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Foreword

Being associated with GUBR and writing this fifth foreword for Volume III, Issue I, fills me with a sense of privilege. Witnessing the remarkable growth of this Bi-Annual International peer-reviewed Journal, *Gurugram University Business Review (GUBR)*, published by the Department of Management, is truly heartening.

Problem-solving research plays a vital role in our pursuit of knowledge and advancement, serving as a guiding beacon that illuminates the complexities we face and presents transformative solutions. The world is rife with multifaceted challenges that demand our attention and resolution, ranging from climate change and poverty to healthcare disparities and technological intricacies. Problem-solving research stands as the driving force behind understanding and addressing these issues. Through meticulous analysis of each problem, researchers can devise impactful solutions that benefit society and the planet. Innovation lies at the heart of human progress, and problem-solving research forms its solid foundation. Researchers engage in systematic inquiries that push the boundaries of knowledge and explore uncharted territories. This process of discovery is crucial for developing new technologies, enhancing existing systems, and fostering groundbreaking ideas that shape our future. Efficient resource utilization is paramount for the sustainable development of our planet. Problem-solving research aids in optimizing resource allocation, reducing waste, and maximizing benefits. Whether in agriculture, energy, water management, or business management such research endeavors strive to strike a balance between human needs and ecological well-being. Informed decision-making forms the bedrock of effective governance and management. Problem-solving research empowers policymakers, business leaders, and individuals with reliable data and evidence. By providing insights into potential consequences and risks, it enables sound choices that lead to positive outcomes and mitigate adverse effects.

Societal progress is inherently connected to problem-solving research. It not only identifies barriers to development but also presents innovative solutions that drive social and economic growth. The application of research findings in public policy, infrastructure development, and poverty alleviation programs fosters a better quality of life for all citizens.

We can aspire to achieve these goals due to the presence of a strong leadership at Gurugram University that firmly believes in fostering a research culture. I want to express my heartfelt gratitude to Prof. (Dr.) Dinesh Kumar, the esteemed Vice Chancellor of Gurugram University, for providing valuable guidance and unwavering support. His trust in the editorial team's abilities has been instrumental in our endeavors.

I would like to formally recognize and express my gratitude for the significant contributions made by the dedicated editorial team, with a special mention of Dr. Monika Bhatia, the Editor, for her unwavering commitment in successfully producing the fifth issue of the Journal. I strongly urge that GUBR be included in reputable databases before the anticipated release of its next issue scheduled for December 2023.

Lastly, I must emphasize that this journal owes its existence to the valuable articles contributed by diligent researchers. My sincere appreciation goes out to all these contributors who have played an integral role in shaping the content and quality of this publication.

Happy Reading!!

Prof. (Dr.) Amarjeet Kaur
Editor-in-Chief

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Editorial Note

Research serves as a dependable pathway to unravel the enigmas that captivate the human mind. In this context, we are pleased to introduce the inaugural issue of Volume three of the Gurugram University Business Review (GUBR), a renowned international bi-annual peer-reviewed journal brought forth by the esteemed Department of Management at Gurugram University, Gurugram.

The journal has been meticulously organized into two distinct sections: (i) Research Papers and (ii) Book Reviews. The primary focus of the first section is to publish both empirical and conceptual research articles pertaining to diverse aspects of business within a global perspective. The second section is dedicated to presenting book reviews, offering valuable insights and critiques.

In the opening section, you will find a compilation of twelve research articles covering a wide range of topics related to business and management. Moreover, the dedicated book review segment provides an in-depth analysis of the captivating book titled 'The Making of a Manager: What to Do When Everyone Looks to You'.

In their initial publication, Ms. Aqsa Khan and Dr. Shefali Nandan present a conceptual framework and conduct an analysis on how the digital transformation of workplaces affects employees' work-life balance. The research highlights that digital transformation fosters a more agile and empowered work environment by incorporating practices such as telecommuting, video conferencing, utilization of social media platforms, and other digitally enhanced methods.

In the subsequent paper authored by Ms. Sweety Das and Dr. Neha Gupta, a novel conceptual framework is established to explore the relationship between experiential marketing and brand advocacy. The study delves into the interplay of brand engagement and brand trust as consumers develop a deeper connection with the brand through extraordinary experiences. These remarkable experiences hold significant value in the eyes of consumers, leading them to reward the brand with a higher perceived worth, reflected in the price they are willing to pay.

In the third paper, Dr. Tania Mengi conducts an assessment of restaurant service quality in Gurugram. The study employs the SERVQUAL model, encompassing five dimensions: tangibles, reliability, responsiveness, assurance, and empathy, to gauge service quality. The research outcomes reveal that, according to customers' perceptions, the service quality in Gurugram's restaurants is below satisfactory levels. Consequently, the findings underscore the importance for restaurants to comprehend the varying needs of different customer segments and tailor their services accordingly. By doing so, restaurants can enhance customer satisfaction, thereby boosting overall organizational performance.

In their upcoming paper, Ms. Sakshi and Dr. Krishan Kumar Boora undertake a comprehensive assessment of the impact of the pandemic on various economic indicators, including GDP growth rate, unemployment rate, and the agriculture sector. The study particularly delves into the phenomenon of reverse migration that occurred during the lockdown, where individuals migrated from urban to rural areas. The paper sheds light on the challenges faced by these migrants in reaching safety, despite financial constraints and transportation restrictions. While the pandemic had adverse effects on the economy, leading to a downturn, it also had a silver lining for the environment. The authors highlight that the reduction in human activity during the pandemic resulted in a significant decrease in environmental pollution, proving to be beneficial for the revival of the environment.

In next paper, a descriptive study is presented by Ms. Kamal Preet Kaur, Dr. Arti Gaur, Ms. Anita Devi, and Ms. Pushplata, based on secondary data collected from various reputable databases such as Scopus, Emerald, Google Scholar, Research Gate, Pubmed, as well as open-access journals and websites. The study aims to explore the impact of engaging in small micro-enterprise activities on individuals' ability to meet their basic needs, improve their standard of living, and access medical facilities. The findings reveal significant potential for future growth in these entrepreneurial endeavors. The paper further examines the crucial role played by entrepreneurs in reducing economic poverty, which, in turn, fosters overall economic development and enhances productivity and efficiency.

Sixth paper by Dr. Sabnam Jahan and Ms. Mahesh intend to synthesize early evidence on the COVID-19 impact on the Indian agricultural sector, including production, marketing, and consumption, followed by a set of prospective recovery and post-pandemic tactics. According to NABARD survey data, the pandemic has impacted production and marketing through manpower and logistical restrictions, while the negative income shock has limited access to markets and increased food commodity costs, impacting consumption patterns. The pandemic caused significant physical, social, economic, and emotional damage to all players in the Indian agriculture sector. Seeing the crisis as a chance to improve, the state unveiled a slew of new policies and long-awaited reforms.

In the forthcoming paper, Dr. Parul Nagar conducts a qualitative heuristic study, placing significant emphasis on human experiences with slokas in the scripture, analyzed within a social context. The study focuses on interpreting the slokas from the Bhagavad Gita to gain insights into the principle of 'Karma Yoga.' It aims to explore the various manifestations of 'Karma Yoga' and the concept of the law of Karma, while also delving into the significance of the principle of karma yoga in management practices.

In their eighth paper, Ms. Sonali Ghai and Ms. Chandni Rani discuss the progression of a deeply embedded program and its development through different phases. The study explores how an individual's work evolves over time, highlighting the key stages of exploration, establishment, maintenance, and decline. The research also categorizes practices into manageable stages, considering the level of involvement and overall impact at each phase, while examining how these practices are linked to the person's advancing age.

In their upcoming paper, Mr. Sanchit Arora, Mr. Rohit Kumar, Dr. Naveen Kumar and Dr. Neelam Vashist conducted a three-month study from September 2022 to November 2022. The research aimed to assess the nutritional and psycho-social wellbeing of elderly residents living in old age homes in Punjab through a cross-sectional study. The nutritional data was gathered from 80 identified elderly individuals using the mini nutritional assessment (MNA) tool. For the social assessment, quantitative data was collected through a self-assessed schedule. In addition, qualitative data was collected through narratives and case studies. The study concludes by recommending a pre and post assessment of the overall wellness of the elderly residents.

In her forthcoming paper, Ms. Sanjna conducts a comprehensive analysis of the literature concerning factors influencing women entrepreneurship. To achieve this, she employs bibliometric visualization techniques, aiming to provide an up-to-date mapping of the current state of research on factors impacting women entrepreneurs. The study focuses on internationally published works that have been indexed by Scopus. To carry out her analysis, Ms. Sanjna utilizes the analytical search results service from the VOS viewer application, combined with data from the Scopus database. In total, 1076 documents published between 1976 and 2023 are considered for the study, allowing for a comprehensive and in-depth investigation of the topic.

In the penultimate paper, Ms. Parul presents a theoretical framework addressing various challenges and proposes effective measures to assist companies in overcoming these obstacles. With her in-depth analysis and practical solutions, Ms. Parul's paper provides valuable guidance for entrepreneurs, executives, and decision-makers striving to steer their companies towards sustained growth and success amidst a rapidly evolving business landscape

Dr. Arti Gaur and Ms. Mehak Jindal conducted a recent empirical study, which delves into the influence of age, gender, and experience on job burnout. To assess this impact, they designed a self-made questionnaire and administered it to bank employees. The study's key finding indicates that bank employees identify conflicts arising from excessive work stress, difficulties in decision-making, procrastination or delayed tasks, and a decrease in motivation, job satisfaction, and commitment as the primary indicators of job burnout.

Dr. Rashmi provided an engaging book review in the review section, discussing the book "The Making of a Manager: What to Do When Everyone Looks to You" by Julie Zhuo. The review highlights the book's valuable insights and strategies for effectively handling leadership challenges and building strong teams. Acting as a guidebook, the review offers a roadmap for personal growth, promoting positive work environments, and achieving success as a manager who leaves a significant impact. Whether you are a novice manager or aiming to improve your managerial abilities, this book offers valuable insights to empower you on your journey as a leader.

We extend our heartfelt appreciation to all the authors for their valuable contributions through their research articles. We would also like to express our sincere thanks to our Editor-in-Chief, Prof. (Dr.) Amarjeet Kaur, for her unwavering guidance and support in bringing forth this issue of GUBR. A special note of gratitude goes to Prof. (Dr.) Dinesh Kumar, the Chief Patron and Vice Chancellor of Gurugram University, Gurugram, for his invaluable guidance and constant inspiration. We genuinely believe that this edition of GUBR will prove to be immensely valuable and thought-provoking for our readers.

Dr. Monika Bhatia
Editor

Dr. Hawa Singh
Dr. Naveen Kumar
Associate Editors

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Linkages between Digital Transformation of Workplace and Work-Life Balance

A Conceptual Framework

Aqsa Khan* and Shefali Nandan**

ABSTRACT

The phenomenon of digital transformation of the workplace is gaining the attention of researchers as it has significant implications management of work, processes, and people. The purpose of this study is to review literature and analyse the relationship between digital transformation of workplace and the work-life balance of employees. Studies show that digital transformation is leading to more agile and empowered way of working through the use of telecommuting, video conferencing, use of social media platforms and other digitally empowered methods. The Covid-19 pandemic has expedited digital transformation and has popularised the concept of work from home. Research shows that the impact of digital transformation of the workplace on work-life balance has both positive and negative aspects. Enhanced connectivity has improved productivity but has resulted in higher stress levels among employees which affect employees' well-being.

Keywords: Digital Transformation, Work-Life Balance, Digital Workplace, Information and Communication Technology, Digitalization

INTRODUCTION

As digital technologies are becoming ubiquitous in society, digital transformation has become a recognized field of research (Nadkarni & Prügl, 2021). Digital transformation has given enormous opportunities to organizations by giving 24/7 connectivity. A drastic change has occurred in the workplace as a result of the use of digital technologies. Digital transformation can be defined as a process that occurs when information, computing, communication, and connectivity technologies are combined in a way to improve the processes of an organization (Vial, 2019). Implementing new information and communication technologies (ICTs) leads to digitization, digitalization, and digital transformation (Gobble, 2018). Digitization involves the conversion of analog data into digital form by using digital technologies, whereas digitalization refers to transforming an organization's existing business processes, improving efficiency, and introducing new approaches based on digital technology. It involves the total reconfiguration of an organization's plans, procedures and activities (De la Boutetière et al., 2018). Digitalization offers attractive transformation opportunities for creative minds, organizations and innovators (Ramaswamy and Ozcan, 2018). Digital transformation combines a wide range of technologies and processes to create better value for companies and their customers. With the widespread adoption of digital technologies, new possibilities are emerging in every field. Digital technologies such as artificial intelligence (AI), automation, robotics, cloud computing, and the internet of things (IoT) have changed the way people work and the way organizations are designed. In the wake of technological changes, the concern is growing about the way in which new technologies will transform workplaces and work-life of employees (Brynjolfsson and McAfee, 2014).

Digital transformation brings numerous changes: changes in business models, changes in organizational culture, and changes in working habits and employee activities. Dery, Sebastian and van der Meulen (2017) found that technological advances have led to

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improvements in communication, collaboration, and co-working, as well as changes in lifestyles and work-life balance (WLB). Due to the benefits of hyper-connectivity, companies now demand their employees be available at all times via work-related technologies like mobile phones and email. Workplace flexibility is enhanced by digitization and online communication, as a result, people can work from anywhere, at any time. This is consistent with a growing trend of working from home. Employees can have the freedom to make the choice regarding how much, when, and where they work through flexible working arrangements (Laundon and Williams, 2018). But another facet of this flexibility is that workers are unable to choose to turn off their devices, which lowers their autonomy and capacity to manage stress at work (Murray and Rostis 2007). Technology-driven connectedness has fused work and life rather than separating them. Digital transformation of the workplace revolves around technological tools or enablers but it requires organizational tunings, restructuring processes as well as evaluating the psychological impact on employees (Eckhardt et al., 2018). The industries with the most advanced digital infrastructures and a history of transformational success include information technology, telecommunications, and financial services (Narula & Rana, 2017).

RESEARCH METHODOLOGY

An inductive approach was used to analyze studies to develop a conceptual framework for linking digital transformation, and work-life balance. We did a specific search on each aspect after evaluating 84 theoretical and empirical studies on digitalization, digital transformation in workplace settings, and its impact on work-life balance. Our approach to this review has emphasized a balance between the depth and breadth of existing theory and research, which is due to the broader scope and multidisciplinary nature of digital transformation. Several scientific databases were used in order to ensure comprehensive literature analysis: Scopus, Web of Science, JSTOR, Google Scholar, and EBSCO which have journals from publications like Sage, Taylor & Francis, Emerald, Wiley, and Elsevier. A search string was defined to filter all publications in the databases using specific keywords such as digital transformation, digital innovation, technology, digitalization, ICT, digital workplace, work-life interface, work-life balance, and work-life integration. The information was then compiled and analyzed.

DIGITAL TRANSFORMATION

Venkatraman (2017) defines work digitalization as the systematic integration of computing, constant connectivity, and digital technology in the workplace. The term 'digital transformation' was first mentioned at a conference during the early 1950s (Davis, 1954). The origins of digital transformation can be found in the 1980s, when researchers looked at how information technology adoption affected organizational structures and performance (Robey, 1981; Johnston & Vitale, 1988; Bloomfield & Coombs, 1992). Ever since the commercial internet became popular, researchers have become increasingly focused on the IT-enabled changes in the process of value creation as well as the emergence of new market models and business models (Gray et al., 2013; de Pablos & Gayo, 2019). Organizations have implemented digital transformations to enable business agility and to change people's working habits in a bid to optimize performance. The concept of digital transformation has been explained by many researchers. According to Stolterman & Fors (2004), the process of digital transformation can be described as digitalization, which refers to the use of digital technologies in all aspects of human life to create a new business model. A digital transformation, according to Hinings et al. (2018) is the combination of several digital innovations that create new actors, structures, practices, values, and beliefs. It threatens, replaces, or complements existing rules of play within organizations, ecosystems, industries, and fields. There has been wide adoption of digital technologies, which involves replacing non-digital processes with digital ones, resulting in changes across an organization's operations, development of new business process models (Radziwon et al., 2021) and the alteration of existing models (Dąbrowska et al., 2019). Digitization usually entails the ability to convert existing products and services into digital versions to offer advantages over tangible products (Gassmann et al., 2014). This requires digital capabilities such as information, data, and media literacy, digital creation, ICT proficiency, digital communication, digital collaboration, and digital learning. Developing such capabilities in employees can require a considerable effort on the part of both management and employees.

Every sector is impacted by digitalization as new technologies are getting integrated into everyday life. Many consider it to be one of the defining characteristics of modern-day living because it combines digital processes and everyday physical activities in multiple ways. As a result of digital interconnection, companies now have new opportunities, like remote control of plants and equipment, enabling a new kind of cooperation between humans and machines by using highly sensitive sensors and utilizing the resulting data to control work processes (Pereira & Romero, 2017). It will be crucial for employees to rethink traditional processes and willingly shape new ones due to digital transformation. According to Skog et al. (2018), numerous job roles and industries have already been affected by digitalization and for organizations to remain competitive, it is essential to incorporate new technologies and transform business models (Sebastian et al., 2017). Despite academic attention to the disruption of job tasks and occupations due to digital technology (Acemoglu and Autor, 2011; Brynjolfsson and McAfee, 2014) it is unclear how organizations and workers can best respond to disruptive technological changes. Using new technologies to enhance employee and organizational performance is an important concern. Leading companies in the field of innovation and digital transformation have a greater competitive advantage and can attract a broader range of potential employees and customers (Berman, 2012; Chanias et al., 2019).

WORK-LIFE BALANCE

Work-life balance has gained widespread attention among management professionals and researchers (Nicklin et al., 2019; Kaya and Karatepe, 2020). Over the past five decades, research into the work-life interface has surged due to changing trends in gender roles, careers, families, employment, and professions (Powell et al., 2019). WLB is generally a contested term with different meanings to different people (Lewis and Beauregard, 2018). The concept of a work-life balance was initially conceptualized by Greenhaus and Beutell (1985), as work-family conflict (WFC) and defined as a form of inter-role conflict caused by the conflict between family and work role pressures. The term later evolved into satisfaction at work and home with minimal conflict between roles (Clark, 2000). In various research studies (Gutek et al., 1991; Netemeyer et al., 1996), this term has been used as a means of describing the discord between work and family responsibilities of individuals.

According to Wayne et al. (2017), work-life balance is viewed as the absence of conflict between work and family domains or a low level of negative spillover. As finite resources, time and energy should be managed sparingly while performing multiple roles (Greenhaus & Parasuraman, 1999; O'Driscoll et al., 1992). Greenhaus et al. (2006) state that conflict is interference between roles that occurs when incompatibility in the domains hinders one's effectiveness (also termed work-life interference). According to Grawitch et al. (2010), work-life balance relates to the person's perception of how to allocate his or her resources to cope with stressors and ensure effective delivery of his or her work and non-work roles. The concept of work-life balance has become a dynamic phenomenon, affecting an individual's perception of both work and non-work activities, resulting in a greater ability to grow based on the priorities they currently have for their lives. Many studies (for example, Au et al., 2020; Robertson et al., 2019) confine WLB to a situation in which work and family are not in conflict but work-life balance refers to employees' perceptions of balancing work and personal lives, including sensitivities to social activities and leisure interests (Casper et al., 2018; Chan et al., 2020).

It has become increasingly challenging for individuals to manage their personal and work lives effectively because of rapid changes in the workplace and other socio-cultural and demographic factors (Cegarra-Leiva et al., 2012).

In recent years, employers and employees have become increasingly concerned about their work-life balance. Covid-19 has radically altered the way work was done by infusing digital technology in almost every field of work. Work from home had to be adopted by every organization during corona pandemic, resultantly there is now a very thin line of differentiation between work and personal time which is often difficult to distinguish.

Increasing work and non-work demands negatively affect employee well-being and contribute to occupational burnout (Jones et al., 2019). As more and more organizations and employees are seeking better ways to manage their work-life balance, a growing body of research is examining the tensions between work and other demands of life (Byron 2005; Greenhaus and Powell 2006). According to Russo et al. (2016), WLB has a favorable effect on employees' well-being and upbeat attitudes at work. Furthermore, Jaharuddin & Zainol (2019), demonstrated that WLB is also related to job engagement and turnover intentions.

DIGITAL WORKPLACE AND WORK-LIFE BALANCE

Work digitalization has revolutionized and changed the way work is done, where it is done, and how it is done (Farivar & Richardson, 2021). Companies are undergoing transition due to adoption of digital technology, and as a result, overall work methods are being transformed (Dery, Sebastian & van der Meulen, 2017). The digital revolution has fundamentally changed the working environments, systems, and processes in business operations. Digital tools such as cloud computing, the internet of things, human computers, machine learning, and artificial intelligence have completely transformed the work environment (Kumar & Ramlal, 2022). It has long been recognized that introducing new technologies in the workplace presents a source of uncertainty, concern, and new risks to the workplace (Schabracq and Cooper, 2000). In the digital age, work is not defined by employees' lacation, but by the way employees devote attention to their work. With the advent of digital technology, work is becoming increasingly demanding with changes to nature and patterns of work (Thilagavathy and Geetha, 2020). Sarabani et al. (2020) supported the idea that employees can improve their performance through the use of technology, but at the same time, technology puts a lot of pressure on employees because management expects them to work faster and contribute more to the organization. According to Caruso (2006), working long hours while using computer technology can put individuals at risk in several ways, including sleep deprivation, illness, and sluggish work recovery. A study conducted by White, Behrend & Siderits (2020) revealed that workers experience trouble in adjusting to the rapid changes in technology in terms of task performance. Benamati (2001) and Gallivan (2004) identified the need to study and ascertain the degree of technological anxiety faced by employees in commercial organizations. Digital transformation is being emphasized as a means to change a company's work environment through new ways of working and activity-based working. It enables employees to work with more flexible schedules and locations. It has been recognized that the modern-day work and life are characterized by speed and flexibility, and a greater emphasis on specialization and diversification (Rainie and Wellman, 2012; Spinuzzi, 2015). Flexibility in the workplace has led to more widespread use of desk-sharing or home offices. Studies have proven that the use of technology at the workplace has significantly influences WLB (Edward 1979; Hall and Richter 1988; Hill et al. 1998; Wallace 2004; Nicholas and Guzman 2009). Digital transformation of the workplace facilitates flexible working schedules and home offices which affects work-life balance (De Bruyne and Gerritse, 2018). The additional challenge that has recently arisen regarding WLB is that the boundaries between work and non-work roles are blurring due to advancements in digital technology (Kumar & Janakiram, 2017). There has been an overlapping of domestic and professional domains.

Restrictions put in place globally in response to the COVID-19 pandemic were the reason for the extensive usage of remote working (Ozimek, 2020). This work method has been retained by many organisations since then. The increase in remote working, along with the decrease in social mobility, entails considerable changes in the life styles of many employees. During the coronavirus pandemic, working from home enabled many organizations to remain productive and active but work-life fusion was identified as an important concern in remote working for both male and female employees during the pandemic (Madan and Nandan, 2022). Though working from home proved to be important to ensure the safety of employees during the pandemic (Battur & Hadapad, 2020), there is a lack of uniformity in the literature regarding the outcome of the impact of working from home on work-life balance (Palumbo, 2020). The impact of employees working from home on their work-life balance is a topic of debate among researchers. Studies have contradictory findings with respect to remote working and WLB. Digital workplace implies greater freedom, connectivity, autonomy, accessibility, and flexibility in setting boundaries between personal and professional life. (Vallo Hult et.al, 2021). Chung & Lippe (2020) found that remote working and other flexible working options help in maintaining a healthy work-life balance. Several researchers (Pelta, 2020; Sullivan & Lewis, 2001; Savic, 2020) found that working from home has a positive impact on the work-life balance because it allows employees to spend more time with their friends and family, manage household chores, flexible working schedule, cuts commuting time that can be used for personal activities and these things will help the employees in maintaining the good work-life balance. On the contrary, other studies have found that home-based working may negatively impact work-life balance (Nakrošiene & Butkeviciene, 2016; Grant et al., 2019; Palumbo et al., 2020) and have demonstrated that one of the most important challenges of remote working is maintaining WLB (e.g., Felstead & Henseke, 2017; Palumbo, 2020; Muralidhar et al., 2020). According to Jaiswal & Arun (2020), working from home caused various changes in the job roles of employees, family conflicts, disruptions in work-life balance, a rise in stress levels, and exhaustion. Working remotely can cause work-life balance disturbance by extending actual working hours (Tipping et al., 2012) and overlapping personal and professional roles (Hyman, Baldry, 2011). Workers are unable to disconnect from their gadgets (Murray and Rostis 2007) and this results in bringing work to home and working longer hours to complete supplementary tasks (Duxbury and Higgins, 2012). Chesley (2010) reported that the use of work-extending devices at home has been linked to higher levels of employee stress and discomfort as well as family conflict. Digitalization does not only change the physical structure of workplaces and ways of working but also employee interactions and learning processes. More research needs to be done on digital and remote work in general (Baptista et al. 2020; Saridakis et al. 2020), as well as how digital technology affects workplace learning and competence (Ifenthaler, 2018; Fenwick and Edwards, 2016). Learning new digital technologies is currently a challenge for many organizations that are increasingly using remote work arrangements as a result of the global Covid-19 pandemic. Age of employees has been found to be a determinant of the usage of technology. The younger generation is more comfortable using all remote work tools and technology because they are all familiar with video platforms, social media, texting, and other internet technologies. Studies (de Koning and Gelderblom, 2006; Schleife, 2006) also indicate that younger employees are more willing and qualified to use digital technologies than older employees. Schleife (2006) finds that employees over the age of 55 are significantly less likely to use computers as compared with those in the age group of 25 to 34 years. Borghans and ter Weel (2002) also demonstrated in their study that younger employees are more technologically competent than older employees. Gender has been also found to be a determinant of digital workplace experiences and their impact on work-life balance. women experienced higher levels of stress and suffering than males as a result of regular interaction through work-extending technologies, (Glavin, Schieman, and Reid, 2011).

