online survey link, which was then forwarded to the target audiences through the researcher's connections. Data is analyzed using SPSS and descriptive statistics, such as frequency and percentages, is computed along with graph construction. Out of the total 141 respondents of the pilot study, 75 are academics, while the remaining 66 are from various industries including IT, manufacturing, consulting, and healthcare. Nearly 53% of those surveyed said that bullying occurs in their workplaces. The majority of bullying in organizations, which is reported by 70% of respondents, is person-related bullying. Only 32% of respondents experienced work-related bullying. Resilience and social support are also trending strongly, with 50% of respondents expressing positive feelings in this regard, suggesting that they might be used as interventions in the link between workplace bullying and worker productivity. The results of the pilot research show that bullying behaviors do occur in both academic and non-academic settings and therefore it can be proceed further for the full data and analysis. Further, research can also be intended at further identification of such behaviors and

**Keywords:** Workplace bullying, resilience, social support and employee productivity.

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**PCP028**

**JAPANESE AND GUJARATI FAMILY BUSINESS LONGEVITY  
PATTERNS IN TURBULENT TIMES - NEW GENERATION,  
DIGITALIZED SOCIETY AND RELIGION**

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**Abstract**

There are 33,076 Japanese companies that last more than 100 years; they make 41.3% of world's 100-year-old companies. When it comes to companies with more than 200 years' longevity, Japan makes 65% of the world such companies. (Nikkei BP 2020) 90% of those companies with longevity are family-owned companies (Sato 2018) and survived the wars, natural disasters, and economic crisis and so on. However, when we look at Japanese small medium family firms with 30~40 years' longevity, that emerged post World War II period, they have been facing the succession problem since around turning to the new millennium. (Sato 2018) 49,698 companies closed their business in 2020 alone that is 14.6% increase over the previous year. And among 50.5% of closed businesses generated surplus. (Ministry of Economy, Trade and Industry Whitepaper 2021) Morikawa also concluded from his empirical research that the second-generation family firms' earnings are poorer than the first-generation founders. This coincides with a literature of Bansal (2021) that the first-generation family firms are more likely to be engaged in earnings management than 2<sup>nd</sup> and 3<sup>rd</sup> generation firms. Japanese 30~40-year-old family firms have 2 critical issues; no successors or the next generation cannot expand business more than the first generation. As small medium size family firms count for 99.9% of Japanese companies and contribute to the national GDP, the Japanese succession problem became a national concern.

Barclays Hurun India Rich List includes 58 Gujarati billionaires and Ahmedabad has turned out 84% of them. (The Indian Express, 2022) Gujarati people have been known as hereditary merchants or money lenders since the middle age (Tripathi,1987 and Gillion,1965). Indian society is collective, power distant, masculine, and restraint society. In India family bondage is strong and while children are protected by in-group members, family relation is adhesive, and loyalty to the paternal figure becomes so strong. These parameters are missed in Japanese SME family firms that do not have successors.

This research paper intends to focus on a variety of factors that make Gujarati family businesses resilient. Even though socio-economical situations differ between India and Japan, this will try to identify parameters that could compare between the two countries that supports and hinders firms' sustainability during turbulent times. Detailed literature review, interview research and case study on such potential changes shall be followed to understand Indian family business future longevity. Target cases will be set to Gujarati Diamond family business and Textile family business.

**Keywords:**

Generation, Governance, Gujarati Family Business, Japanese Business, Succession, Sustainability

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**PCP030**

**DIGITALISATION PROMOTES THE PRODUCTION, TRANSMISSION  
PROMOTES THE PRODUCTION, TRANSMISSION AND  
PROCESSING OF SOFT INFORMATION IN SME CREDIT  
EVALUATION: THE CASE OF INDIAN BANKS**