CONCLUSION

This study provides a systematic review of the existing research related to digitalization and worklife balance. The study examines the changing nature of the workplace, highlights the significance of smart workplace technologies, and identifies key issues related to impact of digital technologies on WLB in the workplace. Digitalization of work is significantly affecting employees' ability to balance their professional and personal lives. The present study reviewed research papers and articles that relate to digital transformation, work-life balance, and the relationship between the two variables. It is reasonable to conclude that certain aspects of digitalization of workplace are beneficial for enhancing performance but at the same time, it has adverse effects too. It can enhance stress and work pressure and hence can adversely affect individuals' ability to manage their personal and professional lives. An interesting finding is that though a large number of studies mention 'digital workplaces' in their titles, abstracts, or conclusions, but only one-third of them emphasize their relevance as a contemporary phenomenon. At the micro level, digital transformation is focused on the individual. As this review confirms, multi-level factors play an important role in the digital transformation of the workplace. We theorize that at the workplace, digital transformation is influenced by an array of factors like developing a digital business strategy, creating innovation areas, network building across company boundaries, applying agile methods and dynamic capabilities, and active and supportive management.

Digital transformation of the workplace has both pros and cons for employees' work-life balance. Digitization allows more flexibility and greater work autonomy which leads to the improved work-life balance of employees which can reduce absenteeism and operational costs for an organization. Studies have also identified several unfavorable aspects of work digitization and work-life balance. Digitalization is leading to blurring boundaries between work and private life, resulting in work-life conflict and increased levels of stress among employees. However, the right to disconnect is an extremely complex and difficult subject to address, both technologically and organizationally. It has been shown in various studies that employees who work from home are more likely to experience distractions while working. There is a generational disparity in the perception of WLB that managers should be concerned about (particularly in firms with age diversity). The generational effect, wherein younger generations are more inclined to accept and use new technology as compared to earlier generations.

IMPLICATIONS AND DIRECTIONS FOR FUTURE RESEARCH

Researchers can gain practical insight from the study's findings. The results described here can prepare organizations for upcoming challenges associated with digital transformation. As a way to cope with future workplace conditions, employees can be taught how to work in a digitally transformed work environment. Organizations need to have a transformation strategy and identified expected outcomes and benefits to successfully transform the workplace into a digital one. According to the study future research should investigate the impact of digital transformation on worker satisfaction within the workplace at the micro level. With the help of the finding of the study, further research can be conducted and other potential impacts can be explored. Therefore, the researchers have proposed future research directions focusing on the relationship between the variables. Future research and practice should focus on gaining a deeper understanding of managing the digital transformation of the workplace and the issues that go along with it. Therefore, future investigations must be willing to take into account a variety of digitalized work-related elements.

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Linking Experiential Marketing and Brand Advocacy

A Conceptual Framework on the Moderating Role of Brand Trust and Brand Engagement

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ABSTRACT

As the level of competition rises, marketers are thinking of fresh and practical strategies to entice customers to make larger purchases. The experiences a consumer has with a product are just as significant to them as the benefits they receive from using it. Experiential marketing is becoming more popular as a strategy for attracting consumers' interest and support. Therefore, when it comes to creating brand advocacy, it is crucial to meet the hedonic motive of the consumer. This paper aims to develop a conceptual framework to ascertain the connection between experiential marketing and brand advocacy through brand engagement and brand trust, as the consumer develops more engagement and trust for the brand through the extraordinary experiences associated with the brand. The experience has value in the eyes of the consumers, who reward it with the price they are willing to pay, and therefore, customers have a strong predisposition to serve as the brands' unpaid sales force.

Keywords: Experiential Marketing, Consumer Behaviour, Brand Engagement, Brand Trust, Brand Advocacy, Conceptual Framework.

INTRODUCTION

Marketing used to be about giving customers the right goods at the appropriate time and location for the right price. Experiential marketing has grown in popularity recently among businesses that want to provide consumers with complete experiences. Creating engaging experiences for customers to interact with a brand is the current focus of marketers all around the world. This can be in the form of gatherings, promotions, pop-up stores, or other experiences that give clients a chance to engage with the brand in a memorable and meaningful way. A customer's encounters with and views of a particular brand are collectively referred to as their brand experience. It covers all facets of a consumer's engagement with a brand, including their physical, emotional, and intellectual exchanges. Brand experience significantly influences a customer's overall perception of a brand.

Marketers must develop a close bond with their customers and set themselves apart from rivals by focusing on experiential marketing factors and developing a consistent and unified brand experience, thereby making consumers feel a sense of loyalty and connection to the brand. Consumers are seen holistically by the experiential marketing perspective as both intellectual and emotional individuals (Grundey, 2008, p. 146). Today's consumers take some characteristics—such as the product's stated benefits, its appearance, and its features—for granted. As a result, marketers have had to adapt and build methods based on an understanding of the consumer experience (Schmitt, 2010). The advent of experiential marketing has given businesses completely new ways to connect with their customers.

Consumer's trust and engagement associated with a brand are important aspects of experiential marketing as they stimulate brand advocacy. This study offers a conceptual model that explains the relationship between experiential marketing and brand advocacy and establishes the groundwork for the theoretical framework of the research on these topics.

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Remainder of the paper is organized as: section 2 presents a detailed literature review. Research gap and conceptual framework discussed in section 3 whereas section 4 concludes the study with implications of the study. Section 5 presents some limitations and future scope of the study followed by relevant references.

LITERATURE REVIEW

As a research strategy, literature reviews provide a substantial contribution to the conceptual, methodological, and theoretical development of many fields. Experiential marketing is becoming more and more popular among practitioners and academics. This study became more knowledgeable about the subject through extensive literature review.

This study pertains to experiential marketing, brand trust, brand engagement and brand advocacy.

Experiential Marketing

Customer interaction with a product or service is made more personal through experiential marketing, which also gives customers a chance to employ their senses. The pursuit of imaginations, emotions, and fun is frequently encouraged among consumers.

People believe that experiences are discrete, non-consumer-managed phenomena that arise in reaction to stimuli and involve the entire human being (Schmitt, 1999).

From the standpoint of the customer, experiences should be enjoyable, interesting, and lasting interactions for people who partake in them (Oh et al., 2007). Businesses' offerings in terms of goods, services, environments, and atmosphere have a significant impact on how experiential value develops (Kınıklı, 2019: 11).

The idea behind experiential marketing is to give a product or service a utilitarian and symbolic value before delivering it to customers. The International Experiential Marketing Association defines experiential marketing as "a tool that allows businesses to communicate with customers through sensory means and enables customers to interact with brands, products, and services" (Herdem, 2019: 5).

Being consistently interested in a product is largely due to experience satisfaction. Consequently, companies work to consistently raise consumer satisfaction levels (Kose & Cizer, 2021: 221). A mindset that used to be traditionally focused on products has changed to one that is now more consumer-focused and cognizant of the experience economy. According to it, consumers are participants in both value definition and value generation (Kose & Cizer, 2021: 220).

Brand Trust

It is the level of a consumer's confidence in a brand and their belief that it will fulfill its promises. When consumers trust a brand, they are more likely to buy from them and tell others about them. People are more likely to believe things they have personally experienced than they are to believe advertisements (Swaminathan et al. year). When a brand is viewed as safe, dependable, and trustworthy by consumers, it exhibits a high level of brand trust. Successful brands help consumers better recognize their offerings and boost product trust (Zhang and Chen, 2020). Customers' confidence in a brand's ability to be dependable and responsible while always acting in their best interests and welfare (Delgado-Ballester, 2001). When a company offers superior items to rivals while considering the demands of clients, the company can be regarded as a reliable one (Borrowing Bainbridge, 1997). Chaudhuri and Holbrook (2001) defined Brand trust as consumers' willingness to place their trust in a company's capacity to deliver on their expectations. Research from Pratiwi, et al., (2021) states that brand experience is transformed into a memory that influences brand trust through the given goods and services. Consumer trust in a brand will rise as a result of positive brand experiences (Megasari, et al., 2015; Yanu, and Candraningrat 2018).

Brand Engagement

Brand engagement is the degree of connection and interaction a customer has with a brand. In order to increase brand engagement, it is crucial for businesses to concentrate on giving consumers great brand experiences.

According to Van Doorn et al. (2010) Customer actions like word-of-mouth and other C2C interactions, like blogging, are examples of consumer engagement behaviours that are brought on by motivational factors between brands and their customers. Customer engagement refers to both the strength of the relationship that consumers have with brands and the value that consumers place on such brands. Consumer engagement refers to a higher degree of understanding between consumers and brands that takes place on a relationship-based level, with brand loyalty emerging as a result of that relationship with the brand (Bowden, 2009).

Brand Advocacy

Brand advocacy is a method of marketing that makes use of the zeal and fidelity of current customers to spread the word about a brand. Brand advocates are typically happy customers who have had a positive experience with the brand and are willing to share that experience with others, whether through word-of-mouth recommendations or social media posts. Some of the brand's experiences are so overwhelmingly favourable to the consumers that they start acting like the unpaid sales representatives for their favoured brands. Consumers who "...select one supplier from among all those they might consider, giving that supplier the highest share of spend possible and formally (without any form of payment) telling others about how great the relationship is and how much value and benefit they derive from it" are considered brand advocates. (Lowenstein, 2011, p. 112).

These customers feel a sense of emotional connection and ownership to the brand. Brand supporters and loyalists would suggest and actively promote the brand through a variety of ways (Rhoden, 2011, pp. 4-5).

RESEARCH GAP AND CONCEPTUAL FRAMEWORK

As shown in the framework, different constructs can influence the consumer's loyalty, and the extraordinary brand advocacy is a holistic result of their engagement and trust for the brand. None of the study was found in the extensive literature review exploring the mediating role of Brand Trust and Brand Engagement in the relationship between brand experience and brand advocacy. Therefore, in view to fulfil this conceptual gap, a conceptual model of the relationship between experiential marketing and brand advocacy as well as the mediating effects of brand trust and brand engagement has been constructed in this study thorough assessment of the literature (Figure 1).

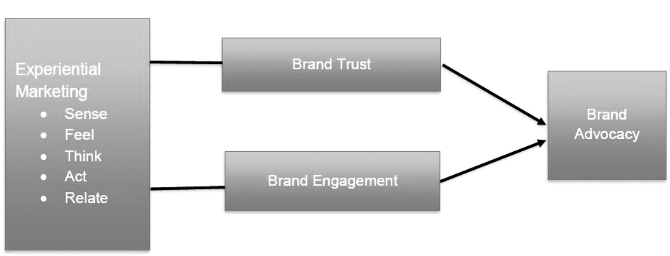

Figure 1

This conceptual model suggests that there is a significant impact of Brand Trust and Brand Engagement on the relationship between Experiential Marketing and Brand Advocacy.

CONCLUSION AND IMPLICATIONS

Every business has its own method of understanding its experiential marketing approach, and brand experiences are very subjective. Experiential marketing is a holistic approach, which takes into account the consumer's experiences before, during, and after the actual purchases. Consumers are more committed to brands when they have positive brand experiences, and as a result, they are more inclined to become brand advocates and recruit other loyal consumers. Concluding this paper, it is important to say that we highlighted some important contributions to the business world, both related to brand experience, brand trust, brand engagement and brand advocacy that ultimately resulted in a conceptual framework for an extraordinary impact of experiential marketing on brand advocacy.

Customers are more likely to view the brand experience favourably and support the brand when they have a high level of brand trust. By offering a memorable and satisfying brand experience that is consistent with the customer's expectations and values, experiential marketing can strengthen this trust.

The relationship between experiential marketing and brand advocacy can therefore be moderated by brand engagement and brand trust. By making it more likely for customers to have a favourable brand experience and support the business, they can improve the impact of experiential marketing on brand advocacy.

This study will help Businesses to create more engaging marketing campaigns and forge deeper connections with customers by researching how experiential marketing affects brand advocacy. Businesses can pinpoint the experiences that boost customer advocacy and brand loyalty. This can assist companies in creating marketing efforts that are more successful and increase their total customer retention rates. By researching the connection between experiential marketing and brand advocacy. Businesses may develop more efficient marketing plans that boost customer engagement, loyalty, brand perception, and ROI.

LIMITATIONS AND FUTURE SCOPE

Research activities are always accompanied by constraints that may cast a shadow over the findings and lessen their applicability and generalizability. This study is not an exception. The following are a few of the biggest obstacles the researcher encountered while doing this study:

1. This research does not involve collecting and analysing data. Therefore, there is a scope of validating the concepts or theories proposed in the study through quantitative analysis.
2. The findings of this conceptual research are only applicable to the context in which they were produced. As a result, it is not possible to generalise the findings to other settings or populations.
3. A more accurate examination of subjects' reactions and a more accurate generalisation of the results may emerge from the incorporation of moderating and control variables in the research model, such as gender and age.
4. Only limited independent variables and limited mediating factors has been explored in this study. Therefore, there is scope of adding more factors and variables for future study.

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Determining Key Factors for Improving Service Quality of Restaurants
A Segment Wise Analysis

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ABSTRACT

Services are economic activities that are intangible, cannot be stored and are consumed at the point of sale. So, service organizations need to be customer focused and should work on performance enhancement. For this the organizations need to properly understand the customer expectations, identify the gaps in service quality and then work on improving them.

In this paper, the results of a survey assessing the service quality of restaurants in Gurugram are presented. Five dimensions of SERVQUAL model namely; tangibles, reliability, responsiveness, assurance and empathy have been used to measure the quality of service. The study has been conducted using a sample of 120 respondents and they have been further categorized based on three demographic factors (gender, age & income). ANOVA test was conducted to determine whether there is any significant difference in mean expectations and perception of respondents belonging to different segments.

The results of the study indicate that as per customers' perception the quality of service in restaurants of Gurugram is not good. The findings suggest that restaurants need to understand the needs of different segments of customers and accordingly provide the services. This would lead to better customer satisfaction and hence would improve the performance of the organizations.

Keywords: Service Quality, Demographic Factors, SERVQUAL, ANOVA Test

INTRODUCTION

An understating of the market in which organizations work is necessary to develop effective competitive strategy. This becomes even more important in the case of services because the result of the service typically manifests itself in an intangible form and it is consumers' attitude that determines the quality level. Hence it becomes necessary for the service organizations to understand the needs of their customers as well as identify customer perception regarding the service provided by them. Also, different segments of the market evaluate the quality of a particular service differently.

The present study thus has endeavored to identify customer expectations and perception related to service quality of restaurants in Gurugram. To get better insight into various dimensions of service quality, the impact of demographic factors (gender, age & income) on customer expectations & perception has been studied. Customers' expectations & perception has been measured using a five-dimensional framework for evaluating service quality (SERVQUAL) developed by Parasuraman, Zeithaml and Berry in 1988. The five dimensions identified to measure service quality are tangibles, reliability, responsiveness, assurance, and empathy. These five dimensions are composed of 21 service attributes which are used to measure the gaps between customer perceptions and expectations.

LITERATURE REVIEW

Soriano (2002) examined the impact of four attributes namely; quality of food, quality of service, cost/value of meal and place on customers' decisions to revisit the restaurant for another meal. The data was collected from 3,872 customers using a ten-item questionnaire. The results revealed that quality of food is the most important factor followed by quality of service, cost/value of meals and the place to return to a restaurant.

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Seth, Deshmukh & Vrat (2005) through their study tried to appraise various service quality models to highlight the areas for further research. The results of the study indicated that the service quality measurement is affected by various factors like type of service setting, situation, time, need etc. Further, the expectations of a customer towards a particular service also change with time, increase in the number of encounters with a particular service, competitive environment, etc. Hence there is a continuous need to change the existing concepts of service quality.

Abdullah and Rozario (2009) tried to identify factors that affect customer satisfaction. Efforts were made to study the relationship of ambience, food quality and service quality with customer satisfaction. The analysis conducted to test relationships revealed that all three attributes had a significant relationship with customer satisfaction.

Blesic et al. (2011) conducted a study in three-star hotels located in the most visited spa centers in Serbia. The study aimed to identify the attributes that were considered important by guests while choosing a hotel. In addition, guests' perception regarding the actual performance of hotels during their stay was also examined. The results of the research showed that guests were not generally satisfied with the hotel services. Further, ANOVA test was conducted to know the difference in opinion of respondents belonging to various age groups. The ANOVA results for the scale of expectations showed that there is statistically significant difference in expectations of respondents for empathy, tangibility, recreation facilities and reliability. For the scale of perception, the results indicated that there is significant difference between age groups for all factors.

Otaibi & Yasmeen (2014) provided an overview of perceived service quality and customer satisfaction which affect Saudi customer loyalty. It also presents a review of previous studies which investigate the relationships among said three variables. The study highlights that there is no consensus among researchers on the nature of the links between these variables particularly on the causal ordering of service quality and customer satisfaction. Hence the study proposes further investigation related to the topic.

Kanta & Srivalli (2014) considered a sample of 284 customers to investigate the relationships of service quality, customer satisfaction, and frequency of patronage. The results supported the significant links between service quality and customer satisfaction, service quality and repeat patronage.

Santosh (2018) evaluated the service quality of restaurants in Bilaspur city using SERVQUAL scale. The study revealed that only services with respect to willingness to help customers and prompt services (Responsiveness) exceeds the expectation of customers' and gaps were identified in all other service dimensions.

Bichler et al. (2021) worked on evaluating the relationship between staff-related service dimensions, atmosphere, food quality and revisit in a full-service setting. The findings of this study confirm the direct effects of the service quality dimensions reliability, attentiveness, and atmosphere on revisit intention.

Adriatico et al. (2022) undertook the study to evaluate the levels of service quality and clients' satisfaction on the services offered by two leading fast-casual dining restaurants in the province of Nueva Vizcaya, Philippines. The study was conducted among the 395 randomly selected customers and the results revealed that the fast-casual dining restaurants had lived up to the expectation of their customers. Further, the study disclosed that the physical design and appearance of the restaurants, the price of the product, and the responsiveness of the workforce are the strong determinants of the gratification of the customers.

RESEARCH METHODOLOGY

The study relates to evaluating the service quality of restaurants in Gurugram and the main aim of the paper is to identify the impact of demographic factors (gender, age, occupation & income) on the expectations & perception of respondents regarding the various dimensions of service quality namely; tangibles, reliability, responsiveness, assurance & empathy.

Sample Size

The study opted for descriptive research design for which a sample of 120 respondents of Gurugram has been considered. A structured questionnaire consisting of questions related to the above-mentioned five aspects of service quality was prepared and the respondents were asked to rate their response on a seven-point Likert scale. The respondents were chosen as per the convenience and then they were categorized into various user groups and the mean values of expectations & perception were calculated.

Data Type

The research was conducted using both primary and secondary data. The study used mostly primary data; however, secondary data was to get an insight of service quality in the restaurants, to gather background information and to identify the information that should be collected to adequately answer the research questions.

Data Analysis Technique

To evaluate the differences in means between customer expectations and perception, t-test has been used. Then ANOVA test has been employed to examine whether there is any significant difference between the mean of independent groups. In the present study, the groups have been divided based on gender, age and income. If the ANOVA test reveals statistically significant values, then to determine between which groups the difference lies, Scheffe's post hoc test has been used.

RESEARCH HYPOTHESES

Following three hypotheses were framed for the study:

H_1: There is significant difference in the mean expectation and perception of males & females regarding the various dimensions of service quality.

H_2: There is significant difference in the mean expectation and perception of respondents belonging to different age groups regarding the various dimensions of service quality.

H_3: Income of the respondent has significant influence on their mean expectation and perception for the various dimensions of service quality.

LIMITATIONS OF THE STUDY

The result of the study may have been affected by the following possible limitations.

1. The sample size for the study is 120. It might have limited confidence in the results and might limit generalizations to other situations. A larger sample size may provide more reliable results.
2. Secondly the study is restricted to customers in Gurugram region. The behavior of customers might be different in different areas.
3. The third limitation is that the study relied on convenience sampling for selecting the respondents. This may produce biasness in the results because only the willing customers filled in the questionnaires.

DATA ANALYSIS AND INTERPRETATION

T-test Results

To compare customers' perceptions with their expectations and then identify discrepancies, an independent sample t-test was conducted. The t-test is the most used method to evaluate the differences in means between two groups. The results are displayed in below Table 1.

Based on the findings of Table 1, it can be said that the overall expectation of customers for all the five dimensions is higher than their perception, leading to negative gap scores.

Overall, the customers rated assurance (6.221) as the most important dimension while least importance was attached to tangibles (5.917). According to the customers, the restaurants did not meet their expectations for all the five dimensions with the perception mean ranging from 4.344 to 4.454.

The gap score is maximum for assurance (–1.877) followed by reliability (–1.732); while tangibles (–1.521) had the least Gap score.

Furthermore, the results of t-test reveal that the difference between the mean scores of perceptions and expectation are statistically significant (sig. 0.000) for all the five service quality dimensions. This confirms that restaurants in Gurugram are not meeting their customers' expectations in relation to all the five service quality dimensions. The results are particularly disturbing because there is a statistically significant difference in customers' expectations and their

Table 1: Summary of T-test Results

Dimension	*Expectation Mean*	*Perception Mean*	*Difference of Mean (GAP)*	*T–test Significance*
Tangibles	5.917	4.396	–1.521	0.000
Reliability	6.110	4.378	–1.732	0.000
Responsiveness	6.144	4.454	–1.690	0.000
Assurance	6.221	4.344	–1.877	0.000
Empathy	6.082	4.395	–1.687	0.000

perception and hence the restaurants need to work a lot to improve their service quality.

ANOVA Test Results

Further a segment-wise analysis would help us in getting a better understanding of how demographic factors impact the expectation and perception for these service quality factors.

To identify whether there is any statistically significant difference in the mean expectations and perception of males and females regarding the service quality of restaurants in Gurugram, ANOVA analysis was conducted for the dependent variables (issues of expectations and perceptions) and independent variable (gender of respondents) and the results of the same are presented in Tables 2 and 3. It can be seen from Table 2 that there is no statistically significant difference in the expectations of males & females for the service quality of restaurants in Gurugram (as all the significance values are greater than 0.05).

Table 2: Analysis of Variance (ANOVA) According to the Gender of Respondents for the Domain of Expectations

Factors	*Mean Expectation*		*F-value*	*Sig.*
	Female	*Male*		
Tangibles	5.77	6.03	2.181	.142
Reliability	6.08	6.14	.160	.690
Responsiveness	6.07	6.2	.847	.359
Assurance	6.19	6.24	.162	.688
Empathy	6.06	6.1	.081	.776

Table 3: Analysis of Variance (ANOVA) According to the Gender of Respondents for the Domain of Perceptions

Factors	*Mean Perception*		*F-value*	*Sig.*
	Female	*Male*		
Tangibles	4.69	4.17	8.401	.004
Reliability	4.76	4.09	14.964	.000
Responsiveness	4.9	4.11	22.674	.000
Assurance	4.79	4	17.979	.000
Empathy	4.93	3.98	30.949	.000

Statistically significant values of F in Table 3 indicate that there is difference in the mean perception of males and females regarding the service quality of restaurants in Gurugram for all the five dimensions. The result shows that females give statistically higher grades to the service quality of restaurants than males for all the dimensions.

Table 4: Analysis of Variance (ANOVA) According to the Age Structure of Respondents for the Domain of Expectations

Factors	*Mean Expectation*				*F-value*	*Sig.*
	Age Group 21–30	*Age Group 31–40*	*Age Group 41–50*	*Age Group Above 50*		
Tangibles	6.15	5.78	5.56	5.19	4.751	.004
Reliability	6.17	6.15	5.85	5.85	.938	.425
Responsiveness	6.26	6.12	5.6	5.92	2.470	.065
Assurance	6.34	6.14	5.88	6	2.030	.113
Empathy	6.15	6.09	5.78	5.88	1.212	.309

The study divided the respondents into four age groups namely; 21–30, 31–40, 41–50 and above 50. Results of ANOVA for the scale of expectations for different age groups presented in Table 5 indicate that there is statistically significant difference in expectations of respondents belonging to different age groups only for tangibles dimension. For the remaining four dimensions, the difference is not statistically significant at 5% level.

Table 5: Scheffe Post Hoc Results for Expectation of Tangibles and Different Age Groups

(I) Age	*(J) Age*	*Mean Difference (I – J)*	*Std. Error*	*Sig.*	*95% Confidence Interval*	
					Lower Bound	*Upper Bound*
1.00	2.00	.3619	.20287	.369	–.2136	.9375
	3.00	.5839	.34284	.411	–.3887	1.5566
	4.00	.9541*	.27743	.010	.1670	1.7412
2.00	1.00	–.3619	.20287	.369	–.9375	.2136
	3.00	.2220	.36686	.947	–.8188	1.2627
	4.00	.5922	.30662	.297	–.2777	1.4620
3.00	1.00	–.5839	.34284	.411	–1.5566	.3887
	2.00	–.2220	.36686	.947	–1.2627	.8188
	4.00	.3702	.41279	.848	–.8009	1.5413
4.00	1.00	–.9541*	.27743	.010	–1.7412	–.1670
	2.00	–.5922	.30662	.297	–1.4620	.2777
	3.00	–.3702	.41279	.848	–1.5413	.8009

In order to determine that between which groups of respondents there is statistically significant difference; Scheffe's post hoc test is applied. The results for expectation regarding tangibles and different age groups presented in Table 5 reveal that there is significant difference in expectations for tangibles dimension between respondents belonging to age group 21–30 and those above 50. Younger respondents expect more (mean = 6.15) than the ones who are more than 50 years old (mean = 5.19).

Table 6: Analysis of Variance (ANOVA) According to the Age Structure of Respondents for the Domain of Perceptions

Factors	*Mean Perception*				*F-value*	*Sig.*
	Age Group 21–30	*Age Group 31–40*	*Age Group 41–50*	*Age Group Above 50*		
Tangibles	4.42	4.22	4.25	4.77	1.000	.396
Reliability	4.33	4.24	4.63	4.77	1.068	.366
Responsiveness	4.44	4.36	4.56	4.7	.373	.772
Assurance	4.35	4.15	4.81	4.46	.884	.452
Empathy	4.25	4.51	4.73	4.74	1.354	.260

Table 6 highlights that that there is no statistically significant difference in the perception of respondents belonging to different age groups regarding the service quality of restaurants in Gurugram (Sig. > .05 for all the factors).

Table 7: Analysis of Variance (ANOVA) According to the Income of Respondents for the Domain of Expectations

Factors	*Mean Expectation*				*F-value*	*Sig.*
	Nil	*Up to 35000*	*35001–70000*	*Above 70000*		
Tangibles	5.79	5.91	6.06	5.97	.578	.631
Reliability	5.89	6	6.38	6.21	3.160	.027
Responsiveness	6.02	5.91	6.32	6.22	1.574	.200
Assurance	6.19	5.97	6.39	6.09	1.465	.228
Empathy	6.06	6	6.19	5.98	.541	.655

Further the respondents were categorized according to their monthly income. As per this categorization, the expectation of respondents differed regarding the reliability dimensions of service quality (Table 7).

To identify that among the various categories, the opinion of which user groups differed, scheffe's post hoc test was conducted the results of which are presented in Table 8. The results reveal that the respondents having no income and those having income between Rs. 35001 and 70000 have statistically different expectations regarding the reliability of services in restaurants. The expectation of respondents having no income is less (mean = 5.89) as compared to those having income between Rs. 35001 and 70000 (mean = 6.38).

The perception of respondents having varied income differed for tangibles aspect of service quality (Table 9). Scheffe post hoc result shown in Table 10 indicates that the perception of respondents having income up to Rs. 35000 significantly differed from the remaining three groups. The respondents having income up to

Table 8: Scheffe Post Hoc Results for Expectation of Reliability and Income

(I) Income	*(J) Income*	*Mean Difference (I–J)*	*Std. Error*	*Sig.*	*95% Confidence Interval*	
					Lower Bound	*Upper Bound*
1.00	2.00	–.1115	.29225	.986	–.9407	.7176
	3.00	–.4905*	.16423	.035	–.9564	-.0246
	4.00	–.3206	.19572	.446	–.8759	.2346
2.00	1.00	.1115	.29225	.986	–.7176	.9407
	3.00	–.3789	.29935	.660	–1.2282	.4703
	4.00	–.2091	.31771	.933	–1.1104	.6923
3.00	1.00	.4905*	.16423	.035	.0246	.9564
	2.00	.3789	.29935	.660	–.4703	1.2282
	4.00	.1699	.20616	.878	–.4150	.7547
4.00	1.00	.3206	.19572	.446	–.2346	.8759
	2.00	.2091	.31771	.933	–.6923	1.1104
	3.00	–.1699	.20616	.878	–.7547	.4150

Table 9: Analysis of Variance (ANOVA) According to the Income of Respondents for the Domain of Perceptions

Factors	*Mean Perception*				*F-value*	*Sig.*
	Nil	*Up to 35000*	*35001–70000*	*Above 70000*		
Tangibles	4.28	5.47	4.41	4.25	3.732	.013
Reliability	4.13	5	4.58	4.39	2.826	.052
Responsiveness	4.26	4.91	4.66	4.39	1.824	.147
Assurance	4.15	4.75	4.54	4.31	1.365	.257
Empathy	4.13	4.9	4.64	4.42	2.533	.060

Table 10: Scheffe Post Hoc Results for Perception of Tangibles and Income

(I) Income	*(J) Income*	*Mean Difference (I – J)*	*Std. Error*	*Sig.*	*95% Confidence Interval*	
					Lower Bound	*Upper Bound*
1.00	2.00	–1.1851*	.36494	.017	–2.2204	–.1498
	3.00	–.1242	.20508	.947	–.7060	.4576
	4.00	.0337	.24439	.999	–.6597	.7270
2.00	1.00	1.1851*	.36494	.017	.1498	2.2204
	3.00	1.0609*	.37379	.050	.0004	2.1213
	4.00	1.2187*	.39673	.028	.0932	2.3443
3.00	1.00	.1242	.20508	.947	–.4576	.7060
	2.00	–1.0609*	.37379	.050	–2.1213	–.0004
	4.00	.1579	.25743	.945	–.5724	.8882
4.00	1.00	–.0337	.24439	.999	–.7270	.6597
	2.00	–1.2187*	.39673	.028	–2.3443	–.0932
	3.00	–.1579	.25743	.945	–.8882	.5724

Rs. 35000 rate the tangibles aspect of service quality higher as compared to the other groups.

CONCLUSION REGARDING THE PROPOSED HYPOTHESES

H_1: There is significant difference in the mean expectation and perception of males & females regarding the various dimensions of service quality.

The ANOVA results reveal that the difference in mean expectation of males & females is not significant while difference in their perception is significant. Hence for expectation parameter the research hypothesis is **rejected** while for perception parameter the hypothesis is **accepted**.

H_2: There is significant difference in the mean expectation and perception of respondents belonging to different age groups regarding the various dimensions of service quality.

For the expectation parameter the results reveal that the difference is significant only for the tangibles dimension. So, the research hypothesis **accepted for tangibles dimension** and rejected for the other four dimensions.

For the perception parameter the difference is not significant for all the factors, hence the research hypothesis is **rejected**.

H_3: Income of the respondent has significant influence on their mean expectation and perception for the various dimensions of service quality.

For expectation parameter, the research hypothesis **accepted for reliability dimension** and rejected for the other four dimensions.

For perception parameter, the hypothesis **accepted for tangibles dimension** and rejected for the other four dimensions.

CONCLUSION

The study has been conducted to know the expectations and perception of customers belonging to different market segments regarding the service quality of restaurants in Gurugram. The results reveal that males give lower rating to the service quality of restaurants as compared to females. The study also concludes that the age of the respondents does not significantly impact their perception regarding service quality. ANOVA test has also been conducted by dividing the respondents according to their income and the results indicate that for a few dimensions of service quality the opinion of respondents differs. Overall, the study concludes that the service quality of restaurants in Gurugram is low.

There is a need for the implementation of new strategies, redesigning & redefining of the restaurants to cater to the requirements of different segments. The results obtained through the study would be useful to managers of restaurants in creating market segments. Further, realization of needs and demands of different segments of customers would help the restaurants in providing better service. It would help in satisfying customers so that they would wish to repeatedly come to the restaurant.

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The Impact of COVID-19 Pandemic on Different Sectors of the Indian Economy

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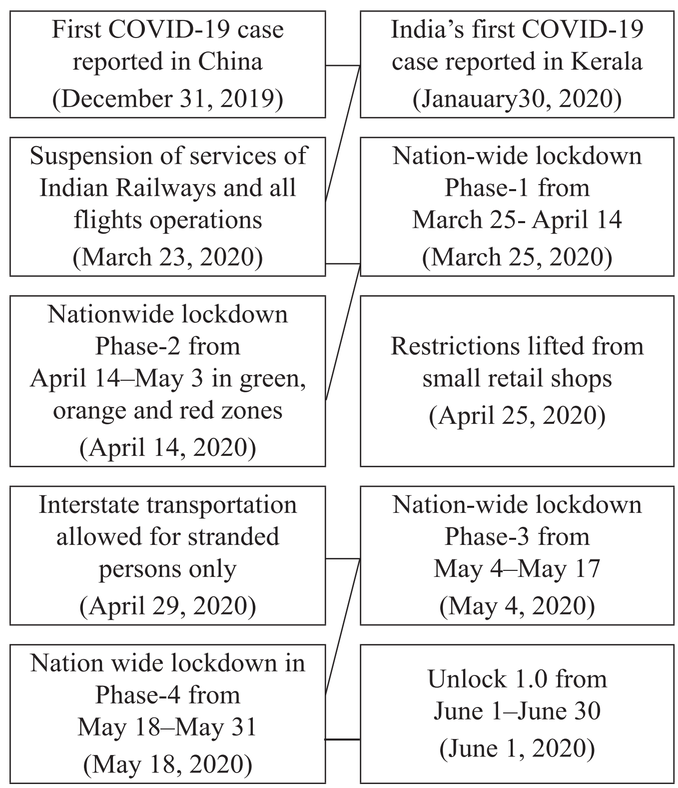
ABSTRACT

The lockdown imposed due to outbreak of COVID-19 in India put the economy to a halt and restricted breadwinners to stay indoors. The country which was buzzing with activities fell silent all of a sudden. During lockdown all commercial activities, transport and industries were suspended except essential services. It had a multisectoral impact on the economy. This paper is focused on assessing the impact on GDP growth rate, unemployment rate, agriculture, etc. The study also focuses on the reverse migration that took place amid lockdown from urban areas to rural areas and on the plight of the migrants had to face to reach to safety despite of financial issue and transport restrictions. On one hand, the pandemic led to economic downfall but on the other hand it proved as boon for the environment for its revival by reducing environment pollution significantly. Along with it, this paper aims at reviewing the policy measures undertook by government in response during and post pandemic.

Keywords: COVID, Agriculture, Migration, Unemployment, Environment

INTRODUCTION

COVID-19 is undeniably the most severe public health emergency that the world faced has faced till today. It was declared public health emergency of international concern posing high risk to the countries having weak or vulnerable health systems on 30th Jan in 2020 and a pandemic on 11th March in 2020 by WHO (World Health Organization). Covid-19 as a new strain of coronavirus emerged from Wuhan city of China. In India, first case of COVID-19 was reported in Kerala on 27th January, 2020 (Andrews et al., 2020). According to Government of India, there have been a total of 40398743 confirmed cases reported and death count has reached to 524024 as on 7th May, 2022. People lost their lives mainly in the states of Maharashtra and Delhi (Ministry of Health and Family Welfare, GOI). In response to the spread of the virus, many governments announced lockdowns. In India, a one day "Janta Curfew" was imposed on 22nd March, 2022 and later on a complete lockdown of 21 days and 19 days was declared to combat the spread of coronavirus.



Source: Ministry of Home Affairs, Govt. of India

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This diagram illustrates the timeline of COVID-19 in India till 4th Phase of nation-wide lockdown. After this during the second wave and third wave of COVID, only inter-intra state restrictions were imposed depending upon the spread and severity of virus in different states and cities.

Many economists called it as black swan along with an economic and humanitarian crisis. It was predicted that impact of covid will be more dangerous and prolonged for the emerging and developing countries who have fragile healthcare systems (Global Economic Prospects, World Bank, 2020). The spread of COVID in India pushed it into a state of lingering uncertainity (WHO, 2020). Due to unprecedent impact on Indian economy, former RBI Governor – Raghuram Rajan, gave a hard-hitting statement that "This is the greatest emergency for the Indian economy since independence".

Our nation was already facing a downturn in the economy and major economic issues like sluggish GDP, high unemployment rate, downfall in consumption expenditure, reduced output of core industrial sectors, etc. (Dev & Sengupta, 2020). It can be attributed to the implementation of demonetisation and good services tax (Kapur, 2020).

It also created anxiety and fear in the minds of the people due to novelty of the virus and the amount of uncertainity it brought with it (Mishra and Sayeed, 2020). Pandemic affected people not only physically but also economically, socially, politically and psychologically. The impact of pandemic can be ascertained by this fact that it undeniably changed the way of how people think, interact and work (Aragona et al., 2020). People adopted new practices like home quarantines, social distancing, face masks, sanitisation, avoidance of public gathering etc to mitigate the spread of virus (Rolland, 2020). The daily earners were worst hit by the lockdown imposed (Ram, 2020).

This paper aims to study the impact of COVID-19 on the Indian economy by analysing the trends of major economic indicators. Along with economy, this paper also talks about the impact on environment. Focus is also directed on policy measures adopted by Government of India during COVID crisis and after unlock in the country.

IMPACT ON AGRICULTURE

Inter or intra state restrictions imposed during lockdown disrupted the supply chain and hampered the smooth flow of agricultural inputs and outputs which resulted in hike of food prices (Kalsi et al., 2020, Barrett, 2020; Carberry and Padhee, 2020). The town and villages saw higher rise in prices than cities (Cariappa et al., 2020a; Narayanan and Saha, 2020). It was found in a survey that due to increased prices; 32% young workers reduced their food intake (Imbert, 2020). 32% households in Uttar Pradesh and 48% in Bihar felt shortage of food items amid lockdown.

According to a survey conducted by NABARD in 2020 to assess the impact of COVID- 19 on agriculture, it was found out that the production of 47% districts was severely affected. Availability of various agricultural inputs like seeds, fertilisers, pesticides, fodder etc. declined 9 - 11% and prices of inputs increased 9 -12 % due to restrictions on mobility and closure of markets. In contrast to the others, the production of states like Telangana, Punjab, Rajasthan and Gujarat increased by 23%, 5%, 4.4% and 6.7% respectively (NABARD, 2020). This can be attributed to the fact that by the time corona paved its way to India, the harvesting of rabi crops was almost already done. But farmers had to store their harvest instead of selling due to closure of markets (Ceballos et al., 2020).

The absence of agricultural activities in the fields amid lockdown not only affected the current crop but also affected pre and post harvesting activities.

As far as agricultural production is concerned, its share in GDP in 2020-2021 reached 19.9% for the first time in a period of 17 years whereas it was 17.8% in 2019-2020 (Economic survey 2020-2021). The total food grain production was recorded at 308.65 million tonnes which was 11.15 million tonnes higher than 2019-2020 (Economic Survey, 2020-2021). Agricultural sector proved to be resilient to economic shock by covid and registered a growth of 3.6% in 2020-2021whereas almost all other sectors reported negative growth (Economic survey 2020-2021).

IMPACT ON MIGRATION

The migrants were severely affected by the economic fallout that country faced due to lockdown (Nanda, 2020). COVID aggravated the existing severities for the migrants (Choudhari, 2020).

After partition in 1947, migration during COVID-19 crisis was the second biggest human displacement experienced. However, the flow of migration was opposite of the usual trend. Pandemic compelled reverse migration from 'destination to source' or 'urban areas to rural areas' (Dandekar and Ghai, 2020). Reverse migration means movement of people from urban areas to their local areas from which they moved to earn bread for the family (International Migration Organisation, 2011). The report of World Bank revealed that COVID-19 impacted about 40 million migrants and 50k–60k migrants shifted from urban areas to rural areas (Singh, G.P. 2021). Approximately 5.7 million people were repatriated via Shramik trains. It has been reported that one in four migrants travelled back to their home on foot indicating arduous and painful journeys completed by migrants to reach their homeland (Gaon Connection 2020). The extent of migration seen during lockdown was so vast that the government was rendered unable to match the crisis (Mukhra, Krishan and Kanchan, 2020).

IMPACT ON UNEMPLOYMENT RATE

Table 1: Unemployment Rate (2016–21)

Year	*Unemployment Rate*
2021	7.97
2020	7.11
2019	5.27
2018	5.33
2017	5.41
2016	5.51

Source: CMIE report on unemployment, Dec. 2020–2021

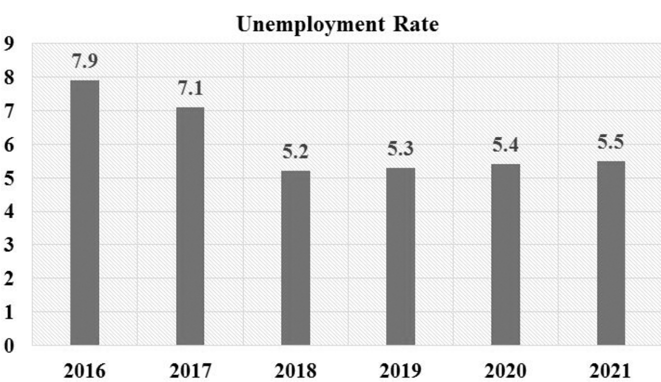

Figure 1: Unemployment Trend from 2016–2021

The above bar graph depicts the trend of unemployment rate from the year 2016–2021. From 2016 the unemployment rate was showing a declining trend but then due to outbreak of COVID-19 and other factors, it rose up to 5.4%% in 2020 and 5.5% in 2021.

A report by Centre for monitoring Indian Economy released in December, 2021 indicated that the unemployment rate was highest in Haryana, Rajasthan, Jharkhand, Bihar and Jammu Kashmir and lowest in Karnataka, Chhattisgarh, Gujarat and Odisha. It also reported that the increase in unemployment rate was more in urban areas than rural areas as in urban areas unemployment rate increased by 1.09% and in rural areas it increased by 0.84%.

CMIE 2022 reveals that overall unemployment rate in February was 8.10 % and decline to 7.6% in March and 7.5% in April. A total of 53 million people has been reported unemployed by CMIE, December 2021.

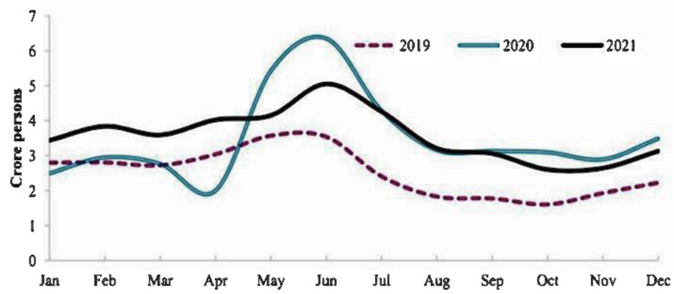

Figure 2: Persons Demanded Work under MGNREGA (in crores)

Source: MGNREGA portal, D/o Rural Development

As reported by National Economic Survey conducted in 2021-2022, the demand of rural workers under MGNERGA scheme is on increasing trend since the spread of COVID-19 in India but it stabilised after the second wave of COVID.

IMPACT ON GDP

Many institutions and agencies forecasted GDP growth rate but later on rectified their forecasting by considering the impending impact of third COVID wave and Russia-Ukraine crisis. **ICRA** forecasted GDP growth rate for year 2022-23 at 8% initially but lowered it to 7.2% due to rising fuel prices and fresh lockdown imposed in some parts of China. In same manner, **Indian ratings and research** predicted GDP growth rate at 7.6% and later slashed this prediction to 7-7.2% in view of global geo-political situation as a result of conflict between Russia and Ukraine. As per **Indian economic survey (2020-2021)**, it is forecasted that GDP growth rate in 2022-2023 will be 8-8.5%. The results of economic survey indicated that India is in a good position in comparison to previous year due to vaccination programme's wide scale coverage. **Asian Development Bank** in ADO 2022(Asian Development Outlook) predicted the India will have GDP growth rate of 7.5% in this year and 8% in 2023. Monetary policy committee of **RBI** projected that India's GDP growth rate in 2022-2023 will be 7.8%. But later on, in a statement released by Governer of RBI, the estimation was lowered to 7.2%.

RBI also released quarterly prediction which was 16.2%, 6.2%, 4.1% and 4% in Q1, Q2, Q3 and Q4 respectively.

Then international organisation like **World Bank** forecasted GDP growth rate at 8% after citing bottlenecks in supply chain amid Russia and Ukraine crisis. In Global economic outlook -2022, **IMF** released its statement stating that India will have 9% growth in GDP in comparison to earlier forecast of 9.5% due to emergence of third wave of COVID.

GDP growth rate in India has been forecasted by various organisations, financial institutions, credit rating agencies, etc. Below mentioned table and line chart depicts the summary of forecasting done by these authorities for the year 2021-2022 and 2022-2023

Table 2: GDP Forecast for 2 Years, i.e. 2021–2023

S. No.	*Forecasting Authority*	*Forecast 2021–2022 (%)*	*Forecast 2022–2023 (%)*
1	CRISIL (Credit rating information services of India Limited)	9.5	7.8
2	ICRA (Investment information and credit rating agency)	8.5	7.2
3	India ratings (subsidiary of fitch group company)	8.6	7–7.2
4	Fitch	8.7	8.5
5	World Bank	8.3	8
6	IMF	9	7.1
7	RBI	9.2	7.2
8	ADB (Asian development bank)	8.9	7.5

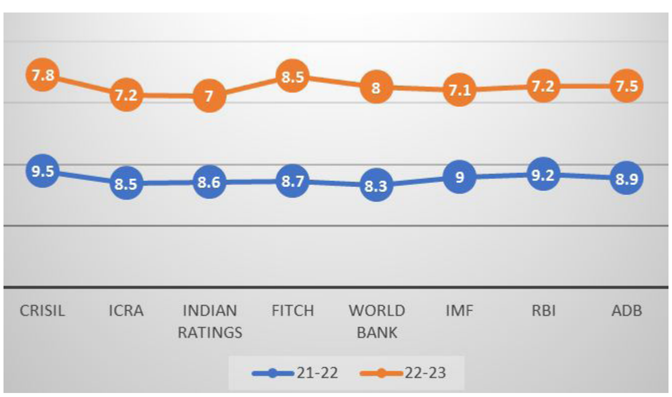

Figure 3: GDP Forecast Rate for the Year 2021–2022 and 2022–2023

GDP' growth rate in India has been forecasted by various organisations, financial institutions, credit rating agencies, etc. Table 2 and Figure 3 depicts the summary of forecasting done by these authorities for the year 2021–2022 and 2022–2023. From the chart, it can be deciphered that forecast rates have been lower in the year 2022–2023 on comparing to forecasting done in 2021–2022. Almost all agencies, institutions and organisations have attributed this to the emergence of third wave of COVID and Russia– Ukraine crisis.

IMPACT ON ENVIRONMENT

With all negative impacts on different sectors, COVID-19 had some positive impact also. With the spread of virus, people were cursed and environment was blessed. Prof. B.D. Tripathi, Chairman of Mahamana Malaviya Research Centre for Ganga announced lockdown imposed to contain the spread of virus proved as a boon for river Ganga. Within just 34–35 days, the level of pollution in river decreased significantly. The self-cleansing property of river Ganga improved during lockdown and as a result of which water quality was enhanced by 40-50% (*Hindustan Times*, 2020a). Not only river Ganga but river Kaveri and its tributaries like Kabibi, Himavati, Shimsha and Lakshamanathirtha is also back to what it used to be before decades (Karnataka Pollution Control Board). In same manner, Sutlej River in Punjab which is flooded with effluents from 2423 industrial units revived during lockdown (Hindustan Times, 2020).

In a report published by Central Pollution Control Board on National Air Quality Index, it was suggested that the air pollution in India has reduced significantly due to lockdown imposed in the country. This can be supported by the report release by IQAIR, a Swiss group which take concentration of PM 2.5 as the base for measuring air quality levels. As per report, PM2.5 consists of fine aerosol particles of 2.5 microns which is accepted as the most harmful pollutant due to its severe impact on environment. In the report, Delhi, Kolkata, Mumbai, Hyderabad, Bengaluru and Chennai were reported as most polluted capital cities of India which is why we have presented visual representation of the trend of pollution level in these 6 capital cities.

Figure 4 illustrates different levels of Air quality over the period of 5 years from 2017 to 2021 for 6 megacities of India. IQAIR'S World Air Quality Report (2021) revealed that Delhi is the most polluted capital city

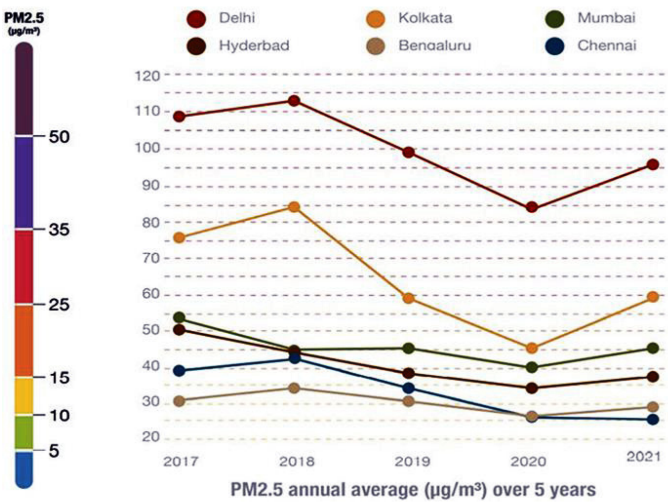

Figure 4

Source: IQAIR'S World Air Quality Report 2021

not only in India but all over the world also for the 4th consecutive year and followed by Kolkata, Mumbai, Hyderabad, Chennai and Bengaluru. The overall trend of the report shows that the level of PM2.5 (Particulate matter) which is a major pollutant was on increasing trend from the year 2017 to 2018 and followed a declining trend from the year 2018 to 2020. But as soon as government introduced unlock in 2020, except Chennai, the pollution level in all capital started rising again with even more intensity.

REVIEW OF POLICIES

Agriculture

Further, during COVID-19 pandemic, the agriculture sector functioned smoothly. All necessary measures were taken to ensure smooth operation of agriculture related activities. Many schemes/programmes were also launched to assist the farmers of the country during the lockdown period, such as:

1. From 24.03.2020 to 02.02.2021, funds amounting to Rs. 62,301.22 crore have been transferred to the Bank Accounts of PM-KISAN beneficiaries.
2. Kisan Rails were operated for the first time from July, 2020 to facilitate movement of perishable Agri-Horticulture commodities.
3. Central Sector Scheme of financing facility under Agri Infrastructure Fund. This scheme is operational from the year 2020–21 to 2029–30. The aim is creation of infrastructure at the farm gate.
4. The National Bee and Honey Mission (NBHM) – Rs. 500 crore from 2020–2021 to 2022–2023 is allocated for the sector
5. Concessional credit boost to 2.5 crore farmers through Kisan Credit Card. So far 174.96 lakh Kisan Credit Cards have been issued as part of the KCC saturation drive since February 2020 to 03.02.2021.
6. Under Pradhan Mantri Fasal Bima Yojana (PMFBY), total claims of Rs. 30802.02 crore have been settled for 256.29 lakh farmers during the COVID-19 pandemic from March 2020 to January 2021.