**AP0060**

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**Abstract**

Small and Medium Enterprises (SME) contribute to half of the employment in developing economies and are a significant part of their growth. Yet, SMEs are under-financed by the banks, and financial technology (fintech) firms have digitally disrupted this financial intermediation. The objective of this qualitative multi-case study was to understand how Indian banks are embracing digitalisation and big data in improving SME financing from a credit manager's perspective. The study was guided by a theoretical framework primarily based on organisational adoption. Three research questions covered organisational adoption of new technologies in information production, transmission, and processing in credit evaluation activities. Purposive sampling was used to select twelve participants from banks and financial regulatory bodies. The selected banking experts had an average professional experience of ten years, while the regulatory specialists had at least three to five years' experience overseeing the lending market. Participants shared insights on banks' adoption of digital tools, sources of soft information (e.g. customer and supplier relationships, business plan), and factors that influenced big data implementation in the SME credit evaluation process. During the data analysis stage, nine themes emerged. The most significant ones were: the banks are enhancing the productivity of SME financing operations through digitalisation, and SME soft information can be verified using IT tools. While addressing SME information opacity, the following common SME soft information attributes emerged: supplier relationship, customer relationship, business plan, and managerial succession. The high priority recommendations for SME credit managers include developing partnerships to access publicly available soft information produced by industry associations and "online B2B trade platforms", availing SME's consent to access SME's private hard information in digital form from trade platforms and enhancing the bank's SME financing productivity through business process automation.

**Keywords:** credit evaluation process, SME financing, soft information, digitalisation, big data, organisational adoption, digital disruption, banks

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PCP032

## CHALLENGES AND OPPORTUNITIES FOR DIGITAL CURRENCY IN INDIA IN TURBULENT TIME

AP0063

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AP0055

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### Abstract

A Digital currency can be defined as a currency which is only available in digital form. It is not represented in physical form like the coins and notes of traditional currencies. It might be stored in a centralized database or on a decentralized ledger or blockchain. Presently in market we see digital currency such as central bank digital currencies, crypto currencies and stable coins. In Budget 2022, the union government introduced central bank digital currency (CBDC) in form of Digital Rupee based on blockchain and other technologies. This paper talks about present challenges for Indian CBDC compared to rest of world as well as upcoming opportunities for Indian as well as foreign investors. It also suggested a framework to move ahead.

**Keywords:** central bank digital currency, Digital currency, crypto currency, blockchain

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PCP034

## EXPOSURE AND AWARENESS OF OCCUPATIONAL HEALTH AND SAFETY AMONG BANDHANI DYEING WORKERS OF SAURASHTRA

AP0053

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### Abstract

Saurashtra is known as paradise of handicrafts, and Bandhani Dyeing is one of the main profession of people of Saurashtra, as a result it plays a significant role in the socioeconomic development of society by providing service to people. The workers in the handicraft industry bear from various types of health-related issues and different industrial health hazards. It is high time that we intervene to decrease such serious problems and make noteworthy efforts to minimize the risk that the dyers face by monitoring the facts, practice and health of fabric dyers towards the health hazards due to dyeing industry. As a result, it becomes a necessity to conduct study on the Dyers of Saurashtra regarding their health and practices towards the Precautionary Measures and Handling Techniques in reference to Vat Dyes. A large portion of the dyers using Vat dyes had all the required basic understanding and practice about dyes and chemicals. Only some of the dyers using vat dyeing technique had a positive approach and practice of wearing the necessary protective equipments like apron, eyeglasses, mouth & nose masks. Majority of dyers were cautious enough to use first aid during any kind of hazardous events.

**Keyword:** Tie-dye, Bandhani, Dyes, Personal Protective Equipment

**PCP035**  
**FACTORS INFLUENCING THE PURCHASING BEHAVIOUR OF  
SPORTS APPAREL CONSUMERS IN JOHANNESBURG**

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**Abstract**

The purpose of this paper was to determine the factors that influence the purchasing behaviour of Generation X and Y sports apparel consumers in Johannesburg. This was achieved by using the theory of planned behaviour. Understanding why customers buy specific products presents an opportunity for companies to design marketing communications strategies that will ensure more customer buying decisions. Quantitative research methods were used in this study. In total, 70 responses were obtained. Based on the proposed research model, subjective norms and perceived behavioural control were found to have a positive influence on attitude. Also, it was found that attitude has a positive influence on purchase intention. The study recommended that managers and marketers of sports apparel companies use experts in the field to run their promotional campaigns. Furthermore, they need to make it easy for their consumers to access sports apparel and provide them with enough information so that their consumption is informed by knowledge. Moreover, managers and marketers need to create favourable consumer attitudes towards their products or brands by using reputable celebrities to endorse them and genuinely engage in charitable initiatives.

**Keywords:** Consumer behaviour, Generation X, Generation Y, consumers, sports apparel, generational cohorts

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**PCP036**  
**A STUDY ON WOMEN ENTREPRENEURS OF RAJKOT CITY: FROM  
EMPLOYMENT TO ENTREPRENEURSHIP**

**AP0071**  
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**AP0026**  
**Dr. Krishnaba Vaghela**  
Research Guide  
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**Abstract**

Entrepreneurs are backbone of any economy. They are the one who do not earn only for them but also creates employment opportunities for others. Nowadays women have competed men in every field and entrepreneurship is no exception in that. Despite all social and financial hurdles Indian women have been standing strongly and have made their own identity. Present study explores women entrepreneurs who left salaried job and started their own venture. For that convenience sample comprising size of 100 women has been considered. This study focused on identifying the main factors those became motivators or drivers for the women to leave the job and start their own business and the problems and challenges they faced from their decision of employment to entrepreneurship. Structured questionnaire was distributed among respondents into different areas of Rajkot city. The research used a quantitative method to collect the information regarding key points. Appropriate statistical tools were used for proper analysis and interpretation of collected data. After research it was found out that the most common factors those became motivators for these women were independence, personal growth &

development, time convenience and income. While the main challenges they faced during their initial stage were financial constraint, lack of expert advice and shortage of qualified & professional staff.

**Keywords:** women entrepreneurs, employment, venture, motivating factors, challenges

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**PCP037**

## **HERITAGE HOTELS AND HERITAGE TOURISM: A PERSPECTIVE ON EXPERIENTIAL MARKETING**

**AP0061**

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### **Abstract**

Heritage and Culture are the two words which are always associated with Rajasthan, when people talk about palaces it is always referred to Rajasthan. Gujarat is also a state which is known for its rich culture, heritage and history. Gujarat Tourism is observing a tremendous growth in last many years because of “Khushboo Gujarat ki” Campaign by Mr. Amitabh Bachchan. This paper's objective is to explore on experiential marketing on Gujarat's Heritage Hotels and Heritage Tourism. The research methodology used here is by collecting secondary data which refers to data which is collected from Articles, Journals, and Authentic Websites. Old Palace Properties, Havelis and forts converted into a hotel to give an experience of authenticity and culture to the people are known as Heritage Hotels. These Heritage hotels cater a designed luxurious experience also provides personalized services to the tourist visiting the property. Heritage Tourism is all about experiencing the place which authentically represent the art and architecture, Handicrafts, food and stories of the people from past which includes culture, History and natural resources. The times have changed from Hospitality to leisure, recreational retreats, Nature-based eco-tourism, Heritage tourism are kind of experiences which are the exceptional highlights that boost Gujarat tourism. In this study the researcher is exploring on the scope of experiential marketing. The study also suggest the ways from which we can boost Heritage tourism of Gujarat.

**Keywords:** Heritage Hotels, Heritage Tourism, Palace properties, Gujarat Tourism, Experiential Marketing

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**PCP039**

## **ANALYSING THE IMPACT OF EMOTION AND EXPERIENCE IN NEUROMARKETING ON BRAND EQUITY FOR HOTEL AND RESORT INDUSTRY IN GUJARAT**

**AP0073**

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## Abstract

Marketing is now a days the most important concept for business. No business activity can survive without its marketing function. Now individual and companies are opting out the latest method of marketing and that is Neuromarketing. It is application of Neuro science to the marketing. It includes the direct use of brain imaging, scanning or other brain activity to measure a customer's response to a particular product, advertising, packaging or any other marketing element. Emotion and Experience plays a very influential role in preparing marketing strategies as they are most affected aspects through which a customer is either influenced or remains unsatisfied. The objective of this paper is to show how various elements of emotion and experience forms constructs to analyse the brand equity for hotel and resort industry in Gujarat. The research methodology used here is by collecting secondary data which refers to data which is collected from Articles, Journals, Authentic websites, and other aspects which provides precious information. The finding of this study supports that Emotion and Experience constructs are directly proportional to brand equity for hotel and resort industry.