Migrant Workers

Migrant workers have been heavily impacted by the shutdown and will continue to be so in the coming months. They have been through a lot. However, during Covid–19 pandemic period since March, 2020, Union Government has taken several additional measures for the benefits of workers, such as; creation of 39.51 lakh new job opportunities by crediting Rs.2583 crores in EPF accounts under Atmanirbhar Bharat Rozgar Yojana (ABRY), benefits of Rs.2567 crores to retain 38.91 lakh low wage employees under Pradhan Mantri Garib Kalyan Yojana (PMGKY), financial assistance of Rs.7413 crore to Building & other Construction Workers (BOCW), unemployment benefit under Atal Beemit Vyakti Kalyan Yojana (ABVKY), Pradhan Mantri Garib Kalyan Rojgar Abhiyan (PMGKRA) generating 50.78 crore mandays with Rs. 39,293 crores, working capital loan to street vendors under PM-SVA Nidhi Scheme, free food grain of 5 kg per person per month to all Targeted Public Distribution System (TPDS) beneficiaries and special training programme under Pradhan Mantri Kaushal Vikas Yojana (PMKVY) Scheme as a part of Garib Kalyan Rojgar Abhiyaan (GKRA) in the districts having high concentration of returnee migrants. In addition, the Government launched an initiative called SWADES (Skilled Workers Arrival Database for Employment Support) to conduct a skill mapping exercise of the returnee migrant workers from abroad under the Vande Bharat Mission. For facilitating employment opportunities, details of SWADES have been integrated with Skill India's ASEEM Portal. Ministry of Labour & Employment has also launched e-SHRAM portal, a National Database of the Unorganised Workers on 26th August, 2021. It has been made available to the States/ UTs for registration of unorganised workers including migrant workers on e-SHRAM portal. The main objective of the e-SHRAM portal is to create a national database of unorganised workers seeded with Aadhaar. It is also to facilitate delivery of Social Security and welfare Schemes to such workers. As on 04.02.2022, more than 24.98 crore unorganised workers have been registered on this portal.

Unemployment

Ayushman Bharat, Prime Minister Awaas Yojana – Gramin, Schemes for Unemployed Women, Atal Pension Yojana, Social security aid to families of employees who died as a result of COVID-19, Help for Marginalized People for Livelihood and Entrepreneurship, and more programmes are available.

DISCUSSION

COVID-19 crisis has caused major loses to the global economy but India being an emerging economy had to face extreme brunt. GDP has received a hard hit due to the restrictions imposed on mobility, less transport activities, closure of markets, etc. In similar fashion, the Unmeployment rate in the country rose resulting into a negative impact on the economy.

But environment bloomed with the imposition of lockdown due to standstill situation of all industrial activities and transport services. The air quality index, water quality of India improved to a large extent. This favourable effect persisted for a very short period of time due to dependency on post covid behavior and activities of people.

To deal with the economic crisis, the government is advised to use a two-pronged strategy. It will need to beef up its machinery in order to recover quickly and effectively. First, significant contributions will be made by the central bank, commercial banks, financial institutions, and other organisations in adjusting policies to meet the demands of the scenario. Second, and most significantly, it must encourage and involve the broader public and commercial sector in reacting to the issue. The enormity of the situation necessitates unanimous cooperation from all parties. The administration should make it quite apparent that nothing should be left solely to the government. The general public, private firms, industrialists, employees, and all other nongovernment stakeholders will need to be instilled with a strong feeling of responsibility. There is a limit to how far the government can go on its own. As a result, it is critical that the government first only prepares other stakeholders to take on a significant degree of responsibility in the recovery process.

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Poverty Reduction through Entrepreneurship

A Review

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ABSTRACT

Purpose: *In light of the Indian economy, this study seeks to understand the concept of Entrepreneurship and the economic activities which helps in reducing poverty and ultimately leads to economic development. The goal of this research is to provide deep insight into this topic and highlight the key areas for future research by finding out the gap in this industry.*

Design: *This study is descriptive in nature and completely based on secondary data collected through different articles available on renowned databases like Scopus, Emerald, Google Scholar, Research Gate, Pub med and various open-access journals and websites, etc. The data is collected from so many websites and explore the online content. The data is taken from various well-recognized national, and international journals, articles, and Magazines. We have read 50 articles out of which 30 papers have been taken and 20 papers have been excluded because it does not match our said objectives.*

Research Limitations: *This study is based on secondary data. Only those articles have been taken into consideration which were available in open access.*

Practical Implications: *The majority of individuals have thought that if they engage in small micro-enterprise activities then they can meet their basic needs, improve the standard of living, and also they have access to medical facilities. This indicates that there is significant room for future growth in all these entrepreneurial activities. This paper analyzes the role of an entrepreneur in reducing economic poverty which leads to the development of the whole economy in order to enhance productivity and smooth functioning.*

Keywords: Entrepreneurship, Economic Development, Poverty Reduction, Entrepreneurial Activities

INTRODUCTION

Conceptual Framework

An Entrepreneur is the change agent and innovator. Entrepreneurial activities generate employment opportunities which result in income generation and there is a reduction in poverty. It leads to the development of the whole economy as now everyone has sufficient resources to earn their livelihood. The person who has the idea and starts a new business, organization, or company and takes the financial risk in lieu of profit. He is an innovator and brings change to the economy. An entrepreneur has an idea and creates a product or service that people want to buy. The person who is ready to take risks is called an entrepreneur and the process followed in producing the goods and services in extracting the economic value is called Entrepreneurship. They have the ability to convert innovation in products and services. Their main goal is to do any startups and by that employment opportunities are created.

Entrepreneurs when shaping their ideas in practicality then are called entrepreneurial activities. It includes selling artifacts, clothing, food production, wholesale and retail markets, etc. All these activities lead to the creation of jobs and the generation of income and wealth. Entrepreneurship is the way to the creation of jobs and reduces inequality in the distribution of income which

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can promote the development of the whole economy and ultimately reduce the poverty of the nation. The Institute of Economic Affairs of Kenya (2008) reports that the overall poverty incidence declined from 56% in 2000 to about 47% in 2006. This shows the decrease in poverty as nowadays everyone got indulged in employment. As the Government also provides a huge help to poor persons who want to become entrepreneurs by providing loans, incentives, and various financial benefits to start-ups in order to beat poverty. This will create equality and aim at equal participation, providing equal opportunities to every individual. This can improve the productivity and development of the economy. When a person is in a situation of total economic deprivation, they are unable to freely obtain the necessities of life, including food, clothes, safety, and shelter. The possibility to make money that is intentionally or subconsciously presented to others while pursuing one's own financial interest for starting a business is known as job creation. Direct job creation through entrepreneurial activity occurs when the entrepreneur directly hires others into his or her business, whereas indirect job creation occurs when possibilities are made for other entrepreneurs to arise and offer ancillary goods and services.

According to the World Bank, "When individuals lack the financial resources to afford even the most basic essentials for their standard of life, such as food, shelter, clothes, and health care, they are said to be in a state of poverty." (Dialoke et al.)

Entrepreneurial activities help in earning a livelihood so that the poor are no more called poor. They do hard work and with full dedication and enthusiasm perform the operations. Gradually the employees started learning the tasks and giving effective and efficient results. As if the right kind of work is provided to the right employee then the results will be improved automatically. In this manner, they enjoy the work they are assigned and give good results. In that manner, they earn money which leads to the alleviation of poverty. In order to achieve technological advancement and the knowledge and skill transfer between research centers and small businesses in order to create jobs, it is evident that both public and private sector provision of entrepreneurial training and collaboration between small business owners and research institutions are essential funding sources. If jobs are created, then it leads to a reduction in poverty. There is a very strong link between entrepreneurship and poverty creation as more entrepreneurial activities prevail in the economy it leads to a decrease in poverty. The problem of poverty is the biggest concern in society which will be aided by NGOs and social welfare agencies that directly help the poor persons. Entrepreneurship-related activities have expanded both skilled and unskilled workers' job prospects as well as the income of the destitute. Investigating the measures implemented by public and private organizations to promote entrepreneurship. According to reports from the World Bank, entrepreneurship is one of the methods that people who are poor or live below the poverty line can use to escape their predicament and achieve financial and social stability without having to compete with those with higher levels of education or skill for employment.

Through favorable startup effects, a decline in unemployment, and, most crucially, a decrease in poverty, entrepreneurship contributes to economic growth. Economic development can be defined as the phenomenon of structural transformation of an economy towards a technologically advanced economy that is completely based on the manufacturing and service sectors. It includes qualitative and quantitative changes that occur in the economy in terms of productivity or output. These changes help in improving the economy which helps in promoting welfare and this process is basically called economic development. In this process, Entrepreneurship plays a very important role in creating jobs, providing a competitive advantage, and also easing the fiscal burden. The rise in the per capita income and continuous rise in the growth of the whole economy have happened in history for the very first time. This brings a lot of change in the technological pattern which is based on physical and human capital accumulation. Urbanization reaps the economies of scale which is responsible for economic growth. The transformation in the pattern of growth increases the aggregate demand due to continuous increases in wages. The transformation of local raw resources into completed and semifinished items for the domestic and international markets is the key to the growth and development of local industries. Additionally, it encourages the use of more advanced and affordable technology in small and medium-sized businesses, which increases factor productivity locally, especially in low-income nations where the traditional rural economy predominates.

Making a difference in business is at the heart of entrepreneurship since entrepreneurs would only start a company if they were confident in their ability to advance a cause that was essential to both their personal and professional goals. Given that entrepreneurs frequently receive large financial rewards in the form of profits, entrepreneurship is primarily about trying to make a good life. Self-employment and own-bossing are enticing advantages of entrepreneurship that frequently provide limitless job satisfaction and freedom. Additionally, entrepreneurship generates jobs for others, which may help to lower emigration and unemployment rates overall. Economic growth is fueled by entrepreneurship as a source of revenue. As the employment rate increases growth starts in the economy. It will encourage the education of their children, having access to medical and health care facilities. If most of the employees in the economy get employment, then the economy runs smoothly and functions well. The proper system and policies are maintained and there is a decrease in the crime rate and illegal activities. As employment creates money by which the persons earn their livelihood and live smoothly.

Role of Entrepreneurship in Poverty Reduction

Entrepreneurship and the growth of productive capacities within the private sector have become crucial for integrating nations into the global trading and development network in today's age of globalization when market-based economic systems dominate economic thinking and policy formulation. The advantages of entrepreneurship to an economy in the twenty-first century cannot be overstated in this respect.

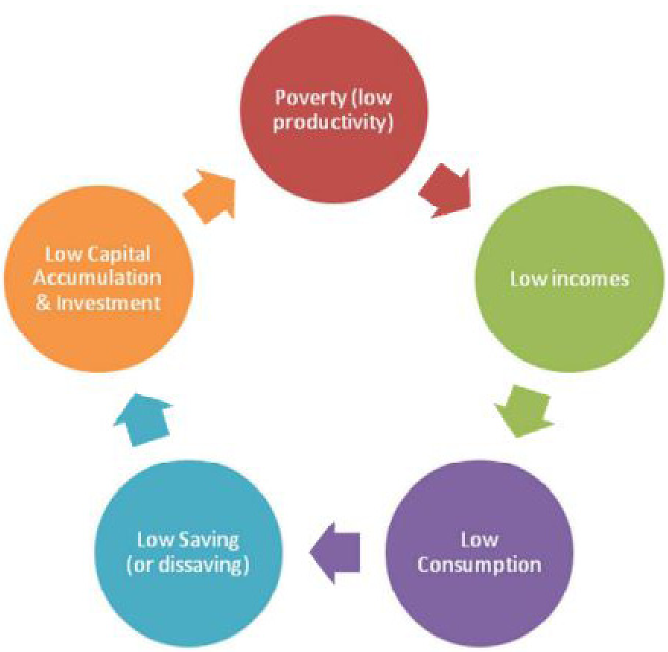

Figure 1: Role of Entrepreneurship in Poverty Reduction
Source: Adenutsi, Deodat E. 2009

Entrepreneurship, Employment, and Poverty Reduction: The Theoretical Nexus

The relationships between entrepreneurship, employment, and poverty are extremely clear-cut and easy to understand. According to development economists, economic growth is likely the most significant factor impacting poverty and a crucial precondition for its elimination. Given that there has traditionally been a substantial negative association between per capita income and poverty measures, this theory seems to have gained enormous general empirical support. As a result, the economic goal of any modern economy is to foster the conditions that enable private-sector investment by empowering and inspiring society to realize its full entrepreneurial potential. This is because models of economic growth and development have consistently argued that economic growth is driven primarily by the accumulation of private-sector capital.

Entrepreneurship and Job Creation

Job creation is a frequent occurrence in an entrepreneurial society when new economic players exhibit novel traits as a result of open-source culture. Such a culture fosters a robust network of angel investors and educational opportunities for aspiring venture capitalists and business executives. In addition, entrepreneurship is always about creating value. In a normal manufacturing process, factor productivity is increased through value creation, which encourages factor utilization and intensity. Consequently, any entrepreneurial activity generates jobs both inside and outside of a specific firm. By providing helpful information on access to financing, company development, and skill development, entrepreneurship expands access to economic possibilities. Entrepreneurs may boost their marketability and competitiveness by learning more.

REVIEW OF LITERATURE

Cuming et al. conducted a study titled "An Anatomy of Entrepreneurial Pursuits in Relation to Poverty". This study examined the causal relationships between inequality, poverty, and entrepreneurship. The researcher hypothesized that income inequality influences entrepreneurial activity, and entrepreneurial activity alleviates absolute poverty. Findings from a longitudinal analysis of a dataset from all 50 U.S. states over an 18-year period provide robust support for these hypotheses. Furthermore, the results suggested that antipoverty public policy aimed at encouraging work (i.e. Earned income tax credit, EITC) can be detrimental to entrepreneurial activity. These findings underscored the importance of linking public policy efforts aimed at poverty alleviation with those aimed at encouraging additional entrepreneurship

Huyer (2002) organized a study titled "ICTs, Globalization, and Poverty Reduction: Gender Dimensions of the Knowledge Society". The aim of this study was to get a better understanding of how ICTs can empower and reduce poverty for women, as well as how to enhance and promote the use of both new and existing ICTs through new and extended collaborations.

Kobia and Sikalieh (2009) observed a study titled "Towards a search for the meaning of entrepreneurship". This literature review paper's main goal was to answer the issue of why, despite the wealth of entrepreneurship research, it was so challenging to define the concept. The article also tried to show how Kenyan entrepreneurial careers have been influenced by the debate over what constitutes entrepreneurship. The study looked at the literature on various definitional strategies employed by researchers. The results of the literature research revealed that none of the definitions of entrepreneurship offered a complete picture of the field.

Adenutsi (2009) conducted a study titled "Entrepreneurship, job creation, income empowerment and poverty reduction in low-income economies". The main goal of this essay was to shed light on the contribution of entrepreneurship to poverty reduction, economic empowerment, and job creation in low-income nations. The paper developed an entrepreneurial policy-relevant model for ending the poverty cycle that has primarily affected low-income economies after providing a conceptual framework and the theoretical underpinnings of the links between entrepreneurship and job creation, income empowerment, and poverty reduction from an economic perspective. The study made the case that entrepreneurship serves as a catalyst for economic growth and development by boosting income, reducing poverty, and creating jobs.

Tridico (2010) conducted a study titled "Growth, Inequality and Poverty in Emerging and Transition Economies". This study examines the quality of economic growth in 50 emerging and transition economies (ETEs), or those undergoing both rapid economic development and institutional transformation. The primary conclusions were that income disparity increased and poverty did not decrease with growth. On the one hand, despite the widening income disparity, there was economic growth. This finding does not, however, point to a "U-shaped" Kuznets curve because inequality did not go down after a sustained period of prosperity but rather increased. Only nations with greater levels of education and public spending in crucial areas appear to be able to escape this snare. On the other hand, growth happened at the price of a crucial human development factor, namely life expectancy, as well as a crucial democratic indicator, namely voice and responsibility.

Kimani and Kombo (2010) conducted a study titled "Gender and poverty reduction: A Kenyan Context." This paper highlighted that intensified planning and programming for poverty reduction, especially in areas like human resource development, health, employment, physical infrastructures, agriculture, rural development, trade, public safety, and law and order, all were very much crucial for accelerating the development process and eradicating poverty. Furthermore, both women and men must be included in sustainable poverty reduction programs as agents and beneficiaries.

Misango and Ongiti (2013) conducted a study titled "Do Women Entrepreneurs Play a Role in Reducing Poverty? A case in Kenya." The economic contribution of female entrepreneurs to Kenya's fight against poverty has been studied in this paper. At the Maasai market in Nairobi City's Central Business District, a case study of female entrepreneurs was conducted. This paper used stratified and purposeful sampling approaches, 15% of the study's target population of 664 people was sampled. The techniques used were questionnaires and interviews, both quantitative and qualitative data were gathered, and they were then analyzed simultaneously. The study found that women business owners in Kenya significantly contributed to reducing poverty.

Hussain et al. (2014) investigated a study titled "Entrepreneurship Development and poverty alleviation: An empirical review." This paper's major goal was to support the empirically based association between entrepreneurial development and poverty reduction. The researcher discovered that innovation, entrepreneurship education, and training, family background, government support programs, social entrepreneurship, women's participation, individual entrepreneurial characteristics, participation of micro, small, and medium-sized enterprises, youth empowerment, and government-university-industry collaboration was the key tool for entrepreneurship development, which was boosting employment and ultimately alleviating poverty.

Bruton et al. (2015) examined a study titled "Entrepreneurship, poverty, and Asia: Moving beyond subsistence entrepreneurship." The researcher looked at poverty in Asia mostly concentrated on entrepreneurship for sustenance rather than empowering people to create businesses that enable them to escape poverty. Instead of assisting people in creating enterprises that produce cash to raise their standard of living, the methods employed, such as micro-lending, typically drive entrepreneurs to form firms that provide basic necessities. This essay explored the main techniques to combat poverty in Asia and discussed entrepreneurship as a potential answer.

Ali and Hasaballah (2016) investigated a study titled "Entrepreneurship Development and Poverty Reduction: Empirical Survey from Somalia." This study used a correlation research approach to examine the connection between entrepreneurial development and economic growth. There were 80 people in the Benadir region's total sample. The study discovered a tenuous link between entrepreneurial growth and poverty alleviation. The estimated R-value was 0.195 and the Sig. or P-value was less than enough to show that there was a modest positive association between the development of entrepreneurship and the reduction of poverty.

Maradana et al. (2017) conducted a study titled "Does innovation promote economic growth? Evidence from European countries." This study examined the long-term relationship between per capita economic growth and six different innovation indicators, including patents-residents, patents-nonresidents, research and development expenditure, researchers in research and development activities, high-technology exports, and scientific and technical journal articles. This study used a cointegration approach, and discovered evidence of a long-run association between innovation and per capita economic development in the majority of situations, frequently with reference to the usage of a specific innovation indicator. The study discovered that there was unidirectional and bidirectional causation between innovation and per capita economic growth using the Granger causality test. The most significant finding was that there was a strong correlation between all of these innovation measures and per capita economic growth. In certain cases, this specific connectivity was either supply-leading or demand-following, whereas in other cases, it occurred in both directions.

Jie and Steven (2018) observed a study titled "Poverty Reduction through Entrepreneurship: incentives, social networks, and Sustainability." This study looked at how entrepreneurship has frequently placed an emphasis on receiving outside assistance from the government or philanthropic organizations. Evidence from China was used to support the claim that entrepreneurship may assist the impoverished take steps to lessen their poverty through an internal process. Social networks with roots in nostalgia are considered an additional factor influencing the success of entrepreneurial poverty reduction projects, in addition to standard assessments that emphasize endogeneity and sustainability.

Naminse et al. (2018) highlighted a study titled "The Relation between Entrepreneurship and rural poverty alleviation in China." This study looked at the relationship between entrepreneurship and the reduction of RP (rural poverty) in two Chinese regions with limited resources. This study examined the relationship between farmer entrepreneurship growth and three farm entrepreneur capabilities—educational, economic, and sociocultural—and how they, in turn, affect RP alleviation. Data from a household survey of 363 respondents were collected from four underprivileged neighborhoods in two Chinese provinces. The study used AMOS 21.0 and SPSS 20.0 to evaluate the relationships between the components using structural equation modeling (SEM). The findings indicated that in China, there was a statistically significant and favorable relationship between entrepreneurship and the reduction of RP. The study's results also showed that qualitative growth of entrepreneurship, as opposed to quantitative growth, has a stronger positive impact on the reduction of RP. Additionally, the socio-cultural capabilities of respondents had a significant and positive impact on the entrepreneurial growth of farmers, as opposed to education and economic capabilities. In order to combat poverty, it was urged in this report that farmers in rural China should actively seek entrepreneurship. The report also provided a pertinent lesson for many stakeholders in initiatives to reduce poverty in other emerging nations.

Si et al. (2019) observed a study titled "Business, Entrepreneurship, and Innovation Toward Poverty

Reduction." In general, the recent decades' quicker and more widespread economic growth has made it possible for significant numbers of people to escape poverty, bringing the global prevalence of extreme poverty down to fewer than 10 percent. While this study focused on how poverty can be reduced through entrepreneurship and the creation of new businesses, it was still important to understand how to connect the aforementioned key issues with the current platform, network, and sharing economies in order to find new approaches and solutions that will effectively reduce poverty in the current political, economic, and global contexts.

Steven et. al. (2019) observed a study titled "Business, Entrepreneurship and Innovation Toward Poverty Reduction". This paper focused on the nature of poverty reduction and business, entrepreneurship, and innovation activities in both developed and developing economies, as well as their models, antecedents, and consequences related to it.

Sutter et.al. (2019) investigated a study titled "Entrepreneurship as a Solution to extreme poverty: A Review and future research directions". This research detected almost 200 papers on entrepreneurship and poverty reduction from 77 top academic journals published between 1990 and 2017. The analysis of these articles revealed three distinct underlying perspectives: revolution (actions that alter the underlying capitalist-based assumptions of business), reform (actions leading to significant institutional changes), and poverty alleviation through entrepreneurship as remediation (actions that address immediate resource concerns). These publications' analyses provided a wealth of fresh insights and research potential for the future.

Ahlstrom et al. (2020) investigated a study titled "Business, Entrepreneurship, and Innovation Toward Poverty Reduction." In order to reduce severe poverty to fewer than ten percent of the global population, this article focuses on the faster and more widespread economic growth that has allowed many individuals to escape poverty. Although the focus of this study was on how entrepreneurship and the formation of new businesses might help to eliminate poverty, there are a number of problems with the present platform and the network, digital, and sharing economies.

Tomizava et al. (2020) conducted a study titled "Economic Growth, innovation, institutions, and the Great Enrichment." Although certain commonly held beliefs, such as geography and capital accumulation, do not have much empirical evidence, this research looked at a variety of elements that were accountable as causes of the economic boom of the early 1800s in northwest Europe, North America, and later Asia. Neither do other well-accepted elements like commerce, pillage, and colonization. It was determined that innovation, new business ventures, and the development of new markets that enable consumption by a larger spectrum of customers lead to increased firm and economic growth as well as higher standards of living.

Sall (2022) observed a study titled "Entrepreneurship and Poverty Alleviation in Africa." This essay examined current theories from a variety of angles, including remediation, reform, social, and suffering views, to explain the connection between entrepreneurship and poverty alleviation. Additionally, the essay included empirical research looking into the current situation of poverty and entrepreneurship in Africa as well as study concepts for entrepreneurship and poverty reduction in Africa. In addition, a thorough investigation and explanation of the causes of the failures of programs to reduce poverty in Africa was conducted. According to the study, which employed a qualitative approach, entrepreneurship development in Africa needs to guarantee that the poor have access to money and should put more of an emphasis on building an environment that supports both individuals and groups in experiencing major entrepreneurial success.

OBJECTIVE

To study the initiatives adopted by entrepreneurs in poverty reduction which helps in economic development.

OPERATIONALIZATION OF OBJECTIVE

Entrepreneurs provide micro-credit in promoting self-help groups in order to reduce poverty. They use poverty-stricken areas as commodity markets or sources of raw materials to increase employment there, promote regional economic development, and alleviate poverty. Entrepreneurship can play a role in integrating capital, creating job opportunities, and even developing new products or services. The growth can be promoted by doing innovation, promoting social changes, promoting R&D, developing and improving existing enterprises, creating jobs, identifying business opportunities, creating wealth, improving the standard of living, reducing business risk, etc. To encourage economic growth and reduce poverty, research has often focused on scale and scope economies and maximizing production, increases in productivity, mere capital accumulation, and public sector or small-scale enterprise job creation. The entrepreneurs undertake economic and institutional reforms in order to enhance efficiency and improve the utilization of resources. They can provide the minimum wages and support pay equity and also give paid sick leaves in order to encourage them towards their jobs. Entrepreneurs promote inclusive growth and increase both outputs and income to meet their basic needs.

Entrepreneurs take the grant from Government in the form of subsidies which also helps in reducing poverty. The policies like Fiscal and Monetary policy were maintained in order to maintain stability in the economy. If the position of money is at equilibrium, then there is a complete stoppage of illegal activities which results in maintaining the balance in the economy. The main role in reducing poverty is played by saving as everyone has to maintain a balance between savings and expenditure. This balance helps in estimating the level of income earned by the individual which ultimately tells the growth rate of the whole economy and also tells about GDP. All these measures if adopted by everyone in the economy then no individual will be left poor and it gives a continuous upswing in the economy which results in innovation, greater production of results, and efficient use of technology and other resources. This results in better conditioning of the economy where everyone will live a healthy life and remain stress-free at least from the pain of poverty because now everyone has the efficient thinking ability to start any new business as they have better educational opportunities as well.

CONCLUSION

Entrepreneurship is a key factor in the growth of the economy and the reduction of poverty. Entrepreneurship has been shown to be one of the most important components for raising society as well. Since they create new knowledge and skills, boost the economy by launching small and medium-sized firms, which employ around 45% of the labor force in developing nations, and provide people the chance to switch jobs, they are the key economic drivers. They also drive competition, innovation, economic development, and unemployment reduction, and significantly contribute to the improvement of a nation. This demonstrates that entrepreneurship plays a significant and positive role in increasing a nation's productivity, making it an important resource for governments aiming to strengthen the health of their economies by encouraging entrepreneurs to stimulate the economy.