**Keywords:** Marketing, Neuromarketing, Neuro science, Emotion and Experience, brand equity.

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**PCP040**

## **FINANCIAL INNOVATIONS AND THEIR IMPLICATIONS FOR MONETARY POLICY IN DEVELOPING COUNTRIES IN TURBULENT TIMES – AN INDIAN PERSPECTIVE**

**AP0064**

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## Abstract

There is a growing trend between financial Innovation and the ecosystem in advanced economies and emerging markets. However, it is yet to be observed in India to the same extent. The last three years have witnessed a significant transformation in the nature of the like ecosystem in India. The Staggering Failure of the Financial Institutions in recent times put high intervention on the agendum of Government in Tranquil Times. The primacy of finance in an economy and its importance for economic growth innate the emphasis on financial innovation and its diffusion. This paper aims to evaluate financial innovation's level of development in India compared to Asia. This research study attempts to furnish a prevalent stance on neoteric changes in the banking system and financial markets and their major implications for monetary policy during turbulent times in developing countries in Asia. This also includes the discussions over other types of financial innovations as well as concerns about security in financial markets and changes in the market structure and institutions. Rather, the research intends to lay out a wider perspective on these changes in India and implies latent stunning ramifications for policy.

**Keywords:** Financial Innovations, Financial market, Banking System, Monetary Policy, Financial Institutions

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**PCP041**

**LEVERAGING CORE COMPETENCIES IN TURBULENT TIMES FOR SUSTAINABILITY: CASES OF CORPORATE GIANTS**

**AP0058**

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**AP0009**

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**Abstract:**

The Covid-19 pandemic has led to unprecedented economic concerns which will likely transform how businesses operate going forward. This transformation will be limited not only to how businesses operate but also to how they sustain and grow their brand and customer base. According to estimates from the International Labour Organization (ILO), 14 per cent of working hours were lost globally in the second quarter of 2020 when compared to the last quarter of 2019 (ILO 2020a). This loss is equivalent to 480 million full-time jobs, which is an indication of a massive disruption to labour markets around the world. A joint report, called 'REBOOT', published by FICCI-Deloitte emphasizes that Coronavirus-induced lockdowns across the country have transformed consumers' buying behaviour and hyperlocal distribution model, and distribution alliances and an omni-channel strategy will be key to business growth. Built on a six-step approach, this report emphasizes the need for consumer brands to R.E.B.O.O.T their businesses in view of the disruption and the changing consumer behaviour. As businesses need to 'Realign' their business models and partnerships, 'Enhance' consumer experience through technology and analytics, 'Build' resilient distribution, develop 'Omni-channel' presence, 'Operate' efficiently, and 'Thrive' by focusing on sustainability. While the pandemic brought massive disruptions across the value chain of the consumer sector, most companies adapted by building agile business models and innovative marketing strategies, along with expanding their presence through the online platforms to reach their consumers. Corporate giants and brands are forced to re-evaluate their thinking about current and future advertising and marketing campaigns to maintain a stable cashflow. This research is a careful attempt of understanding how few famous organizations have behaved during those turbulent times. It aims at answering the following research questions like what efforts were made for sustainability by the organizations during times of uncertainty and which core competencies were utilized by these organizations.

**Keywords:** Covid-19, Changing Consumer Behaviour, Core Competencies, Marketing Mix, Marketing Strategy, Pandemic, Recession

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**PCP0044**

**A STUDY ON MILK CO-OPERATIVE MOVEMENT IN GUJARAT WITH SPECIAL REFERENCE TO BANAS DAIRY**

**AP0077**

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**AP0055**

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**Abstract**

Dairy sector in India has demonstrated a significant growth in past 10 years with milk production. India is the largest producer of milk in the world with the estimated production of about 210 million tonnes (almost 22%). The importance of dairying in a country like India hardly need emphasizing. Livestock in general and dairying in particular play a vital role in Indian economy and economic development of millions of rural households. Dairying in India is more than a business. In India about 16 million households are directly getting benefit of dairying through cooperatives which is about 23% of rural

households engaged in rural areas. The major socio-economic developments observed in rural areas due to intervention of dairying cooperatives viz. increase in farmers' income, employment generation, availability of credit to poor farmers, women empowerment, introduction of improved technology, enhanced nutritional security.

In this sector cooperatives played a vital role. There are 210 dairy cooperative milk unions and five major milk producer companies in India, together covering about 1.86 lakh villages, reaching out to 16.1 million milk producers and procuring about 445 LKPD of milk. In this paper are about to study one of the leading dairy cooperative union "BANAS".