There are various measures adopted while reducing poverty and they all lead to the development of the whole economy which must be followed by everyone in order to run the economy in a smooth and productive manner. Entrepreneurship improves educational attainment, accelerates economic growth, and raises economic growth overall. Micro, Small, and Medium-Sized Enterprises (MS&MEs) have been crucial in developing a nation's economic growth and reducing poverty by generating new jobs and revenue for the populace. MSMEs are beneficial not just during times of economic expansion but also during times of economic contraction. When many major corporations in industrialized nations had to fire staff due to the severe economic turmoil of the 1970s, MS&MEs were seen as the solution to these structural problems. Many established and developing nations are aware of the strategic relevance of micro, small, and medium-sized firms in the growth of national economies. The economy's future is still in the early stages of development since productivity may boost innovation, foster new businesses and markets, and permit consumption by a wider spectrum of customers, all of which lead to increased firm and economic growth and development as well as higher living standards. In the near future, the scholarship on poverty has to be given so that nobody remains poor and also they don't feel demotivated. The economic development will be called by the terms Modernization, Westernization, and Industrialization as they cater to the need of changing in the near future.

Students must get entrepreneurial education in order to develop the knowledge, abilities, and drive necessary to support entrepreneurial success in a variety of contexts. Entrepreneurship education is regarded as a specialized field of study that imparts to students the qualities of taking risks, ingenuity, arbitrage, and coordination of production components with the aim of developing new goods or services for both existing and potential customers within human societies. This idea is seen to be essential to a country's economic growth. Entrepreneurship education must boost a person's confidence in their own abilities, ability to work for themselves, and willingness to take risks. Huge economic possibilities are created by entrepreneurship education, and it also equips individuals with the innovative business skills they need to seize those chances and launch new entrepreneurial ventures.

In order to reduce poverty in low-income nations and provide jobs, income, and empowerment, entrepreneurship is essential for economic progress. Entrepreneurship is a force for innovation, economic redistribution, knowledge, and technical development in addition to producing employment, generating revenue, and reducing poverty. Unfortunately, entrepreneurship-driven economic development is not a sufficient prerequisite for income equality and poverty reduction on a macro level. Aside from empowering the capitalist class, it is essential to implement policies aimed at encouraging the very poor in society, who may be risk-averse or investment-shy, to develop the entrepreneurial spirit; stabilizing the macro economy by ensuring that there are low and stable inflation and exchange rates that positively impact the poor, and establishing microfinance and venture capital institutions specifically to provide financial services to the underprivileged. The government, district/municipal/metropolitan assemblies, nongovernmental organizations (NGOs), native groups based locally and abroad, and religious organizations should work together on this. Governments may undertake major structural initiatives such as regulatory changes, privatization, public service reforms, trade liberalization and economic openness, financial sector reforms, and enhanced governance to assist economic growth and development; coordinating initiatives to assist entrepreneurial development to stimulate sustainable growth and development at the global, national, and local levels. The Government started promoting entrepreneurs in order to do startups and for that Government provide a huge amount of money and open various schemes for promotion. This happens so that everyone has an earning hand. As if most of the persons are employed then automatically the economy gets rid of poverty and the economy will develop easily.

FUTURE SCOPE

Both entrepreneurship and poverty are intricate, diverse ideas, and there are several ways to break them down that may be used to examine connections in other works. Our studies here are a little rough, partially because we included a fresh empirical study and a new theoretical perspective on the connections between various forms of entrepreneurship and poverty. We anticipate that further study will reveal more theoretical and empirical connections between various aspects of entrepreneurship and other aspects of poverty. While our hypothesis and data concentrated on the economic factors that link poverty and entrepreneurship, future research on other forms of entrepreneurship and poverty may instead concentrate on the psychological component of the relationship. According to a recent discussion of the relationship between psychology and entrepreneurship (Wiklund et al., 2019), while there is potential for discouragement to predominate in other institutional settings, different aspects of fulfillment, reliance, and optimism may be at play in some contexts. Beyond the scope of our article, how and when these various psychological influences operate might be instructive for comprehending the relationship between poverty and entrepreneurship in various geographical contexts. Finally, our research supports the idea that public policy initiatives aimed at reducing poverty and promoting entrepreneurship should be combined because they will have an impact on each other in the real economy, even in developed countries like the U.S. There is a need for more research that how to completely reduce poverty by adopting different measures by the persons and also to increase the growth of the whole economy. In the future, it is highly recommended that the data collection can be collected by various other methods and also to improve, and generating of solutions to any kind of hidden problems with respect to special issues especially the issues related to the development of the economy. This can be analyzed that the future of the economy is very wide and can be analyzed by various sectors.

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Economic Shock and Indian Agriculture Sector

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ABSTRACT

The COVID-19 outbreak has severely affected the Indian agriculture system. Nonetheless, the most recent quarterly gross domestic product (GDP) estimates post-COVID scenario reveal robustness and durability in Indian agriculture, which is the sole sector to expand by 3.4% during the fiscal year (FY) 2020-21 (Quarter 1: April 2020 to June 2020). At the same period, the previous quarter's growth was projected at 5.9%, a 2.5%-point decrease. In this context, we intend to synthesize early evidence on the COVID-19 impact on the Indian agricultural sector, including production, marketing, and consumption, followed by a set of prospective recovery and post-pandemic tactics. According to NABARD survey data, the pandemic has impacted production and marketing through manpower and logistical restrictions, while the negative income shock has limited access to markets and increased food commodity costs, impacting consumption patterns. The pandemic caused significant physical, social, economic, and emotional damage to all players in the Indian agriculture sector. Seeing the crisis as a chance to improve, the state unveiled a slew of new policies and long-awaited reforms.

Keyword: Agriculture, GDP

INTRODUCTION

The novel virus (COVID-19) pandemic is rapidly spreading over the world, threatening the livelihoods and lives of millions. India confirmed its first case on January 30, 2020, causing authorities to quickly implement numerous measures to halt the growth of the disease. Given the disease's high contagiousness, a much-needed nationwide lockdown was imposed beginning March 25, 2020, in order to contain the spread of the COVID-19 pandemic. During the first several weeks, all unnecessary businesses and companies, including retail shops, educational institutions, and houses of religious worship, were prohibited from operating across the country. As a result, most sections of the country are gradually easing these prohibitions in a systematic manner. As the constraints imposed by the lockdown are eased, this is an excellent time to examine the impact of COVID-19 on various sectors of the economy. A number of reports have suggested that India's GDP could shrink in 2020-21. This is a concerning sign, because a larger GDP contributes significantly to improving living standards, reducing poverty, and improving other socioeconomic indicators. While other sectors have been reported to be under severe stress, examining the impact on agricultural and related sectors is critical, which gives employment to the bulk of India's people.

IMPORTANCE OF AGRICULTURE SECTOR

The agricultural and allied sector is extremely important to the Indian economy. It accounts for almost one-sixth of Indian national income and employs nearly half of the workforce. It is critical for guaranteeing the nation's food security and influences the growth of both the tertiary and secondary sectors of the economy through its forward and backward connections. The achievement of the agriculture sector has a significant impact on successes on many other fronts. For example, the World Bank's World Development Report 2008 emphasises that agricultural growth is at least twice as effective as non-agricultural growth in decreasing poverty. Agricultural growth decreases poverty both directly and indirectly by increasing farm revenue and lowering food prices. In other words, a healthy agriculture sector benefits the majority of the Indian economy.

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INDIA'S POSITION IN WORLD AGRICULTURE

In terms of agriculture, India is the world's largest producer of pulses, okra, mango, banana, and lemon, and the world's second largest producer of wheat, rice, groundnut, potato, tomato, onion, cabbage, cauliflower, brinjal, and so on. India accounts for more than one-fifth of worldwide paddy and pulse production. Similarly, it accounts for more than 20% of global production of numerous horticultural crops like as okra, cauliflower, brinjal, banana, mango, and papaya. However, the low production of the country's principal agricultural and horticulture crops is cause for concern.

OBJECTIVES OF STUDY

To study the impact of COVID-19 on Indian agriculture sector

RESEARCH METHODOLOGY

The researcher relied heavily on secondary data for this study. Secondary data is gathered from various sources such as the internet, books, publications, and public investigations. To evaluate the acquired data, several statistical tools and techniques were used for analysis and interpretation of the results.

ANALYSIS AND INTERPRETATION

Impact on Production

COVID-19 had a negative influence on agriculture production in over half (47%) of sample districts across India. The agricultural output (–2.7%) had not been considerably harmed, owing to the fact that harvesting of rabi crops such as wheat was nearly complete by the end of April 2020. However, production in the allied sector had sharply decreased, particularly in the poultry industry (–19.5%), followed by the fishing industry (–13.6%), and the sheep, goat, and pig (S/G/P) sector (–8.5%). This drastic decline in demand was largely attributable to the widespread anxiety that had been circulating since COVID-19 about the safety of not vegetarian food, particularly poultry meat, for reasons of health. Similar to this, due to decreased demand for these items and disruptions in their supply chains, production in the dairy (–6.6%) and horticulture (–5.7%) sub-sectors also decreased.

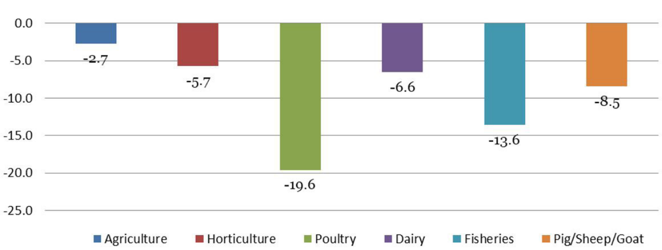

Figure 1: Decrease in Magnitude of Production in Agriculture and Allied Sector (in %)
Source: NABARD

Impact on Farm Gate Prices

In the crop sector, farm gate prices (–2.2%) have not decreased much. Prices in related industries, however, had fallen anywhere from 2% to 18%. This decrease was most pronounced in the poultry industry (–17.8%), followed by horticulture (–7.6%), dairy (–5.6%), fisheries (–4.8%), and S/G/P (–2.9%), all of which were negatively impacted by restrictions on vehicle movement. 54% of the sample districts saw negative effects on agricultural produce's farm gate pricing overall.

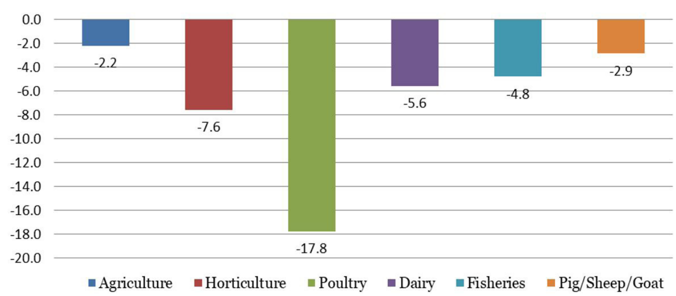

Figure 2: Decrease in Magnitude of Farm-Gate Prices of Commodities in Agriculture and Allied Sector (in %)
Source: NABARD

Impact on Availability of Agri Inputs

The availability of agro inputs, such as seeds (–9.2%), fertilisers (–11.2%), insecticides (–9.8%), fodder (-10.8%), etc., decreased by 9 to 11% as a result of limitations placed on the movement of people and materials and the closing of stores. 58% of the sample districts in India as a whole experienced poor input availability.

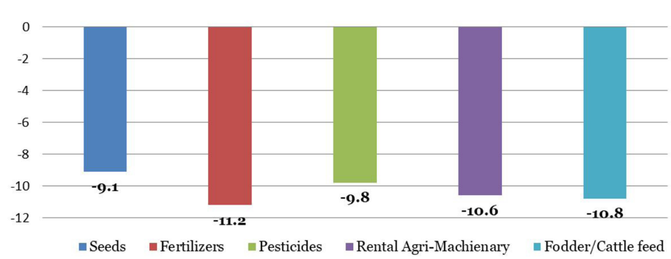

Figure 3: Magnitude of Decrease in the Availability of Agri-Inputs (in %)
Source: NABARD

Impact on Prices of Agri Inputs

Prices of agro inputs, such as seeds (8.8%), fertilisers (10.0%), insecticides (9.0%), and fodder (11.6%), increased by 9 to 12 percent as a result of supply chain disruption brought on by limitations on vehicle movement and the closure of stores and markets. At the national level, 54% of the sample districts in India saw an increase in the cost of agricultural inputs, potentially as a result of their scarcity.

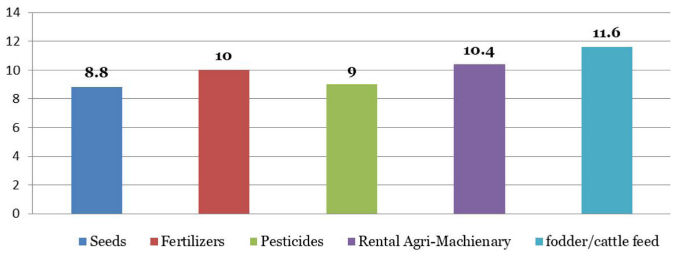

Figure 4: Increase in Magnitude of Prices of Agri-Inputs (in %)
Source: NABARD

Impact on Agriculture Marketing

Despite the opening of local procurement facilities by several State Governments under their control, around 74% of sample districts had difficulty operating agriculture marketing through mandis due to restrictions on vehicle movement. More districts in the sample were negatively impacted than favourably, accounting for 87% of the impact on the operation of rural haats. This was primarily because local government officials in the majority of the nation's districts outright prohibited the opening of rural haats.

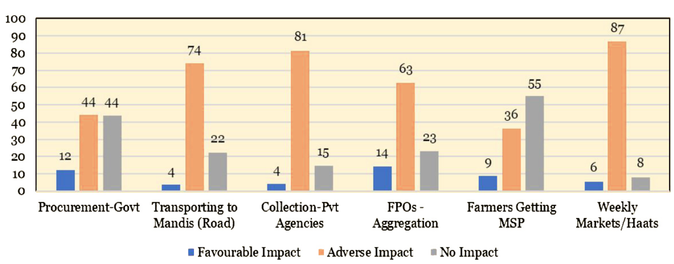

Figure 5: Impact of COVID-19 on Marketing of Agricultural Produce (Proportion of Districts)
Source: NABARD

Impact on Banking Services

Access to credit through term loan and KCC were negatively impacted in around 89 percent and 59 percent of districts, respectively, in terms of banking services. on terms of recovery, it was reported that the pandemic and ensuing lockdown had a negative impact on 94% of the sample districts. However, one encouraging finding was that customers' digital transactions increased during the lockout, according to 63% of sample districts.

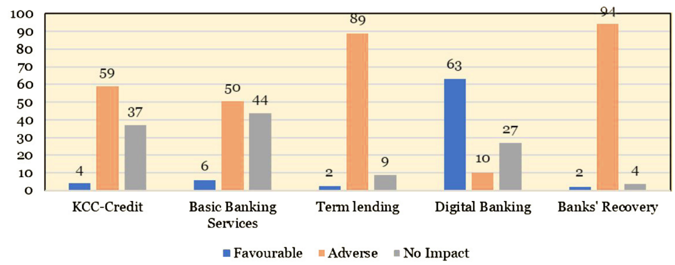

Figure 6: Impact on Banking Activities (Proportion of Districts)
Source: NABARD

Impact on Microfinance Activities and FPO/FC

On a national scale, 95% of the sample districts' microfinance activities were negatively impacted, while 88% of the sample districts' NBFC-MFI business activities were negatively impacted. Similar negative effects were documented in NABARD-promoted FPO and Farmers Club activities. However, many SHGs and FPOs grabbed the chance to produce face masks and hand sanitizers as well as sell veggies and fruits directly to clients, assisting the local community and government while also growing their businesses.

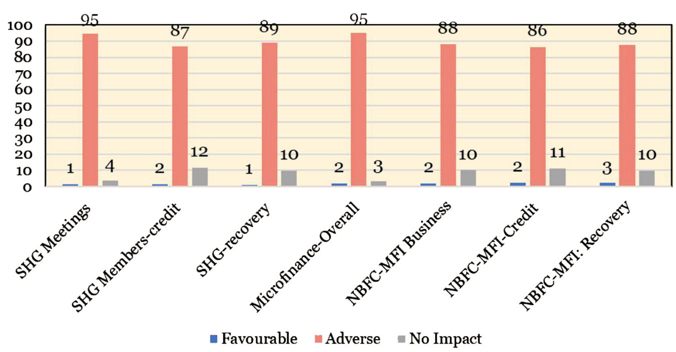

Figure 7: Impact on Microfinance Activities (Proportion of Districts)
Source: NABARD

Impact on MSME Sector

In terms of how the COVID epidemic affected raw material prices, employment, manufacturing levels, consumer demand, and supply chain disruptions, small and medium-sized enterprises (MSME) was the worst affected. In 97% and 96%, respectively, of the study districts, a decline in output level and jobs was documented. Similar negative effects were recorded on MSME sector cash flow (80% districts) and consumer demand (85% districts), which made life harder for the general public.

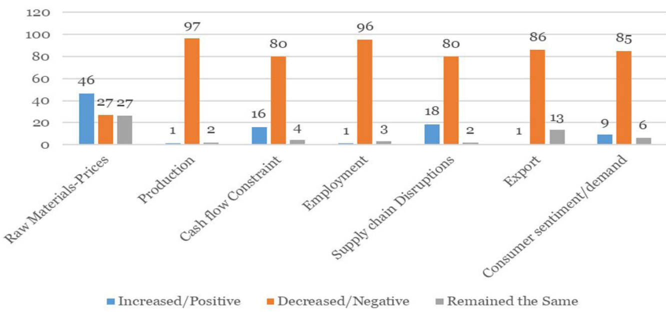

Figure 8: Impact on Key Indicators of MSMEs (Proportion of Districts)
Source: NABARD

FINDING AND CONCLUSION

At the national level, COVID-19's effects and the ensuing lockdown were generally fairly harsh on the agricultural and related sectors in the majority of districts. Rabi crops, among the various subsectors, were least affected because harvesting was nearly complete, but allied industries like poultry, fisheries, and the pig, goat, and sheep sector saw a sharp decline in demand as a result of false rumours, which in turn led to declining production and falling farm gate prices. However, prices of agriculture inputs were estimated to be rising mainly due to disruption in supply chain and closure of shops and markets. Although banking activities were exempted from lockdown, yet basic banking services viz, loans, deposit and recovery were severely hampered in majority of the sample districts in the country. However, the silver lining was the increase in digital banking transactions in majority of the sample districts. The largest casualties were the MSME and microfinance sectors, which were disrupted in more than four-fifths of the sample districts and substantially hampered people's livelihoods in the unorganised sector, which accounts for the majority of employment in rural regions. Additionally, FPO and FC operations ceased entirely. These rural organisations, including SHGs, took use of the situation's opportunity to sew face masks, PPEs, and prepare sanitizers, aiding the community while also providing some cash for its members. Further, FPOs in close coordination with local administration in some of the districts were quite instrumental in door to door delivery of fruits, vegetable and dry rations to the needy there by extending a helping hand to thesociety. These rural institutions like SHGs and FCs were also active in creation of awareness in rural areas about COVID 19 and its preventive measures.

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Karma Yoga and Management Practice

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ABSTRACT

Karma means actions and effects of actions. 'Yoga' means union. 'Karma Yoga' is action performed with detachment. The goal of mankind is knowledge, which is in the mind. The Bhagavad Gita considers karma yoga as a way of union through action. It is work done without selfish expectations which purifies the mind and liberates human spirit. The research undertaken is a qualitative heuristic study with greater importance given to human experiences with slokas in the scripture analysed in social context. The slokas from the Bhagavad Gita have been interpreted to understand the principle of 'Karma Yoga', to study the different forms of 'Karma Yoga' and the law of Karma and to understand the importance of principle of karma yoga in management practice. The Bhagavad Gita considers 'sakama karma'-attached action, as the cause of bondage and 'niskama karma'-detached karma, as the way of liberation of the soul.

Karma Yoga is an effective tool for managers to adopt which integrates business goal with spiritual growth. The teachings of the Bhagavad Gita serve as a guidepost for right code of conduct for the Managers. The practical teachings of karma yoga, duty without expectations, develops management traits of motivation, leadership, a balanced working environment to encourage creativity and find solutions to management problems. It helps to address the development of sustainable management practices of environment sustainability, societal sustainability, gender equality, holistic approach to environmental, social and governance, reducing carbon footprint and a sustainable corporate culture.

Keywords: Karma Yoga, Niskama Karma, Management Practice, Law of Karma, Bhagavad Gita, Philosophy

INTRODUCTION

Karma is derived from the Sanskrit word 'Kri' – to do. Karma means actions and effects of actions. '*Yoga*' means union. '*Karma Yoga*' is the path of union through action performed with detachment. The Bhagavad Gita is a true classic which highlights the virtues of self-discipline and knowledge. Bhagavad Gita literally meaning 'Song of the Lord', is the sixth book in the epic Mahabharata, narrated just before the great battle between the Pandavas and the Kauravas at Kurukshetra. It is a conversation between Krishna, the charioteer for Arjuna and Arjuna himself. Arjuna is overcome with despondency and refuses to fight. The challenging situation forces Arjun to question moral laws, principles of '*dharma*' – moral righteousness. Krishna introduces Arjuna to philosophical perspective of life, education and ways of salvation to guide him to fulfil his duty as a warrior, a prince, a righteous man, reminding him of his duty as a '*Kshatriya*' – warrior to stand against evil and restore peace through selfless action (Fosse L.M., 2007).

The Bhagavad Gita is divided into three parts comprising eighteen chapters with seven hundred verses. The first six chapters has two hundred and seventy nine verses which deal with '*Karma-yoga*', the path of action. The seventh to the twelfth chapter has two hundred and nine verses which explain '*Bhakti-yoga*', the path of devotion and the last thirteen to eighteenth chapters include two hundred and twelve verses explaining '*Jnāna-yoga*', the path of transcendental knowledge of the Supreme (Prabhupada A.B., October 2019).

The core lessons of the Bhagavad Gita include action, renunciation, love, worship, wisdom, and knowledge. '*Karma Yoga'* is action performed with detachment. The goal of mankind is knowledge, which is in the mind. The Bhagavad Gita considers karma yoga as a way of union through action. It is work done without selfish expectations which purifies the mind and liberates human spirit.

The Vedas and the Bhagavad Gita have been the pillar to management principles, long before the management

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thinkers. The Bhagavad Gita views management principles from a different perspective. Bhagavad Gita, throws light on managerial techniques which lead to resolving conflicts, increase productivity, provide motivation and work ethics. The management concepts of vision, planning, leadership, motivation, achieving excellence, attaining goals are taken up from the grass root level of human thinking (M.P. Bhattathiri, 2012). Bhagavad Gita provides a holistic understanding of man-material life, principles of management and core management practices. Bhagavad Gita, with a universal appeal serves as a guide to questions raised by Management and Business Management in particular (Acharya, 2015).

'*Karma Yoga*' – the path of action is an effective tool for managers to adopt, to motivate the people, lead the team by example, to encourage creativity and achieve a work life balance. It is important to develop management traits of right motivation, leadership, understanding importance of time, create a balanced working environment to encourage creativity and find solutions to management problems. Successful managers practice what they preach and set the right example for their team members. The Bhagavad Gita serves as a guide for effective management and functions as a pillar of management principles.

OBJECTIVES OF THE STUDY

1. To understand the principle of '*Karma Yoga*'.
2. To study the different forms of '*Karma Yoga*' and the law of Karma.
3. To understand the importance of principle of '*Karma Yoga*' in management practice.

LITERATURE REVIEW

Bhagavad Gita's teachings give different paths of self-realization which lead to the spiritual goal of liberation of the soul. Bhagavad Gita is a comprehensive philosophical thought for all humankind. It provides two types of knowledge-physical which includes arts, science, management and the other spiritual-of mind, body and soul which plays an important part in building the character of an individual and community (Ms Smitha Pillai, 2019).

The concept of karma yoga is intertwined with the Upanishads and Vedanta philosophies. The Bhagavad Gita in contrast to the Vedic sacrifices, gave karma yoga great significance as a path to attaining liberation. The Indian philosophy is based on the theory of karma which revolves around actions that have results that can be both good and bad, giving joy or sorrow respectively. The three tenets of this belief include: The first, if the results of actions are negative and bring sorrow, then the person will get rebirth in another body; Second, '*Atma*' – the soul is untouched by death and remains pure; The third, end goal of humankind is to achieve '*Mukti*' – salvation which liberates a person from the cycle of birth and death (Jones, 2019).

Swami Vivekananda ideated that in the religion of Vedanta, the same goal of freedom can be attained through work, love, psychology, and knowledge. For a karma yogi, goal of freedom and unselfishness is attained through work (Vivekananda, 28 February 2014). 'To work you have the right, but not the fruits thereof'. Swami Vivekananda believed that Buddha to be the highest ideal of Karma Yoga, who put the teachings of Karma Yoga into practice. Buddha had no personal motives in conduct of life, he was a reformer who believed that a person should work without any motive-money or fame (Vivekananda, 28 February 2014).

Karma yoga shows an alternative model for managers. According to the study conducted by Zubin R. Mulla and Venkat R. Krishnan, 2014, the three dimensions of Karma Yoga are related to four parts of moral development including moral sensitivity, moral motivation, moral character, and moral judgement. Duty orientation is the basis for moral sensitivity and moral judgement. A duty-bound karma yogi is more empathetic and provides basis for moral judgement. Indifference to rewards for a karma yogi provide moral motivation and they can perform actions selflessly without expectation of reward. Equanimity enables a karma yogi to not deviate from the moral course of action and thus build moral character (Krishnan, 2014). Karma Yoga is unique as it merges the 3 dimensions of duty orientation, indifference to rewards and equanimity, into a composite whole. Those individuals who focus on their duties towards others do not focus on the personal outcomes of their actions. They tend to be more calm, equanimous, with better quality of life. They thus become better leaders of business and society at large. Thus, Karma Yoga provides the right foundation for leadership skills (Krishnan, 2014).

The western culture considers '*karma*'-work as a means to attain materialistic gains – '*Aisharvya Jeevan*'.

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However, the spirit of work, derived from Shrimad Bhagavad Gita contrasts with the western philosophy as it means work without concern for the outcome – '*Nishkama Karma'* (Sajeet Pradhan and Dr. Rabindra Kumar Pradhan, 2013).

RESEARCH METHOD

The constructivist paradigm of research has been adopted for this study as there is no single truth or reality that needs to be interpreted, but a qualitative research to discover multiple interpretations of the events in the scripture. The epistemology of the study is subjectivism as knowledge comes from individual believer. The theoretical perspective is hermeneutical interpretation of historical scripture which has an impact on the culture, history, experiences and feelings of the people of India and followers in many countries. The research methodology is a qualitative heuristic study with greater importance given to human experiences with slokas in the scripture analysed in social context.

The slokas from the Bhagavad Gita have been interpreted and perceived based on the experience and understanding of the researcher to analyse Bhagavad Gita's lessons on karma yoga as a path to the spiritual goal of liberation of the soul. The research methodology of heuristic inquiry adopted for the research undertaken is based on the implicit knowledge from the slokas of the Bhagavad Gita, the sixth book of Mahabharata, a Sanskrit epic poem of ancient India, other scriptures and literature.

ANALYSIS AND DISCUSSION

Bhagavad Gita in the first six chapters explains the importance of karma yoga. Both knowledge and action are important for self-inquiry, as '*karma*' prepares the mind for knowledge, which can help achieve freedom from bondage. Performing actions without attachment purifies the mind and prepares it for attaining knowledge of self. By adopting selfless action – '*niskama karma*' a person gets elevated and attains '*jnana*' – knowledge and gets liberated.

karmaṇy-evādhikāras te mā phaleṣhu kadāchana
mā karma-phala-hetur bhūr mā te saṅgo 'stvakarmaṇi.
(BG 2.47)

We have the right to our duty but not to the results thereof as results depend upon our efforts, destiny due to our past karmas, past karmas of others involved, the will of God, efforts put in by others, the place, situation, luck. By focussing only on the effort and not the results a person may ultimately get better results. The individual is a part of God and thus can serve God by devoting all his or her actions to God.

śhrī bhagavān uvācha
anāśhritaḥ karma-phalaṁ kāryaṁ karma karoti yaḥ
sa sannyāsī cha yogī cha na niragnir na chākriyaḥ
(BG 6.1)

A karma yogi performs all activities as a service to God without any desire for rewards, which is considered as attaining '*sanyas*' – renunciation.

na kartṛitvaṁ na karmāṇi lokasya sṛijati prabhuḥ
na karma-phala-saṅyogaṁ svabhāvas tu pravartate
(BG 5.14)

rajas tamaśh chābhibhūya sattvaṁ bhavati bhārata
rajaḥ sattvaṁ tamaśh chaiva tamaḥ sattvaṁ rajas tathā
(BG 14.10)

An individual should give up the sense of doership. '*Prakriti*', the original substance of all creation is illusionary and three 'gunas' – namely, 'sattva' – purity constructive in nature, '*rajas*' – passion and '*tamas*' – ignorance, dark and destructive in nature. The soul falsely identifies with the body which is an illusion. The soul directs the actions of the body and enables an individual to distinguish between the real and unreal.

prakriteh kriyamanani gunaih karmani sarvashah
ahankara-vimudhatma kartaham iti manyate
(BG 3.27)

Shri Krishna in the Bhagavad Gita condemns inaction and tells Arjuna that inaction is never the solution to problem.

The theory of karma is a code of conduct as per Indian philosophy. The law of karma is based on the law of causation, that every event is determined by its cause. Everything that happens in the moral world is regulated beforehand. Karma has been classified by various thinkers (Bhattacharjee, 2021).

1. '*Aichhika Karma'* – voluntary action is willingly by self-conscious and self-determined people.
2. '*Anichhika Karma*' – non-voluntary action is reflex action. By repetition they become a habit.
3. '*Pareccha Karma*' – acquired due to other people's desire.

4. '*Sanchita Karma*' – the reserved action performed which results in pleasure or pain in the current birth or subsequent birth. The accumulated potential is responsible for good or evil impulse in our mind. Sanchita karma shapes the present and future lives and can be balanced with selfless service, good company, and right act.
5. '*Prarabdha Karma*' – fruit bearing action which could be virtuous and sinful. Prarabdha karma is karma faced in the present life akin to destiny.
6. '*Kriyamana or Agami Karma*' – A current action performed with attachment and some motive in the current time. The fruit of the current karmas, good or bad which reflect in future.
7. '*Sakama Karma*' – attached action, performed with the objective of achieving worldly pleasures and with expectation of fruit.
8. '*Niskama Karma*' – disinterested actions without conscious intention and selfish desires. The doctrine of '*Niskama karma yoga*' is a composite concept based on 2 words – '*niskama*' and '*karm*a'. '*Niskama Karma*' is non-attachment action or desireless action. Action is the dharma of people.

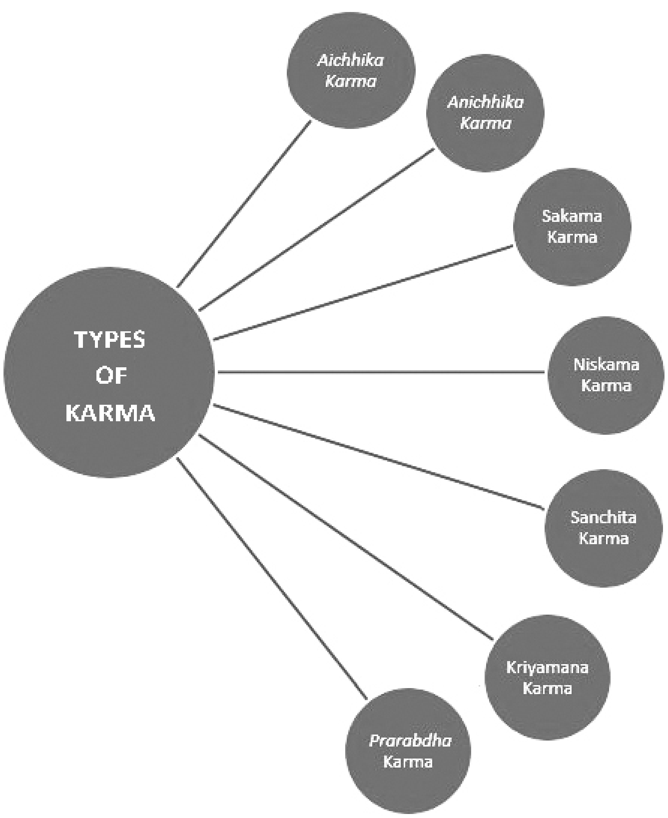

Figure 1: Classification of Different Types of Karma

The Bhagavad Gita considers '*sakama karma'* as the cause of bondage and '*niskama karma*' as the way of liberation of the soul. A true karma yogi offers fruits of actions in the hands of God and works for the benefit of society without any mal intention. The Bhagavad Gita does not promote giving up one's duty without attachment and considers performing your duties without expectation of fruits as true renunciation (Gogoi, Vol. 2, Issue 10, Oct 2014). The aim as per the Bhagavad Gita is to attain liberation.

Kant, 1998 has made three propositions about duty; An action is not regarded as morally good if it is done out of self-interest (Abraham, 2019). The objective is to do the right thing for the right reason; An action done from duty has its moral worth not from the results it attains or seeks to attain, but from the formal principle of doing the duty whatever the duty maybe; duty is the necessity to act out of reverence for law. The goal is to attain goodwill which makes a person perform actions out of duty. Kant's proposition about duty and niskama karma of the Bhagavad Gita resonate in their goal of performing duties without consideration of consequences or fruit.

yaṁ sannyāsam iti prāhur yogaṁ taṁ viddhi pāṇḍava
na hyasannyasta-saṅkalpo yogī bhavati kaśhchana
(BG 6.2)

The path of God realization for the soul is the path of yoga. Renunciation is understanding that there is no happiness in material pleasures of the world. To be a yogi it is imperative to be desireless from within. Bhagavad Gita brings together knowledge, devotion, and karma yoga as paths to self-realization.

Chapter 5 of the Bhagavad Gita, '*Karma Sanyaasa Yoga*' explains the renunciation of actions as a means to renouncing the doer ship. A person who does selfless service sees himself as an instrument of divine law and find God's purpose in his actions. The aim is to attain self-realization. *'Karma*' is an important belief around the globe. In religions like Buddhism and Hinduism, karma is believed to connect the present, the past and the future. In a workplace that embraces a culture of good karma could enhance self-esteem of employees, enhancing productivity, promote healthy team work, a sense of camaraderie, good values and may even prove to be a cost effective strategy.

The practice of management can be understood using the law of karma emphasized in the Bhagavad Gita. The law of karma emphasizes non-attachment to the fruits of action, performing duties with a selfless attitude without attaching oneself to the rewards and work for the sake of work. While performing work the focus should be only on the action and one must be engaged in it full heartedly. Working for the sake of work generates excellence for its own sake. Following a result oriented approach gets us engaged in the end result, which instils fear of failure. The focus is then on the end result rather than the work itself. This approach by a Manager can result in failure for the individual self as well as the organizations. Thus, following a result oriented strategy one loses focus on the present for the future. Thus, while performing work the goal should not be on the extrinsic rewards like earnings, power, prestige, promotion or an anticipated benefit. Any such attachment to the fruit, may result in undue expectations and disappointments. The key to most effective performance and excellence is the work itself.

People are inspired by the ideals that they see in the lives of great people. Such leaders lead by example. The righteous life of a *karma yogi*, displaying high morality, selflessness and spirituality which set high standards for the society. The *Bhagavad Gita* reiterates that a true leader should continue to show exemplary behaviour and continue to perform work for the other people in the society to follow. A good manager thus has to lead his organization by a show of dynamism, practicality, motivating his workforce, helping others and being approachable.

karmanaiva hi sansiddhim asthita janakadayah
loka-sangraham evapi sampashyan kartum arhasi
yad yad acharati shreshthas tat tad evetaro janah
sa yat pramanam kurute lokas tad anuvartate
(BG 3.20-21)

In chapter 10 of the *Bhagavad Gita*, Shri Krishna disclosed that all that exists is a manifestation of his energies. He is the beginning, middle and the end of all. He is the reservoir of infinite knowledge, power, beauty and glory. All people of this world have descended from him and display the qualities arising from him. A good Manager should similarly, demonstrate exemplary behaviour and lead by example.

The Bhagavad Gita provides lessons on reaching the work-life balance through focussing on work regardless of result. Every man or woman has to perform his or her duty and should not run away from his '*dharma*' which has poor consequences for the world and personal life.

a evāyaṁ mayā te 'dya yogaḥ proktaḥ purātanaḥ
bhakto 'si me sakhā cheti rahasyaṁ hyetad uttamam
(BG 4.3)

śhrī-bhagavān uvācha
kālo 'smi loka-kṣhaya-kṛit pravṛiddho
lokān samāhartum iha pravṛittaḥ
ṛite 'pi tvāṁ na bhaviṣhyanti sarve
ye 'vasthitāḥ pratyanīkeṣhu yodhāḥ (BG 11.32)

Work is God and should be valued as it gives purpose to life and gives right direction along with valuing family and partnership, making optimum use of time.

FINDINGS

The principles of *Karma Yoga* in the *Bhagavad Gita* rest on the premise of renunciation of ego and attachment and conduct of duty without expectation of reward. Renunciation of ego is all about performing your duty with control of mind, without any attachment and expectation of getting results.

Karma Yoga is performing the right action with the right attitude, with focus on action, without ego, performing one's duty and taking care of oneself. Right action would include taking care of oneself, family, society, environment. The right attitude towards work, employment, life would reduce dependence and develop confidence in self.

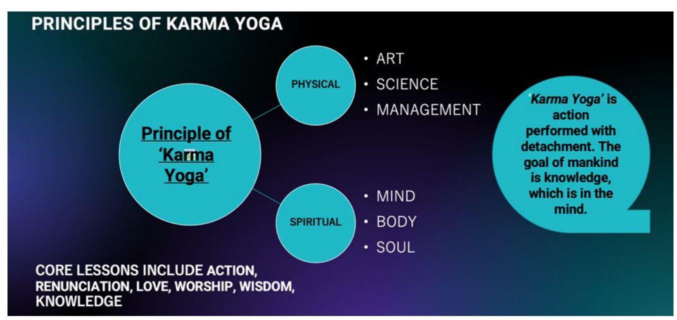

Figure 2: Principles of *Karma Yoga*

In today's world, principles of *Karma Yoga* are applicable to the arena of business. Sales, profits, wealth maximization are not the only goals to strive for, but it is important to attain a balance in the interest of the consumer, society at large. The principle of Karma Yoga from the *Bhagavad Gita* shows how a manager can integrate the business goal with spiritual growth. The sustainable management practices need to evolve to consider the environment sustainability and societal sustainability, gender equality, holistic approach to Environmental, Social and Governance (ESG), reducing carbon footprint and developing a sustainable corporate culture.

There are many practical ways to implement the teachings of *karma yoga*, duty without expectation of results in day-to-day life. To conserve the environment, uplifting the marginalized, voluntary service, be socially responsible thus building a happier workplace, society, and customers.

The practical lessons of the *Bhagavad Gita* have a strong linkage to management principles which go beyond the realm of philosophy and religion. Management principles has been a part of Vedas and *Bhagavad Gita* with a different perspective. The teachings of the *Bhagavad Gita* serve as a guidepost for right code of conduct for the Managers. Management education has grown rapidly and business management education has contributed to effective management, building institutions, organizations and developing a sound body of knowledge. The teachings of the *Bhagavad Gita* provide a right code of conduct to achieve long-term goals. Practice of *karma yoga* emphasized in Bhagavad Gita brings continuous improvement and helps achieve efficiency and excellence. Employees enjoy work and strive towards work-life balance, with lesser stress, greater joy from work, harness hidden potential of employees, develop core competence of motivation and leadership. Detachment from the end result of work leads to liberation from the bondage of work, leads to achieving organizational goals along with personal goal of self-realization.

CONCLUSION

'Karma Yoga' is action performed with detachment. The *Bhagavad Gita* views *Sakama Karma* as a source of bondage whereas *Niskama Karma* to liberate the soul. The law of karma emphasizes non-attachment without focusing on results. The Vedas and the Bhagavad Gita view management principles from a different perspective. *Karma Yoga* is an effective tool for managers. Without focusing on the results managers can focus on the work without an eye on external benefits like earnings, power, prestige, position in the organization or any other anticipated benefits and get affected by under-performance or disappointments. This helps to resolve conflicts, increase performance, inculcates work ethics, provides effective management leadership, serves as a motivational technique, helps to achieve work-life balance, and provides a holistic understanding of management principles.

LIMITATIONS OF STUDY

The study adopts a constructivist paradigm of research to discover interpretations of the events in the scripture as there is no single truth that can be interpreted. The hermeneutics interpretations given to the verses depends on the understanding of an individual. The present study is limited to the researcher's limited understanding of the Bhagavad Gita and may be subject to discussion.

The study is limited to only one aspect of analysis of *Bhagavad Gita*'s lessons on karma yoga and management principles due to limitation of time and resources. The study is a self-funded research undertaken by the author. The study is based on secondary data, journals, periodicals and literature on the *Bhagavad Gita*.

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Human Resource Planning
A Systematic Review

Sonali Ghai[*] and Chandni Rani[**]

ABSTRACT

The arrangement of human resources into associations that help achieve systems, goals, and targets, as well as the clear and intelligible presentation of ongoing route numbers. They deliver the innovative and helpful shine that is necessary for unquestionable achievement. The essay talks about the phases of a deeply embedded program and calling development. It considers how the person's work has developed through time, emphasizing the phases of exploration (testing out various roles), establishment, maintenance, and decline. Additionally, it divides practices into manageable stages and takes into account the degree of engagement and overall impact at each stage as well as how each stage's practices relate to the individual's rising age.

Keywords: Human Resources, Human Resource Cycles, and Elements of Human Resource Management

INTRODUCTION

The affiliation is when a specific social event performs a movement of practices coordinated and in accordance with the a specific distinct evened-out construction to achieve objectives (Gimadiev and Zakirova, 2019). An association uses a flow of resources (human resources and physical resources) in a planned and coordinated manner to achieve outcomes (make products or propose types of services). The establishment of the association's definitive development necessitates understanding the activities that should be completed to realize the organization or object given and effectively coordinating them to produce the ideal outcome (Bagheri, 2016). In order to make sure the affiliation functions well, this coordination suggests dividing up affiliations between the several gatherings. In the affiliation's plan:

1. Multi-layered plan authoritative capriciousness implies how much moderate levels, the level of work division, and the affiliation's topographic distribution.
2. Normalization of standardization proposes how much inside rules, rules, and systems in alliance "parts" of an affiliation are the activities that take place within an affiliation and that, when done in an organized manner; allow the affiliation's goals to be achieved. Obviously, these boundaries will depend on your domain of improvement (e.g., a help affiliation will not have a creation location) and its scale. The vital regions common to affiliations are portrayed under; reliant upon their size and how the affiliation is facilitated, these limits will be recognized, in entire or fairly, by one or two or three social occasions.
3. It is the responsibility of the affiliation's limit to coordinate the relationship's unique human, financial, and material resources in order to accomplish the intended aims. covers as much as feasible of the organizing, association, coordination, and control duties (Shah, 2018)
4. Cash related is committed to acquiring and managing the financial resources basic for the advancement of the connection and for making encounters.
5. Its production and supply is essential for storing unrefined materials, as well as transforming them into inevitable outcomes, sometimes including capacity (OKE, 2019). It outlines the planned activities that are executed to create and game plan

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the things or alliances that the alliance offers to watch out for.

6. Administrative does the vital designs for the advancement of the connection and manages its assistance processes (definitive, accounting, and real).
7. Business understands the needs of the marketplace and follows the most authentic patterns and techniques to sell the product or relationship.
8. It controls the cycles associated with the people working in the alliance, based on an authoritative view (use, cash, absolute blueprints), and its reversal (preparation, execution review, calling arranging, and arranging) (Purkey and Stevenson, 2018).
9. This point of view suggests the location of the circumstance in which choices should be pursued. The central district of the connection is spread out by the board, portraying the different furthest reaches that ought to be made in it to achieve its objectives in an organized and worked way (Ali, 2019).

The level of HR organization is particularly expansive and comprehensive. According to Ahmad (2019), the employees typically have an impact on the decisions made by the best organs of the relationship, and HR sets the standards for carrying them out. According to Fahed-Sreih (2018), in this sense, the HR's goals are based on authoritative goals. However, in order to spread these out, the organization must also have the circumstances obtained from the laborers' social gathering.

The game-plan of limitations, information was thought to be the most important factors in the improvement of human resource, end points, information along with affiliations that people cross getting ready and experience (Oke, 2016). Given the significance of cash-related growth to human well-being, monetary assessors have devoted a significant amount of time and effort to understanding it. During the sixties and seventies, those of inspiration focused on interest side and the impacts of scaling, seeking dynamic common place public spending approaches to overseeing help in areas with less movement and low interest. Since the 1980s, business auditors' focus has shifted from the financial cycle to longer-term new events. As demonstrated by one point of view, taking into account how the model was a more serious need than the cycle and, on the other, by the making dissatisfaction with the evaluations of the standard neoclassical model of Solow (1957). According to Samwel (2018), one of the central hypotheses of this model is that a firm creation limit that exhibits consistent reappearances of scale can approximate the connection between the plans of large parts and the public thing. Determinants of workplace conditions. Control of emotions: It is crucial to understand when to assert oneself makes a major difference because a lot of criteria's make smaller differences:

- A lot of circumstances without going crazy or letting them influence you extravagantly. Add even another significant element to the association. Is understanding how to respect how the connection is growing.
- To promote the offered methods, both their own and appropriate. Pack affirmation: The capacity to lead a group and
- You require a well-structured work environment in order for associations to view you as employable.
- You should be aware of the organizational business culture where you operate and act in accordance with it. Ability to tune in: Knowing how to tune in indicates a lot, Identify and adapt thoughts.
- Dependable and considerate of plans.
- You must be able to identify liabilities and confront them. We should exercise caution and carry them out precisely. Personal opinion: Another component of employability for a affiliation is a mental, physical, and neat thought process.

RESEARCH METHODOLOGY

This research paper depends on auxiliary information gathered from various websites, e-books, news channels, magazines, and articles.

IMPACT OF HUMAN RESOURCE PLANNING AND ORGANIZATIONAL IMPROVEMENT

Human asset arranging has alternate points of view and translations from different individuals. However, the principal motivation behind human asset arranging is to recognize and expect the future requirements of an association accordingly human resources and guarantee that these human resources have the fundamental assets to fulfill the requests of clients as well as accomplish authoritative objectives. Bulla and Scott (1994), characterized human asset arranging as 'the method involved with guaranteeing that human asset prerequisites of an association are recognized and designs are made for fulfilling those necessities'.

This definition comprises many related exercises that involve human resource planning they are stock, human asset processes, activity plan, control, and assessment.

Human asset arranging is likewise a course of giving an adequate number of human resources to accomplish future hierarchical objectives and goals. This incorporates anticipating the future requirements for workers of high worth and estimating the necessities of current representatives to decide the sorts and number of workers required in the association and the people who are not.

Watters referred to in Byars and Mourn, 1991 that "human asset arranging is the means of matching the stockpile of individuals, inside (existing workers) and remotely (those to be recruited and looked for) with throughout a given time span''. Human asset arranging has two goals the ideal use of at present utilized human resources and giving future space for abilities and numbers (Harvey and Bowin 1996).

Human asset arranging will increment direction, empower correspondence through open conversations, utilize the ideal individuals with the right abilities, settling clashes among workers and the board which will assist with overseeing pressure circumstances among the executives and representatives in the association.

In agreement with Schein (1976, p. 3), this is what he noticed: the more complex a relationship is, the more vulnerable it is to human error. This means that such an organisation won't necessarily need to employ a large number of workers, but rather will use people who are extremely well-prepared, have the essential skills and capacities both in administrative and material positions. In such a group, low inspiration, turnover, poor performance, and conflicts will be particularly common. It will prove to be quite prudent and crucial to practise human resource planning.

LIMITATIONS

Most of the things are restricted by the organization including energy and character, outstandingly regarded by associations. In that comparison Stewart and Brown (2019), see human capacity as the capital as it hoards data, capacities, experience, and affiliations that they obtain through tutoring and experience learned in the association. In this sense, explicit capacities that delegates convey with them, go about as the justification for the improvement of new data that adds to effectiveness. In that exceptional situation, associations build human resource with their agents by proposing to pay serious compensation rates to attract and hold refined, experienced, and arranged specialists by placing assets into getting-ready projects; this results in the capitalization of general capacities and unequivocal capacities inside them.

Arranging, Cycling, and Producing Human Resources

- **The course of human resource the board:** A method for managing exiles hr the leaders suggest the direction of human capacity that makes up the affiliation. "it is the administrative ability through which chiefs join up, select, train and encourage the people from the relationship." According to Akey and Antwi (2017), the human resource leaders cycle incorporates six fundamental activities.
- **Human resource orchestrating cycle for this stage:** An examination is finished that incorporates factors like current and expanded needs of individuals, possible open doors, expansions, and solidifications (kovačević and Mladenović, 2018). Likewise, the external association ought to be penniless down to understand the work market overall, the needs that will be presented in the medium and long stretch. While orchestrating hr., it is critical to consider the characteristics that association organizes commonly present today, which are ordinarily included three levels:
  1. Focus (fixed workers), the association gets pragmatic versatility from these subject matter experts
  2. Periphery center (fleeting workers), the association gets from these experts the numerical versatility expected to stay aware of its power
  3. Subcontracting (reevaluating), a third more external level, which is ending up being logically critical, outlined by those capacities and activities that are subcontracted, either to various associations or to freely utilized subject matter experts.

  For this present circumstance, the work contract is replaced by a business contract. Clearly, the associations that total the organization of hr. Suitable and successful, they will have an information system that will allow to expect the movements that will happen, inside and outside the association, or to answer quickly to those that needy individual been possible to anticipate. The essential endeavor of the organizing gathering will be to separate the going with centers: (a) The situations for the association to achieve its fundamental objectives, there will be places that will stay aware of its substance, others that will change it and that is what a third assembling, sooner or later, will disappear. Furthermore, new positions will be made that, at this point, don't exist in the association; (b) The quantitative arrangement of the association; in light of the movements that will occur in the positions of the different positions and helpful units of the affiliation; (c) The abstract format: considering the progressions that will be made in the profiles of necessities of the circumstances, in light of the headway of the association; (d) The various leveled plan of the association; so it can achieve its fundamental focuses inside the spread out deadlines and at what times it will be critical to introduce these movements concerning the projections of the work market, the amount of shuns should continue to rise, according to an outline by Armstrong (2020), shows that 44% of multinationals confirm a development in the amount of exiles (Armstrong and Taylor, 2020). The us overall associations, more as often as possible than in prior numerous years, utilize new considered boss bosses, to give a few models, PepsiCo, Coca-Cola association, and citigroup can be referred to. All of them share something all things being equal: they have new pioneer bosses, positions in which overall associations need the best-qualified personnel generally. Associations are at present not astoundingly excited about the start of pioneers, they simply require the best resource.

- **Enrollment:** It will probably draw candidates who fit the specified work standards. Decision a more significant level of filtration. Pull out all the stops on the shortlist who most match concerning capacity, experience and potential for a given work. Enlistment: choose the last candidate who completes the work. Getting ready and headway: those cycles that work on a delegate on board their capacities and limits and invigorating. Pay of delegates and benefits of the association: the cycle includes choosing wages and pay rates, inspirations, additional benefits and rewards. The agents they perform look for increases, better compensation rates and rewards.
- **Decision cycle:** This piece of the association is of essential importance since if the ideal personnel for the position isn't picked (martínezvivar and garcía-vida, 2016).