**Keywords:** Co-Operative, Dairy Co-operative

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**PCP045**

## **AN EMPIRICAL ANALYSIS OF INDIAN STOCK MARKET REACTION TO BONUS ANNOUNCEMENT**

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### **Abstract**

Bonus Announcement is a sign of good health of the company and investors of the company finds it attractive and invest based on such decision. The current study attempts to study the stock market reaction on share prices due to Bonus Announcement with reference to India. The present study uses event study methodology to measure the stock reaction near to announcement period. The abnormal returns are calculated using market model and market efficiency for Indian market is measured. The result shows positive returns prior to bonus announcement and shows semi strong form of efficiency of Indian Stock Market. The study also attempts to identify the factors that influences share price.

**Keywords:** Indian Stock Market, Bonus Announcement, Stock Market Reaction

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**PCP046**

## **AN ANALYSIS ON MOONLIGHTING PROFESSORS AND THEIR PRODUCTIVITY: A STUDY BASED ON INTERVIEW OF DEANS!**

**AP0078**

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**AP0055**

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### **Abstract**

The aim of the research is to analyse the productivity of moonlighting professors in the higher secondary institutions of Jamnagar. The research would discuss in-depth literature on the concept of moonlighting i.e., multiple job holding by the employees. It would then be narrowed down to moonlighting among

the professors. In the process of deriving literature review for the paper it was identified that there are not ample researches done on multiple job holdings by professors in India and also in Jamnagar. There are many colleges and higher education institutions in Jamnagar districts if different Taluka's. The research would consider taking interview of 8 dean from such higher education institutions. Also, many studies covering the aspects of multiple job holding and their impact on the productivity of the employees in their principal job would be reviewed. The research methodology would discuss research paradigm, research philosophy would be interpretivism, research approach would be inductive, qualitative data would be analysed, the sampling method would be non-probability convenient sampling. Method of interview analysis would be thematic analysis. Themes would be developed and codes would be designed, from which inferences would be drawn. After doing thorough such analysis, the results would be compared with the literature review in the discussion chapter and finally conclusions would be drawn which would describe the future scope of the study and even present study's limitation.

**Keywords:** Productivity, moonlighting, interview, theme.

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**PCP056**

**A STUDY ON THE EFFECTS OF DIGITALIZATION ON  
TRADITIONAL MARKETING STRATEGIES WITH SPECIFIC  
ATTENTION PAID TO THE AUTOMOBILE INDUSTRY FROM THE  
PERSPECTIVE OF E-MARKETING**

**AP088**

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**ABSTRACT**

This paper's first section provides an overview of electronic marketing and more conventional forms of advertising. Numerous concepts are discussed, including definition, Significance, importance and factors. Detailed discussions of every relevant issue have been systematically and deliberately included. The second section is a compilation of additional studies and articles used for the literature review. In the third section, we have covered the research methodology, which includes the following elements culled from a variety of sources: goals, research strategies, and results of the study constraints imposed by the study. Data analysis makes up the fourth section using the information that was gathered. We have used SPSS to run some analyses, and those let us get a better grasp of the data. We have conducted a survey and taken 200 customers' views from various angles from Ahmedabad, Gandhinagar, Surat, Vadodara, and Anand and obtained information and knowledge through secondary research.

**Keywords:** E-Marketing, Digitalization, Traditional marketing, digital marketing, Advertisements, Digital Advertising

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**PCP058**

## **CLIMATE FRIENDLY ECONOMY FOR FUTURE WORLD**

**AP0091**

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### **Abstract**

“Climate change” is one of the biggest challenges that the entire humanity faces today and can easily be considered posing an existential threat. Our exploitative practices and lifestyles of trade, design, Manufacturing and consumption have led to the sad state of affairs we have today. Thus, hinting the future to be aligned with the building blocks of climate consciousness in trade, society, lifestyle, manufacturing and technology etc. We strongly believe the future society is never safe until we have a grass root level of contributions towards climate change. Thus, we propose a design of Society where, incentivising grass root behaviours of climate consciousness at all levels (Individuals, Governments, and Organization) has to be centric to a Climate friendly Economy. Which would ultimately streamline all the stakeholders to achieve a sustainable society.