  The affiliation ought to set up the profile of the appropriate contender (specific and human), making a connection as practical as could be anticipated. With the data given by the assessments that have been finished in such way, the field of data can be stretched out with the ultimate objective of additional creating heading. Drive and trade capacities. Regardless, inquisitively, the two factors with less thought concerning the associations, are the past overall experience and the family states of the candidate. As demonstrated by alamri and alothman (2016), the basic capacities for exiles are the going with:

  1. drive and orchestrating limit
  2. the adequacy of judgment and perception of the issues
  3. flexibility and stress opposition
  4. self-motivation
  5. kind disposition
  6. multicultural thinking and ability to conform to assortment.

  Qualities of proactivity in the master fields and significant components, obviously, work with the most widely recognized approach to changing the alienate even more quickly to their new work space, as well as adjusting to the strain provoked by the distinction in environment and the ability to spread out cordial bonds with people of social orders, convictions and values that differentiation from their own.
- Planning and progression getting ready is the course of study and constant finding that searches for work expansion and reviving, with the objective of growing the data and capacities of workers, allowing the improvement of the capacities anticipated in the introduction of work (Analoui, 2018). The planning cooperation can be described as the hypothesis that the association makes to ensure the master improvement of its laborers. Thusly, it makes a big difference to highlight that the readiness plan, from an overall viewpoint, should be considered as a significant gadget that decidedly impacts the association and the workforce that gets it. Thusly, 72% of the individuals in "the 2005/2006 worldwide

errand audit", among more than 200 worldwide firms all around the planet and for different ventures, the affiliations examined verify that they give getting ready in the language of the country of goal (Al-Frijawy and Tonoju, 2019). Various associations, for instance, Deloitte have overall headway projects for specialists some place in the scope of 26 and 40 years of age, with more than two years of contribution with the firm. For 16-month contracts in any country in the world, the master prepares the competitor for an impressive period of time, consigns him a mentor, reserves all over outings, and promises him a headway in grouping and pay on his return.

- **Execution Evaluation:** The show appraisal grants differentiating the headway of the individual and the limits indicated for the position. It is by and large challenging to condemn a worker's show definitively. The exile execution evaluation process is extremely muddled. On account of the necessity for both close by managers and those of the parent office to give information on the alienate's show study (Tuan and fertilizer, 2020). Unintentional predisposition disturbs the objective appraisal of the show of such chiefs evenhandedly. When in doubt, two get-togethers survey their show: the bosses of the getting country and the heads of the country of starting (Asadi and Marin, 2019). To decrease the issue of predisposition in evaluating the introduction of exiles, the capacity of the heads of the getting country who have been in the very place as that of the exclude can be given more noticeable weight. The cooperation integrates laborers, yet it can in like manner be for an office, thing, organization or client support process; all towards progress or upgrading them. Today there is a robotized execution of the leaders structure (PMS) that passes every one of the information on to help chairmen with reviewing delegate execution and survey in such a way their planning and headway needs. These are fundamental for specialist support other than cash which is only a discretionary component. All cycles are major for the perseverance and result of human resource approaches and there is no single cycle that can work in detachment; there should be a raised level of congruity and the relationship between them. 2.7 the trips, moves, plunges, and dismissals this is the rest of the cycles in human resource the chiefs. The headways, moves or plunges, and dismissals reflect the value of the agent for the affiliation. It was represented that 25.10% of them leave the association one year in the wake of bringing it back. It is critical clearness as for the association while framing accurate methodologies that spread out the procedures to be used once the laborer's bringing back has happened. A respectable exile procedure ought to provoke the conviction that individuals who recognize will be essentially helped in the master employment, for which the remunerations, classes, and works that will create their return will be fixed before the completion of the spread-out period. Leaving these requests clear will provoke an environment of more vital conviction and will help with diminishing the pressure and weakness of the excluded and his friends and family.

CONCLUSION

In the space of human resource, faculty arranging is the most common way of making the consistency and nature of hr steady with the corporate mission. Reflection on the genuine business needs in the faculty area comprises the "soul" for the foundation of staff arranging. The human asset-the-board framework is the fundamental device through which organizations attempt to adjust the association and individuals to business techniques. So "foreseeing and giving" become the catchphrases to confront this cycle effectively. Human asset arranging is vital to permit us to respond so as to the changing requirements of each organization's market, staying with the serious, sound, and simpler to make due. Preparing and work give individuals a method for means, and the abilities of laborers work with efficiency and development in organizations. The worldwide human resources file introduced in the worldwide human resources report of the world financial gathering means to give a comprehensive evaluation both current and arranged of the human resources of a nation in its whole populace. It permits compelling examinations between districts, ages, and gatherings as per pay. The abilities of laborers work with efficiency and advancement in organizations. The worldwide human resources file introduced in the worldwide human resources report of the world monetary discussion means to give an all-encompassing evaluation - both current and arranged of the human resources of a nation in its whole populace. It takes into account powerful correlations between areas, ages, and gatherings as per pay.

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Evaluation of Nutritional Status of Elderly Residents in Old Age Homes in Punjab using Mini Nutritional Assessment (MNA) Tool and their Desire for Longevity Amid COVID-19 Pandemic

Sanchit Arora*, Rohit Kumar, Naveen Kumar*** and Neelam Vashist******

ABSTRACT

Background: *Globally, the elderly population has observed an exponential growth and which definitely pose numerous challenges. Malnutrition and the psycho-social wellbeing are amongst the major and most neglected problems concerning elderly. They are at a greater risk of malnutrition when compared with other age groups. Deteriorating physical health, poor psycho-social wellbeing, and other environmental risk factors makes the elderly most vulnerable among all age groups. Hence, to study and examine the nutritional status and psycho-social wellbeing of elderly the present study was conducted.*

Methods: *The study was carried out for a period of 3 months September 2022 – November 2022. In order to assess the nutritional and psycho-social wellbeing, a cross sectional study was done on 80 elderly residents residing in old age homes in Punjab. Nutritional data was collected from identified elderly by using mini nutritional assessment (MNA) tool. Quantitative data for the social assessment was collected by self-assessed schedule. Qualitative data was collected by gathering narratives and case studies.*

Results: *Majority of the participants 41 (51.25%) were in the age group of 60-69 years followed by 70-79 years' age group 33 (41.25%) and ≥ 80 are 6 (7.5%). significant number of elderly were well nourished and having good nutritional status, out of which 29 (65.9%) are males and 15 (41.7%) are females. Followed by the elderly were at risk of malnutrition, females 13 (36.1%) which is more than males 8 (18.2%) accordingly. It is pertinent to bring to notice that 18.75% of elderly in the present sample are malnourished. It was found that (79.5%) of males are having an urge to live longer and healthy life, while fewer (20.5%) males having no desire for longer lifespan. Among females, (88.9%) wished to live longer with better mental and physical health, whereas (11.1%) have no desire to live a long life irrespective of good health.*

Conclusions: *It is critical to evaluate the health status of the elderly residents from time to time. In fact, an initial assessment of physical, mental and social aspects of health and wellness of each elderly at the time of admission in old age home shall be conducted. It is recommended that a pre and post assessment of the overall wellness of elderly residents shall be conducted.*

Keywords: Nutritional, Elderly, Mini Nutritional Assessment (MNA), Old Age Home (OAH), Malnourished.

INTRODUCTION

Nutrition is an essential requirement in life, as it plays a significant role in promoting health and preventing diseases. When a combination of inadequate or excessive nutrition and inflammatory activity occurs, it can lead to an abnormal body composition and diminished function, resulting in a condition known as malnutrition. In the case of older adults residing in community settings, malnutrition contributes to an increased likelihood of hospitalization and the need for residential care

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admissions.[1] Thus, ensuring adequate nutrition is crucial for maintaining well-being, especially among older adults. As people age, the occurrence of multi-morbidity, which refers to the presence of multiple chronic health conditions, becomes increasingly common. The criticality of ensuring high-quality healthcare for the elderly becomes more evident as their population continues to grow. With advancing age, there is a progressive decline in functionality, leading to an increased burden of illness, known as morbidity.[2] Recognizing and addressing the unique healthcare needs of older adults become increasingly imperative given the age-related challenges they encounter. Physical and social settings can impact health directly or through factors that influence opportunities, choices, and health conduct. Maintaining healthy behaviors throughout life, particularly a balanced diet, regular physical activity, all contribute to enhancing physical and mental capacity, and postponing care dependency.[3] When developing a public-health response to aging, it's vital to consider not only individual and environmental approaches that mitigate age-related losses but also those that foster recovery, adaptation, and psychosocial growth.[4] The aging process can lead to the accumulation of ailments and impairments, including cognitive and physical deterioration, depressive symptoms, and emotional transformations. These factors directly influence the delicate balance between nutritional needs and intake in older individuals. The primary emphasis on nutrition for older adults often revolves around fostering a wholesome diet and engaging in physical activity to mitigate the risk of developing lifestyle-related ailments.[1, 5]

According to reports, nutrition screening in general practice in India was previously insufficient until the introduction of a validated screening tool. Obstacles to conducting nutrition screening include a lack of understanding regarding the screening process and nutrition care pathways, as well as a dearth of suitable educational resources for patients. These barriers have previously hindered the effective implementation of nutrition screening practices.[6] Opportunities identified by practitioners include the incorporation of a nutrition screening tool within current practice, via the existing Medicare-funded Health Assessment for older persons aged 60 years and older, as has been advocated by others.

The present study is undertaken to assess and examine the nutritional status and socio-gerontological aspects of elderly residents residing in Old Age Homes. Ageing may ensue with accretion of diseases and impairments, including social, cognitive and physical decline, all of which may directly affect the balance between nutritional needs and intake. More often the focus of nutrition in older adults is a healthy diet and physical activity to minimize the risk of developing lifestyle diseases.[7]

MATERIAL AND METHODS

A cross-sectional study was undertaken on 80 elderly aged 60 years and above, residing in the four old age homes in Patiala and Gurdaspur (Punjab). The data was collected by interviewing the aged people using Mini Nutritional Assessment Scale (MNA), which includes 18 weighted parameters related to nutrition, lifestyle, medication, mobility and anthropometric measurements. A dietary assessment and question related to self perception of health and nutrition. Following is the score indicator for MNA tool:

The Mini Nutritional Assessment score (MNA) is probably the most widely used and most thoroughly validated in various geriatric demographics and situations using principal components and discriminate analysis, the MNA was validated against two main criteria: clinical status and thorough nutrition assessment. A 2-step screening procedure was made possible by the development and validation of the MNA short form (MNA-SF). Nutrition risk can be accurately, sensitively and specifically identified by the MNA and MNA-SF.[8, 9] For nutritional screening and assessment, the MNA is an easy-to-use but highly sensitive tool. Its usage is undoubtedly supported by the vast amount of data that has been gathered and its widespread use among medical practitioners.[10]

For instance, the short variant of the MNA (MNA-SF) is a screening tool that asks six questions about body mass index (BMI), food intake, mobility, psychological stress or acute illness, and the existence of dementia or depression. The highest possible score for this component is 14. A score of 11 or less suggests that the MNA-LF should be used in its entirety, whereas a score of 12 or higher shows that the individual under study has an appropriate nutritional status, hence excluding malnutrition and/or malnutrition risk.[11]

Malnutrition Indicator Score:

Greater than 24 points → well Nourished
17 to 23.5 points → at risk of malnutrition
Less than 17 points → malnourished

For assessment of socio gerontological indicators of quality of life among the older person such as desire for longevity, life satisfaction tools like personal interview and schedule were utilized.

Study Design

The present study is a community based cross-sectional study. In the present study, the exposures and outcomes of the study were simultaneously assessed. In contrast to cohort studies and case-control studies, where participants are chosen based on exposure status or outcome status, participants in the present cross-sectional study were chosen based on the inclusion and exclusion criteria established for the study. After selection of the study participants, the present study was conducted in order to evaluate the exposure and results.

Study Duration and Period

The study was conducted for a period of 3 months from September 2022 to November 2022.

Source of Data

The present study was carried out among the elderly resident of Old age homes located in district Patiala and Gurdaspur, Punjab.

Selection Criteria

Persons who were aged ≥ 60 years, residing in the area from past 3 months and those who were terminally ill and bedridden were excluded.

Sample Size

The sample size is determined by total number of old age home residents. The adjusted sample size will be 80.

Data Collection

Elderly data was collected using structured Mini Nutritional Assessment (MNA) tool which includes questionnaire and anthropometric measurement. Interview was conducted directly with elderly person and with the help of care takers of the old age homes.

Research Instruments

Instruments or equipment's use for the conducting of a survey are:

(a) **Weighing machine:** Weighing machine with the capacity of 100kg and having the least count of 0.1 kg (1 piece).

(b) **Height measuring scale (stadiometer):** Height was recorded using portable stadiometer and it was recorded nearest to 0.1 cm (1 piece).

(c) **MUAC tape:** For measuring mid-upper arm circumference MUAC tape was used and readings were recorded nearest to 0.1 cm (1 piece).

(d) **Questionnaire:** A well designed and pretested set of questionnaire for the collection of nutritional information.

OBJECTIVES

General Objective

The main objective of this work is to assess the nutritional status of elderly people aged ≥ 60 years, also to find out the prevalence of malnutrition among elderly people aged ≥ 60 years living in an old age homes.

Specific Objective

(a) To determine the nutritional status of elderly people aged ≥ 60 years at old age homes of Patiala and Gurdaspur.

(b) To identify associated factors of malnutrition among elderly people aged ≥ 60 years at old age homes of Patiala and Gurdaspur.

(c) To understand the desire for longevity among the residents of old age homes.

RESULTS

Part A: Mini Nutritional Assessment (MNA)

Table 1 gives the description of health assessment of the elderly residents residing in old age homes using mini-nutritional assessment as a tool. This tool scales the elderly into 3 categories namely well nourished, risk of malnutrition and malnourished.

Table 1: Elderly Participant Distributed According to Their Gender Group

Old Age Homes (Nutrition)			
MNA Scale	*Male n (%)*	*Female n (%)*	*Total n (%)*
Well Nourished (> 24 points)	29 (65.9%)	15 (41.7%)	44 (55%)
Risk of Malnutrition (23.5–17 points)	8 (18.2%)	13 (36.1%)	21 (26.25%)
Malnourished (< 17 points)	7 (15.9%)	8 (22.2%)	15 (18.75%)
Total N %	44 (55%)	36 (45%)	80 (100%)

Table 2 gives the description of elderly in the present study according to their age group.

Table 2: Elderly Participant Distributed According to Their Age Group

Age in Groups (in years)	*MNA Scoring Scale*			*Total n (%)*
	Well Nourished	*At Risk*	*Malnourished*	
60-69	26 (63.4%)	7 (17.1%)	8 (19.5%)	41 (51.25%)
70-79	17 (51.5%)	12 (36.4%)	4 (12.1%)	33 (41.25%)
≥ 80	1 (16.7%)	2 (33.3%)	3 (50%)	6 (7.5%)
Total N (%)	44 (55%)	21 (25.25%)	15 (18.75%)	80 (100%)

In the present study, total of 80 elderly participants participated from four of the Old Age Homes of punjab out of which 44 (55%) are males and other 36 (45%) are females. Majority of the participants 41 (51.25%) were in the age group of 60-69 years followed by 70-79 years age group 33 (41.25%) and ≥ 80 are 6 (7.5%). The overall mean age of the study participants was 71.73 years (Table 1 and Table 2).

As it can be observed from the Figure 1, which depicts the nutritional status of residents, it is observed that significant number of elderly were well nourished and having good nutritional status, out of which 29 (65.9%) are males and 15 (41.7%) are females. Followed by the elderly were at risk of malnutrition, females 13 (36.1%) which is more than males 8 (18.2%) accordingly. The percentage of malnourished females 8 (22.2%) were also observed slightly higher than males 7 (15.9%) as per the data gathered. It is pertinent to bring to notice that 18.75 % of elderly in the present sample are malnourished.

As per Figure 2, among the participants aged 60–69 years, 70–79 years and ≥ 80 years, majority 44 (55%) of the elderly were well nourished and living a healthy life in old age homes. Fewer elderly participants were at risk of malnutrition 21 (26.25%) and also 15 (18.75%) of the participants were malnourished. Among the participants aged 60-69 years has the highest percentage of well-nourished elders 26 (63.4%), whereas elderly participants aged 70-79 years has 17 (51.5%) well-nourished elders, followed by 1 (16.7%) of elderly aged ≥ 80 years was well-nourished and with good nutritional status. Participants aged 70–79 years has highest number of elders were at risk of malnutrition 12 (36.4%), while fewer 2 (33.3%) participants were at risk of malnutrition aged ≥ 80, whereas participants aged 60-69 years has 7 (17.1%) at risk of malnutrition. Among participants aged ≥ 80 majority 3 (50%) were malnourished, followed by aged 60-69 years has 8 (19.5%) malnourished elderly

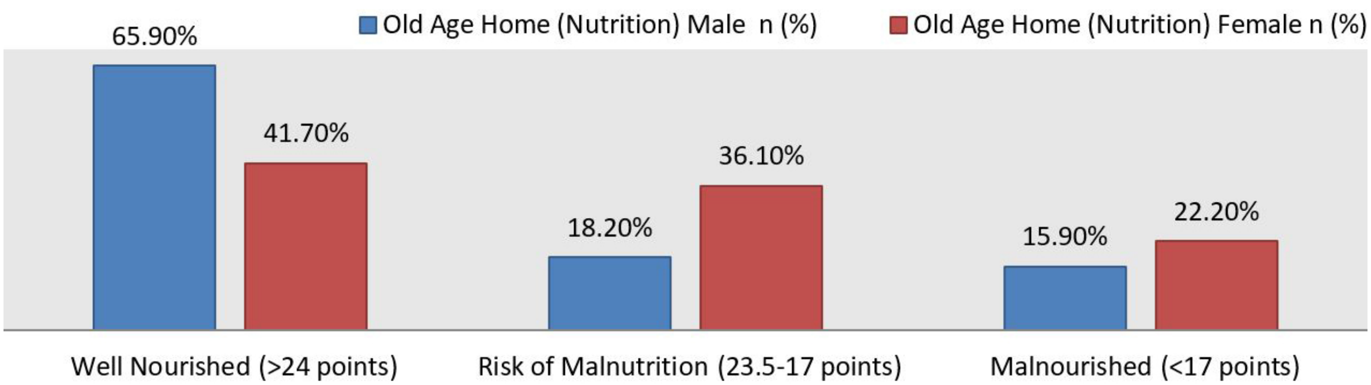

Figure 1: Association between Gender of Participant and MNA Scoring

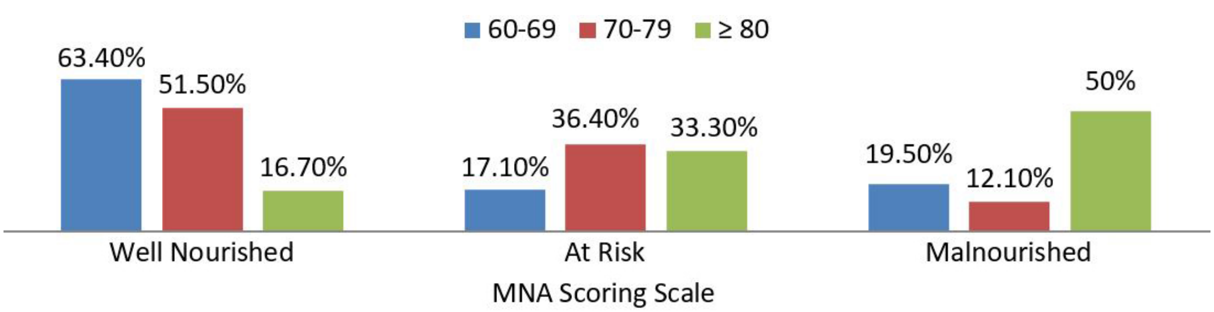

Figure 2: Association between Age Group of Participant and MNA Scoring

and fewer 4 (12.1%) of the participants aged 70-79 years were in malnourished category.

Part B: Socio-Gerontology

Desire for Longevity

Table 3: Desire for Longevity

Gender	*Components*		*Total N (%)*
	Yes	*No*	
Male	35 (79.5%)	9 (20.5%)	44 (100%)
Female	32 (88.9%)	4 (11.1%)	36 (100%)

Table 3 shows, among the participants, (79.5%) of males having an urge to live longer and healthy life, while fewer (20.5%) males having no desire for longer lifespan. Among females, (88.9%) wished to live longer with better mental and physical health, whereas (11.1%) have no desire to live a long life irrespective of good health. The reason for lesser desire for longevity can be attributed to a number of psychosocial factors which includes, strained relationship with children and family members, increased dependency both physical and financial on others and trauma given by the loved ones by abandoning them.

Impact of COVID-19 Pandemic among the Elderly Residents

Surprisingly, none of the elderly residents felt like impacted from the COVID-19 pandemic. In fact, the elderly is found to be living with a greater positive intent and without any undue fear which is contradictory to the fact that the elderly in the outside world was living with an unprecedented fear of dying from corona virus disease. It was found that there is no fear of dying from the COVID-19 amongst the elderly residents. Thus, it can be attributed to the exceptional care and support provided by the staff of old age homes. It is interesting to note that amongst two of the old age homes adopted a single standard operating protocol to be executed to safeguard the elderly residents from corona virus diseases. Few of the best practices followed by the old age homes staff are as follows:

- Gates of the old age home was closed for any outsider and visitors.
- The OAH staff remained within the OAH premises for more than 6 months without having contact with outside world.
- Daily sanitation and hygiene ensure zero COVID cases amongst the elderly residents.
- Awareness and sensitization on the COVID is done on regular basis to the elderly residents by the staff.
- To improve the mental health during the lockdown and restriction in movement of elderly residents, online virtual sessions connecting the residents from other old age homes ensured good mental health among the elderly.
- Daily screening of the body vitals and person centric care plan for each of the elder resident ensured good physical health.[12]

DISCUSSION

In the present study it is interesting to found that 70% of the elderly residents are well nourished. Surprisingly further it is observed that the percentage of well-nourished elderly in the present study when compared with another study conducted by Gupta, K. et al. (2022) on the elderly population living in higher altitude region of District Nanital, Uttrakhand, It was found that risk of malnutrition was pointedly higher (63.3%) when compare for well-nourished elderly (22.4%) with adequate nutritional status.[13] Jyomati, O. et al. (2018) conducted a study among elderly residing in Kongpal, Manipur and found that about (20.8%) of the respondents, totaling (52) individuals, were found to be malnourished, while (49.2%) of this group (123 respondents) was identified as being at risk of malnourishment. Conversely, a smaller portion of the participants, specifically (30%), which translates to (75) respondents, were reported to be adequately well-nourished.[14] Kansal, D. et al. (2016) conducted a study at Buttrawati village, Karnataka and found that, among the 190 participants, (43.7%) of males and (43.3%) of females were at risk of malnutrition. Additionally, around 25.4% of males (18 individuals) and roughly 21% of females (25 individuals) experienced malnutrition. Conversely, a smaller proportion of males, about 31% (22 individuals), and females, about 35.3% (42 individuals), displayed well-nourished conditions.[15] Rashmi Agarwalla et al. (2013) on the elderly living in a village in Boko-Bongaon block, Kamrup district, Assam is significantly higher when compared for well-nourished elderly in their study which was found to be only 30%.[16] Vedantam, A. et al. (Rural development block, Tamil Nadu 2009) found that among the 227 subjects, approximately 14% were categorized as malnourished, and about 49% were considered at risk of malnourishment. Notably, no significant distinction was found between men and women in regards to malnourishment rates. A significant portion of the elderly participants lived with their children, lacked income, and adhered to a three-meals-per-day diet.[16]

It is generally found that the nutritional status of the elderly living in rural and villages are better when compared with the elderly living in urban and cities. The higher percentage of well-nourished elderly in the present study indicates that special attention has been given to improve the nutritional status of the elderly residents. It is found in the present study, that the elderly residing in the HelpAge India old age homes has a better nutritional status when compared with elderly residing with family in a village.

Santosh, A. et al. (2017) conducted a cross-sectional survey in the old age home of Davangere District, and found that within a group of 105 elderly individuals, 61% were at risk of malnutrition, and 24% were classified as malnourished. Additionally, visual impairment impacted 30.5% of the elderly, hearing impairment affected 20%, and mobility was compromised in 39% of the participants.[17] Shweta, M. et al. (Jaipur old age home, 2010) found that 8.1% had malnutrition, 55.5% were at risk of malnutrition, while only 36.4% were well nourished.[18] Avinash Sunthlia et al. (Urban Varanasi old age home 2015) found that almost 41.57% elderly participants had normal nutritional status, while 40.44% were already malnourished, whereas 17.97 elderly residents were at risk of malnutrition.[19] The lower risk of malnutrition among the elderly residents of Punjab old age homes can be attributed to the good practices followed by the old age home in ensuring balance diet and nutrition coupled with good practice during peak of COVID-19 and psycho-social health. Hence it can be said that complete attention is given to old age home towards holistic health of the elderly.

Araujo, L. et al. (2021) in their study found that, among the respondents, approximately 31.4% indicated a willingness to prolong their lives, while around 30.6% expressed the opposite sentiment. Additionally, about 38% of the participants did not provide a definite stance on the matter. Among those in favor of living longer, approximately 63% gave reasons for their preference, while approximately 78% of those unwilling to extend their lives offered explanations for their choice. Notably, the remaining participants did not provide any justifications for their responses.[20]

Elderly in the present study also reported that at the time when they retire from occupational and social responsibilities and required the support from the children and family members the most, they were unavailable which lead to feelings of lesser desire for longevity. Moreover, the decline particularly in physical health leading to failure in functionality in terms of activities of daily living was a major reason for elderly not desirous of living longer.

Following is the narrative gathered in local language (Punjabi) from one of the elderly residents.

Aasi ethe aa kar apni zindagi toh bhot khush haan, Mauja kar rahe haan. Rab sabnu lambi umra deve, taan sade bacheya di sambhal kre.

The above narrative clearly indicates that the elderly person is very happy residing in the old age home. The elderly is also trying to convey that with present situation of living is extremely joyful. The elders is also urging for good health and longer life from god with care and love for children.