**Keywords:** Social, Carbon Credits, Circular Economy, Mobility, Climate Change, Society, Economy, Consciousness, Infrastructure, EV.

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**PCP066**

## **COMPETENCY MANAGEMENT PRACTICES AND ORGANIZATION EFFECTIVENESS IN SELECTED TEXTILE MILLS OF SOUTH GUJARAT REGION**

**AP0081**

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### **Abstract**

The purpose of this paper is to explore the relationship between competency management practices and organization effectiveness. It signifies the importance of developing competency framework in organization. It has become essential for any organisation to retain competent employees in the competitive and global environment of today in order to survive. An organization's success is not just determined by how it operates. A capable team appears to be of utmost significance for an organisation should be capable of quality competition and to follow changes. This research paper outlines the idea of competency-based management, the motivation for using it, how it is used in organisations, and the potential for future research in this field, notably in the context of Selected Textile Mills of South Gujarat Region. According to studies, competency-based human resource management is nothing new. The competency-based management approach is centered on enhancing employees' capacity to have a competitive advantage over other businesses in the present scenario. According to researchers & academicians, competency-based management improves employee performance as well as that of the

firm as a whole. Since the competency management practices are missing in today organization which can bridge the gap from management point of view and increase the organization effectiveness.

**Keywords:** Competency management, Organizational effectiveness, Competency model, Competency-based management Practices, Textile Mills of South Gujarat.

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**PCP067**

## **TRENDS IN FASHION INDUSTRY AND THEIR INFLUENCE IN CONSUMER BUYING DECISION**

**AP0094**

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### **Abstract**

Style travel every which way; in the interim, a general public's qualities are laid out and developing trademark to their convictions and culture. The mechanical developments have helped clothing makers, brand merchandisers, and retailers to move towards a new worldwide reality. Design is acknowledged and embraced by the general public at some random mark of time. As such, it is a way of life explanation of an individual or a gathering. This study inspects the financial profile and factors impacted buying style attire on the web. Information is gathered from 150 respondents in and around Coimbatore. Essential and Secondary information was gathered. Case taking a gander at the elements that emphatically affect purchaser purchasing conduct of quick style clothing, messages can be customized in such a way that these are out in thought.

**Keywords:** Brand Merchandisers, Retailers, design, Lifestyle

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**PCP069**

## **CHANGING OUTLOOK OF CUSTOMERS TOWARDS BANCASSURANCE PRODUCTS: AN ALTERNATIVE WAY TO TAP UNDERSERVED MARKET**

**AP0009**

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### **Abstract:**

Insurance reach is still low in India. Overall insurance penetration (premiums as % of GDP) was 4.2% in FY21, providing a huge underserved market. In view of reaching an untapped market in India, the concept of bancassurance was introduced by IRDA. Bancassurance is a new and emerging model of channel of distribution adopted by all insurance players in the market in order to increase their market

share and insurance penetration in the countries like India. The banks and insurance companies join their hands together and banks are selling the products of insurance companies, known as “Bancassurance”. It has become a win-win strategy for bank and insurance companies both. It helps banks, insurance companies and customers as well. There are various public and private companies who are selling insurance policies in the market. Branch network of insurance companies is very low in comparison to bank branches. So, for that reason, insurance companies are grabbing the benefits of a wide network of bank branches and its customer databases. Bancassurance provides an opportunity for banks to add one more item in their basket. According to S&P Global Market Intelligence data, India is the second-largest insurance technology market in Asia-Pacific, accounting for 35% of the US\$ 3.66 billion insurtech-focused venture investments made in the country. The India bancassurance market reached a value of US\$ 85.3 Billion in 2021. Looking forward, IMARC Group expects the market to reach US\$ 132.1 Billion by 2027, exhibiting a CAGR of 7.41% during 2022-2027. The sudden outbreak of the COVID-19 pandemic has led to the growing requirement of health and life bancassurance services, owing to the increasing health concerns among individuals, thereby augmenting the demand for life bancassurance services. This research paper is based on the primary data collected using a structured questionnaire from various respondents in the city of Ahmedabad, Gujarat. The present study is conducted with an objective to understand the factors affecting bancassurance products and issues faced by customers in purchasing bancassurance products. Researchers also analyze the customers’ awareness and their perception towards buying insurance products from banks to know the potential of tapping the underserved market of insurance.

**Keywords:** Bancassurance, Bancassurance models, Bancassurance Trends, Banking, Insurance sector

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**PCP070**

## **A RESEARCH ON THE HURDLES IN EXPORTING TO THE BUSINESS MAN IN INTERNATIONAL MARKET**

**AP0099**

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### **Abstract**

In the following research the objective is to learn about the hurdles in exporting, now a time export plays such a wide role in our economy. In compare to year 2017-18 in year 2021-22 the export is decreased however there was certain reasons for it, but the also truth is that when it comes to export India’s ratio goes high and country in international market is occurring good standard.

Exporting research is an established facet of the field of international marketing. That stated, the radical increase in recent export activity necessitates a sustained research effort devoted to the topic.. Using cocitation analysis as the basis to evaluate the data, I propose a series of intellectual structure implications on exporting that relate to internationalization process stages, dynamic capabilities, knowledge scarcity, social networks, export marketing strategy, absorptive capacity and learning, and nonlinear performance relationships involving marketing channel relationships.

For this I used the secondary data analysis. With the help of different tools I hope I may reach to the some proper conclusion and achieve the objective of research.

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**PCP072**

**THE IMPACT OF SOCIAL MEDIA MARKETING ON PURCHASING  
PERSONAL CARE PRODUCTS IN AHMEDABAD**

**AP0072**

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**AP0026**

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**Abstract**

Nowadays, social media are massively used by the majority of the big companies to promote their products and encourage consumers to purchase through social network sites. It's found the best channel for advertising the products in a short time & highly reachable to all the people that somehow connected with the internet. The study aims to study factors affecting the consumers' purchase decisions in Ahmedabad. In the last two decades, the Indian personal care products industry has observed fast growth by social network sites especially through social media. For this purpose, 310 questionnaires were distributed among people and students through a google form, and just 306 collected respondents were analyzed. This study revealed some important factors affecting the consumers' purchase decisions: advertisement, content, celebrity post, and e-WOM through social media; these factors heavily affect the consumers' purchase decisions on social media. For this study, quantitative, exploratory research designs were used. Snowball and convenience sampling methods were assigned to collect the primary data.

**Keywords:** Social Networking Sites, Purchase decision, personal care products, Advertisement, e-WOM.

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**PCP073**

**A STUDY ON SERVICE QUALITY AND PATIENT'S SATISFACTION**

**AP0042**

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**Abstract**

As the hospital shifts towards managed competition and a modern era of healthcare, the issue involved and required to be addressed are to assess and evaluate the present scenario of the hospital service delivery and quality system to be adopted to meet patient requirements effectively. The objective of this paper is to explain the patients' views towards one of the leading private healthcare service provider of Vapi The study has made an attempt to know whether the patients are satisfied with the service quality offered by the Hospital. The study focusses on hospital service quality and analyse the relative significance of quality measurements in anticipating the patients' satisfaction. A total 200 patients (both indoor and outdoor) participated in a questionnaire survey. Data is analysed through descriptive statistics, common method variance, correlation in order to investigate customer perceived service quality influence on patient's satisfaction. Results confirmed that better quality of healthcare services inclines to build satisfaction among patients.

**Keywords:** Service Quality, Patient's Satisfaction

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## **START UP INDIA & UNICORNS: A WAY TOWARDS NEW INDIA**

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### **Abstract**

Over the last ten years, India has seen an increase in the number of start-ups and new businesses. Building a robust ecosystem to support innovation and businesses throughout the nation is the goal of the Start-up India Scheme. Additionally, such a move would promote long-term economic expansion and generate significant employment prospects. A chronological list of particular steps that the government intends to carry out as part of the government program is included in the Start-up India Action Plan. The action plan outlines all the action plans of the government and focuses on all the essential priorities needed to realize the objectives of this program. This year, India saw its first unicorns in the fields of e-pharmacy, social commerce, health tech, and crypto currency. In the midst of an unprecedented financing frenzy for Indian companies across sectors, unicorns are raining down in India. While the recent covid-19 pandemic fuelled the expansion of digital enterprises in India, it also produced a large number of unicorns.

**Keywords:** Action Plan, Government Initiatives, Start-up India, Unicorns



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