RECOMMENDATION

It is critical to evaluate the health status of the elderly residents from time to time. In fact, an initial assessment of physical, mental and social aspects of health and wellness of each elderly at the time of admission in old age home shall be conducted. It is further recommended that a pre and post assessment of the overall wellness of elderly residents shall be conducted.

Reduced physical and cognitive functioning increased use of medical services, early institutionalization, and higher mortality rates are some of the consequences of malnutrition and unintended weight loss. Given the elderly in the age group of > 80 are more malnourished, it is recommended that a diet plan from recognized nutritionist/ dietician shall be followed to ensure that the elderly in this category can be turned into at least nourished category which will not only make their nutritional status better but will also help them to lead a more active life.

In general, it is also recommended that a monthly visit of the dietician shall be made in order to ensure good nutritional status and evaluation of the quality of food served to the elderly.

Socio-demographic indicators are also an aggregate indicator of health-related wellbeing for people aged 60 years and older. Therefore, it is recommended that while assessing overall health of an elderly person equal attention shall be given to gather the information on socio-demographic indicators of health for an elderly person.

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Factors of Women Entrepreneurship
A Bibliometric Analysis of Scopus Publications (1976–2023)

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ABSTRACT

Bibliometrics, often known as "scienometrics", is a quantitative tool for measuring and mapping existing research in a scientific area. The analytical search results service from the VOS viewer application and Scopus were used to develop bibliometric techniques and analyze research data. In order to analyses the literature on Factors of Women Entrepreneurship, this study used bibliometrics.

With the aid of bibliometric visualization, this study intends to map the current state of factors affecting women entrepreneurs' studies that have been published internationally and are indexed by Scopus. The analytical search results service from the VOS viewer application and Scopus were used to develop bibliometric techniques and analyses research data. The Scopus database provided research data for 1076 documents published between 1976 and 2023.

The findings show that Kaciak, E. is the most active author and that the international publication of Gender and Entrepreneurship is the most active publication producing the most research papers on factors affecting women entrepreneurs. The keywords used most of time is entrepreneurship. The United States is the most productive nation in terms of document production. The most institutions that produced research articles came from developed countries. In the studies of factors on women entrepreneurs, there was one pattern of cooperative researchers.

Keywords: Bibliometric Analysis, Women Entrepreneurship, Scopus and VOS Viewer.

LITERATURE REVIEW

R**. Hisrich & C. Brush (n.d.)** This paper studies female entrepreneurship order to identify obstacles that women face in business. The typical female entrepreneur is married with children, herself the first-born child of middleclass parents. Consequently, most of the businesses are small with low growth rates and revenues. **(Erwee, 1987)** This paper discusses research on female entrepreneurs. It uses a life-cycle model of career development to systematize the review of the few studies of female entrepreneurs. It also contrasts research on female entrepreneurs in two different cultures. **(C. Brush, 1992)** This paper reviews empirical research studies on women business owners and their ventures, classifies the studies in a framework, and summarizes trends emerging from this research. **(S. Carter & T. Cannon, n.d.)** This book provides case studies of women entrepreneurs and considers problems which are specific to women in business. **(E.H. Buttner & D. Moore, n.d.)** This paper investigates the motivations and correlates with success for women who leave corporate environments to start businesses of their own. It finds that the women's entrepreneurial motivation is related to the ways they measure success in their own businesses. **(R. Thurik & I. Verheul, n.d.)** This study explains female entrepreneurship from a country perspective. It uses data from the Global Entrepreneurship Monitor and finds that the factors determining female and male entrepreneurship at the macro-level are fairly similar. **(Mattis, 2004)** This paper discusses the experiences of women business owners who left corporate careers to start their own businesses. It examines their experiences with corporate "glass ceilings" and "glass walls", such as lack of flexibility and challenge, lack of role models and mentors, and lack of access to line positions. The paper recommends that companies identify and eliminate barriers to women's advancement in the corporate culture and work environment. **(N. Langowitz et al., n.d.)** This paper examines the role women play in entrepreneurial activity and the factors that influence their participation.

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It uses data from four sources: randomly selected adults, interviews with experts, standardized questionnaire, and international sources. The driving force behind women's decisions to pursue entrepreneurial activity is the lack of other job opportunities. **(Jia Li et al., 2008)** This paper analyzes the impact of gender difference on entrepreneurship from the aspects of motivation, leading style, industry selection, size, and financing. **(Hossain et al., 2009)** The purpose of this paper is to examine factors that influence women entrepreneurship development in Bangladesh. The paper uses quantitative and qualitative analyses to study the variables that may affect the development of women entrepreneurships. The main factors that impact women's decision to become self-entrepreneurs are the desire for financial independence and decision making, market and informational network, availability of a start-up capital, knowledge and skills, and responsibility towards children. **(G. Xiu-juan, n.d.)** This paper analyzes the characteristics of women entrepreneurs from the perspective of individuals, organizations, and environment. **(WILSON et al., 2009)** This paper explores the relationships between gender, entrepreneurial education, and entrepreneurial self-efficacy on entrepreneurial intentions and behaviors. It finds that self-efficacy is a key component in understanding entrepreneurship interest and actual career choice, and that entrepreneurship education has a positive influence on self-efficacy for women. **(David Thokozani Malaza, n.d.)** This paper assesses the determinants of women entrepreneurship in selected areas in South Africa. **(McGowan et al., 2012)** This paper presents findings from exploratory, qualitative research conducted with 14 women entrepreneurs in Northern Ireland. It explores their motivations and expectations of entrepreneurship, and the realities of their experience. **(L. Vita et al., n.d.)** This paper presents a classification scheme for female entrepreneurship research, covering 191 articles published between 2000 and 2012. Results show that the interest of academic literature in female entrepreneurship increases on average from 2006**. (Pathak et al., 2013)** This paper uses the Global Entrepreneurship Monitor (GEM) dataset and the Global Gender Gap Index (GGGI) to study the effects of gendered institutions on women's entrepreneurship. It finds that gendered institutions moderate the effects of individual variables on the entrepreneurship of women. **(V. Rao et al., n.d.)** This study analyzed the entrepreneurial characteristics with the success of women entrepreneurs operating micro, small and medium scale fashion and apparel enterprises. The data was collected using a self-administered questionnaire and was processed using SPSS software. The findings resulted in a listing of empirically grounded growth-related entrepreneurial characteristics. **(P. Jain & Nishi Tyagi, n.d.)** This paper discusses the status and problems of women entrepreneurs in India**. It includes **the significance of women entrepreneurship and the policies of the Indian government for women. **(Sarfaraz et al., 2014)** This paper investigates the relationship between gender equality and the rate of female entrepreneurship. It uses correlation analysis to study the relationship between gender-related development indices and different stages of women entrepreneurial activity. The results suggest that female entrepreneurial activity is not significantly correlated with gender equality. **(De Vita et al., 2014**) This paper discusses women entrepreneurs in developing countries. It cites a study that found that 42% of entrepreneurs in the world were women. **(M. Elizundia, n.d.)** This paper analyzes the personal and social factors that influence the likelihood for women to become entrepreneurs in Mexico. The results show that personal factors (perceived skills and less fear of failure) and social factors (rate of informal investment and entrepreneurs' access to social networks) have a positive effect while other factors do not show to have any influence. **(Leszczyński, 2014)** This paper provides an overview of research papers that investigate the motivation of women to establish firms, the definition of favorable performance, the most important determinants of success in business, and the barriers encountered by businesswomen. **(Tlaiss, 2014)** This article explores the interplay of gender, cultural factors, Islamic teachings and agency in explaining the barriers faced by women entrepreneurs in the United Arab Emirates . It uses in-depth interviews with 20 women entrepreneurs to explore the relationship between macro socio-cultural values and the barriers faced during their entrepreneurial careers. The findings suggest that culture has a significant impact on women entrepreneurs in the UAE. **(Iiris Aaltio & Qian Wang, n.d.)** This paper explores how extant literature contributes to the development of women entrepreneurship research from both theoretical and practical perspectives. It uses gender as a lens to study women entrepreneurs and finds that women entrepreneurship is shifting from a marginalized discipline to a mainstream concept. **(Yadav & Unni,**

2016) This paper reviews the field of women entrepreneurship. It looks at the number of papers published on the topic and assesses the growth of the field. The paper suggests that there is still a long way to go in terms of building a strong theoretical base for research on women entrepreneurship. **(Agarwal & Lenka, 2016)** This paper studies the role of internal and external factors in the development of women enterprises. It uses a qualitative approach and multiple case studies from India to study this topic. The findings suggest that support from family, friends, society, government, non-governmental organisations and financial institutions as well as skills and abilities of an entrepreneur are accountable for initiation and growth of the venture. **(Kot et al., 2016)** This paper discusses the characteristics of Polish and South African women entrepreneurs. It finds that there are some entrepreneurship traits, characteristics and management styles that are the same regardless of gender, but there are also clear differences in growth patterns, financing strategies, industry choices and motives for starting a business. **(Cabrera & Mauricio, 2017)** This paper discusses factors affecting female entrepreneurship. It finds that several factors affect female entrepreneurial success at each stage of the entrepreneurship process. The most considered factors are: at the internal level, human capital, education and experience, with effects on the opportunity identification stage of the entrepreneurial process, and at the micro environment level, access to resources with effects on the opportunity recognition, acquiring resources and entrepreneurial performance stages, both with influence on quantitative and qualitative indicators of success. **(Khyareh Mohammadi, 2018)** This paper uses the Logit Model and the Multinomial Logit Model to study the factors that influence female entrepreneurship in Iran. It concludes that informal factors are more relevant to female entrepreneurship than formal factors. **(Agarwal et al., 2018)** This study looks at the role of motivational factors in the entrepreneurial success of women in the Indian context. It uses exploratory factor analysis to analyze the data and finds that there is a constructive relationship between motivational and success factors. **(Parsad et al., 2018)** This paper reviews the barriers and motivational factors for women entrepreneurship in India. It suggests that women entrepreneurs are less than one third of the total gamut of entrepreneurs in the country and proposes a few propositions that could be further empirically tested. **(Deng et al., 2020**) This paper uses bibliometric analysis to study female entrepreneurship studies. It finds that the major driving force of female entrepreneurship research is from the USA and England, and that the key concepts behind different clusters represent the major milestones in relation to individual determinants of female entrepreneurship, the impact of cultural and contextual factors on female entrepreneurship and female entrepreneurship in non-OECD countries, as well as the impact of family, social and institutional factors on the survival and exit of male and female enterprises. **(Cardella et al., 2020)** This paper is a systematic review of women entrepreneurship. It looks at **publications between 1950 and 2019** and uses **bibliometric indicators** to define the current state of research. The study presents an important contribution to reflect on current policies and to outline future lines of investigation. **(Marija Todorović & Valentina Vukmirović, n.d.)** This paper uses standard bibliographic and bibliometrics indicators to study the characteristics of published scientific papers on the topics of "women", "entrepreneurship", and "education". **(Noor & Isa, 2020)** This qualitative study interviewed 25 female entrepreneurs and found that complex governmental policies and financial institutions procedures are the main reason of their failure to achieve their entrepreneurial objectives. **(Maity & Sahu, 2020)** This study uses a Logistic regression model to investigate the important factors that influence ease of doing business by women entrepreneurs in India. The study finds that most women are engaged in small businesses to help their families financially and that the level of productivity will be enhanced significantly in case of easy access to credit and support received from family members. **(Siddiqui et al., 2020)** This paper uses qualitative methodology to study women entrepreneurs in developing and developed countries. It finds that women in developing countries should focus more on consistency in their efforts when they embark on the journey of business, as the challenges and stereotypes are usually manageable. **(Mohamed, 2022)** This paper uses bibliometric analysis to study women's entrepreneurship success. It finds that there has been a rise in women entrepreneurs' success literature growth rate since 1988 and that the United States of America ranks top in productivity. **(Fayaz et al., 2022)** This paper uses bibliometric methods to examine studies related to women entrepreneurship. It finds that the most consistent keyword is "gender" and the most cited article is "Ahl (2006)". It also finds that there are seven clusters of interest in the women entrepreneurship literature. **(Song & Son, 2022)** This paper uses the AHP method to study the success factors of women entrepreneurship. It finds that the most important factors are entrepreneurial strategy, entrepreneurial environment, preparation, organizational traits, and entrepreneur traits. **(Raman et al., 2022)** This paper uses bibliometric indicators and a systematic literature review approach to analyze literature published on women entrepreneurship. It finds that the top three SDG of interest to researchers are: SDG 8, decent work and economic growth; SDG 10, reducing inequalities; and SDG 5, gender equality.. **(Fadhilah et al., 2022)** This paper uses bibliometric analysis to study women in tech entrepreneurship research. It looks at co-authorship and co-citation analysis to find relationships between authors in each existing journal. **(Rusydiana & Izza, 2022**) This paper uses sentiment analysis to study the opinions of experts on the development of women's entrepreneurship. It finds that the opinions are diverse, with positive sentiment at 30.6%, negative sentiment at 30.6%, and neutral sentiment at 38.8%. **(Suchitra & Pai, 2022)** This paper discusses the issues and challenges associated with women entrepreneurs. It reviews the literature on the topic and finds that women entrepreneurs face several socio-economic and other issues. **(Setiani & Sopiah, 2023)** This study uses bibliometric analysis to study the factor of women entrepreneurship. The results show that the most frequently cited authors are Fauzi et al. (2020) and the words often appear: women, entrepreneurship, women entrepreneur, women entrepreneurship, and studies. **(Damayanti et al., 2023)** This paper uses the VOSviewer 1.6.18 data processing application to study the distribution of research on women entrepreneurs in the world. It finds that women entrepreneurs encounter a number of hurdles while starting and running businesses and that future research should look into women entrepreneurs at the organizational level. **(Anggadwita & Indarti, 2023)** This study uses bibliometric analysis to study papers on women's entrepreneurship in the internationalization of SMEs. It finds that the number of papers published is increasing, with export being the most widely used alternative. Various theories that underlie this research include internationalization theory, resource-based theory, feminist theory and international entrepreneurship.

OBJECTIVES

- What are the main countries, Authors in the field of factors of women entrepreneurship?
- What are the Affiliations and Journals?
- What is volume, types, & growth of publications?
- Which Journal has maximum number of citations?

RESEARCH METHODOLOGY

Bibliometric and database techniques (see "factors of women entrepreneurs").

The whole backfile of the journal, spanning the years 1976 to 2023, is exportable in plain text and Comma-Separated Values (CSV) format, which includes, among other things, bibliographic data, keyword data, and citation data. In order to provide insightful and precise judgements on the facts, 1076 publications are gathered and analysed.

Scopus database is used to choose articles for research papers.

When mining Scopus data, the query command TITLE-ABS-KEY ("Factors of Women Entrepreneurship") is used.

Our bibliometrics service mainly consists of two components:

A. Data from Scopus's bibliometrics
B. Vos Viewer's bibliometrics analyses

RESULTS AND FINDINGS

Characteristics of Publications

Volume, Types, and Growth of Publications

Our boolean search found 1076 documents on Factors of Women Entrepreneurship related literature. Moreover, Table 1 presents retrieved documents from 1976 to 2023. Large amount of retrieved documents were articles (n = 842; 78.25%) followed by book chapter (n = 106; 9.85%), conference paper (n = 62,5.76%), review article (n = 38; 3.53%), book (n = 19;1.77%), editorial (n = 3; 0.28%), conference review (n = 6; 0.56%), note (n = 7; 0.39%) and other (n = 4; 0.22%). Further, we found that growth of research on Factors of Women Entrepreneurship was remarkable in last two decades.

Table 1: Retrieved Documents from 1976–2023

Document Type	*No. of Publications*	*Percentage*
Article	842	78.25
Book chapter	106	9.85
Conference paper	62	5.76
Review	38	3.53
Book	19	1.77
Conference review	6	0.56
Editorial	3	0.28
Total	1076	100.00

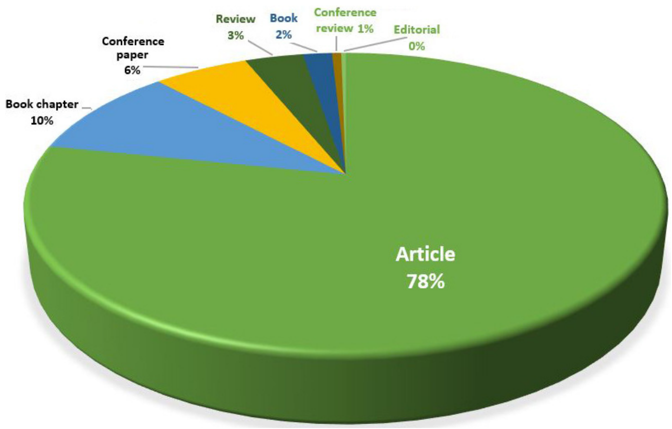


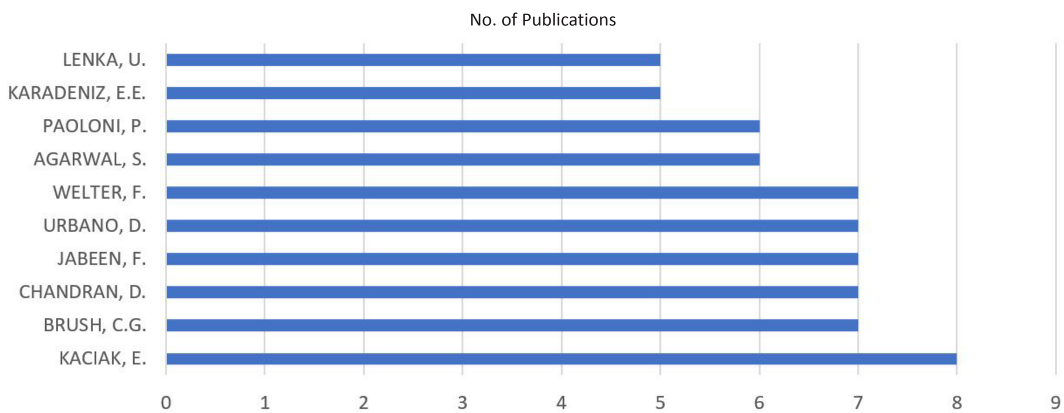
Figure 1: Percentage

Active Authors

Figure 2 presents the contribution of active authors on the Factors of Women Entrepreneurship reviewed literature. Moreover, figure provides the contribution of Top 10 researchers in the field of Factors of Women Entrepreneurship. Kaciak, E. with 8 articles followed by Brush, C. G with 7 articles.

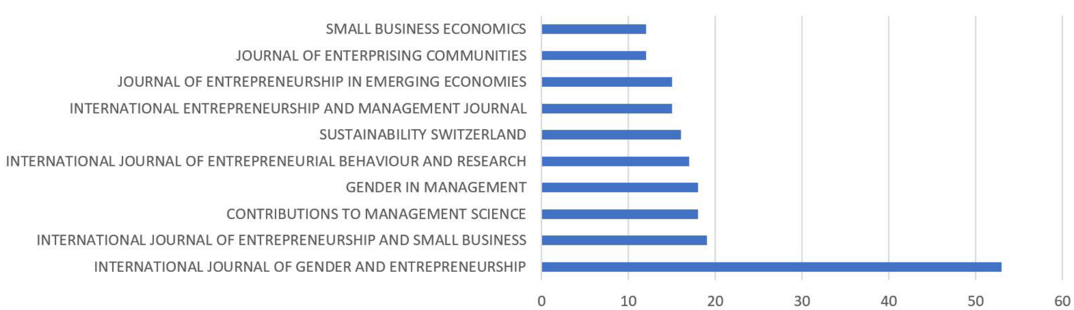
Active Journals

Figure 3 details the top ten active journals' contributions to the field on factors affecting women entrepreneurs. With 53 articles, the International Journal of Gender and Entrepreneurship took the top position among the top 10, followed by the International Journal of Entrepreneurship and Small Business with 19 articles. Contributions To Management Science has published 18 articles on the literature's factors relating to women entrepreneurs. Aside from that, these top 10 journals have the most citations per document.



Notes: N = 1076

Figure 2: Contribution of Top 10 Authors on Factors of Women Entrepreneurship (1976–2023)



Notes: N = 1076

Figure 3: Top Ten Active Journals in Publishing Factors of Women Entrepreneurship Peer-Reviewed Literature (1984–2021)

Active Countries and International Research Collaboration

Table 2 presents the top active nations in producing researches in Factors of Women Entrepreneurship peer-reviewed literature. The list of active countries producing researches in Factors of Women Entrepreneurship was dominated by United States. However, the USA led with 190 documents in Factors of Women Entrepreneurship literature. The USA also had the highest percentage of documents with international researchers followed by the India 134, United Kingdom 86, and Spain 82, respectively. It is interesting to note that India is also big contributors of researches in Factors of Women Entrepreneurship literature

Table 2: Contribution of Countries on Factors of Women Entrepreneurship Literature (1976–2023)

United States	190	India	134
United Kingdom	86	Spain	82
Malaysia	47	Canada	44
Undefined	43	China	39
Australia	39	Pakistan	34
United Arab Emirates	30	Italy	30
Germany	27	Saudi Arabia	25
Turkey	24	South Africa	24
Iran	24	France	23
Indonesia	21	Sweden	19
Poland	17	Nigeria	16
Netherlands	16	Ghana	16
Chile	16	Portugal	15
Bangladesh	15	Norway	14
Mexico	14	Russian Federation	13
Colombia	13	Finland	13
Thailand	12	Greece	12
Oman	11	New Zealand	11
Qatar	10	Lebanon	10
Brazil	10	Romania	9
Peru	9	Israel	9
North Macedonia	8	Jordan	8
Ethiopia	8	Denmark	8
Viet Nam	7	Ecuador	7
South Korea	6	Slovakia	6
Serbia	6	Lithuania	6
Tunisia	5	Egypt	5
Ireland	5	Czech Republic	5
Tanzania	4	Singapore	4
Taiwan	4	Morocco	4
Switzerland	4	Belgium	4
Slovenia	4	Bahrain	4
Austria	4	Zimbabwe	3
Yemen	3	Sri Lanka	3
Uzbekistan	3	Japan	3
Hungary	3	Croatia	3
Ukrain	2	Bulgaria	2
Niger	2	Brunei Darussalam	2
Kenya	2	Bosnia and Herzegovina	2
Kuwait	2	Algeria	2
Cameroon	2	Palestine	1
Zambia	1	Mali	1

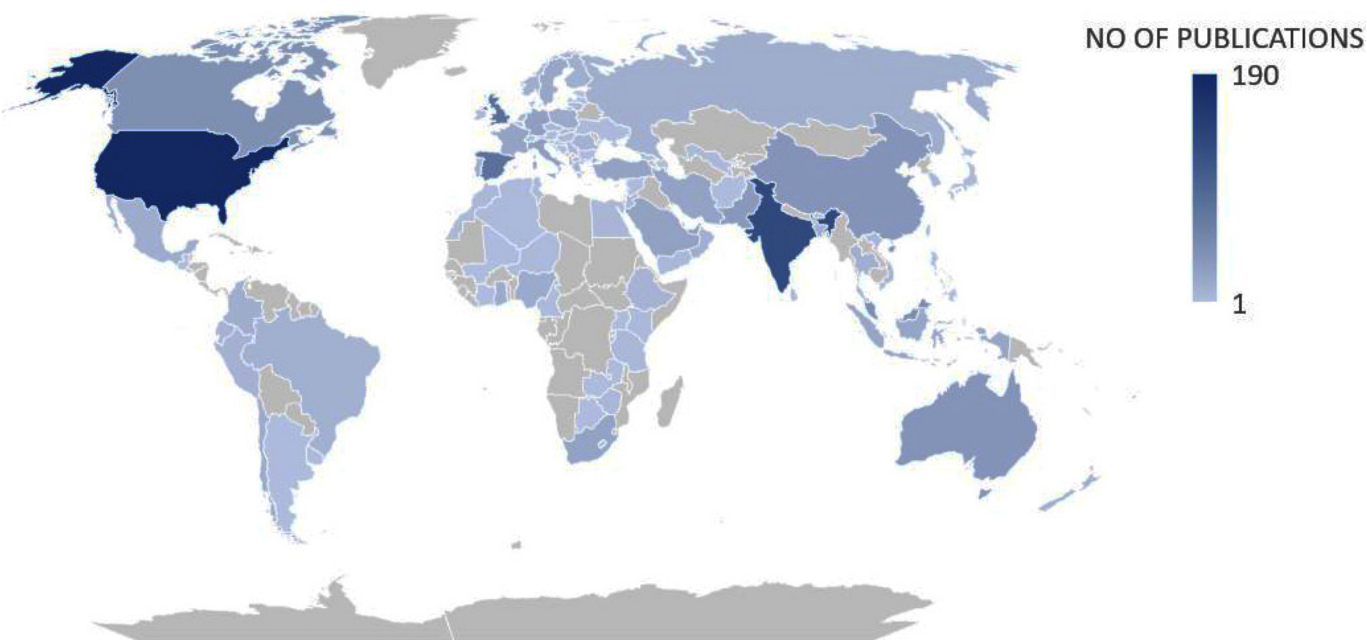


Figure 4: Contribution of Countries on Factors of Women Entrepreneurship Literature (1976–2023)

Uruguay	1	Lesotho	1
Uganda	1	Latvia	1
Syrian Arab Republic	1	Hong Kong	1
Philippines	1	Guatemala	1
Georgia	1	Fiji	1
Estonia	1	Cyprus	1
Cote d'Ivoire	1	Botswana	1
Bhutan	1	Azerbaijan	1
Uruguay	1	Argentina	1
Uganda	1	Afghanistan	1
Syrian Arab Republic	1		

Notes: N = 1076

Active Institutions/Organizations

Figure 5 lists the top ten colleges and universities that have contributed to the peer-reviewed literature on factors affecting women entrepreneurs. The University of North Carolina at Greensboro, which ranked first with 10 papers, was among the top active institutions and organizations for the Factors of Women Entrepreneurship, as shown in Figure 5. Three American institutions are among the top 10. In addition, the majority of institutions came from rich nations.

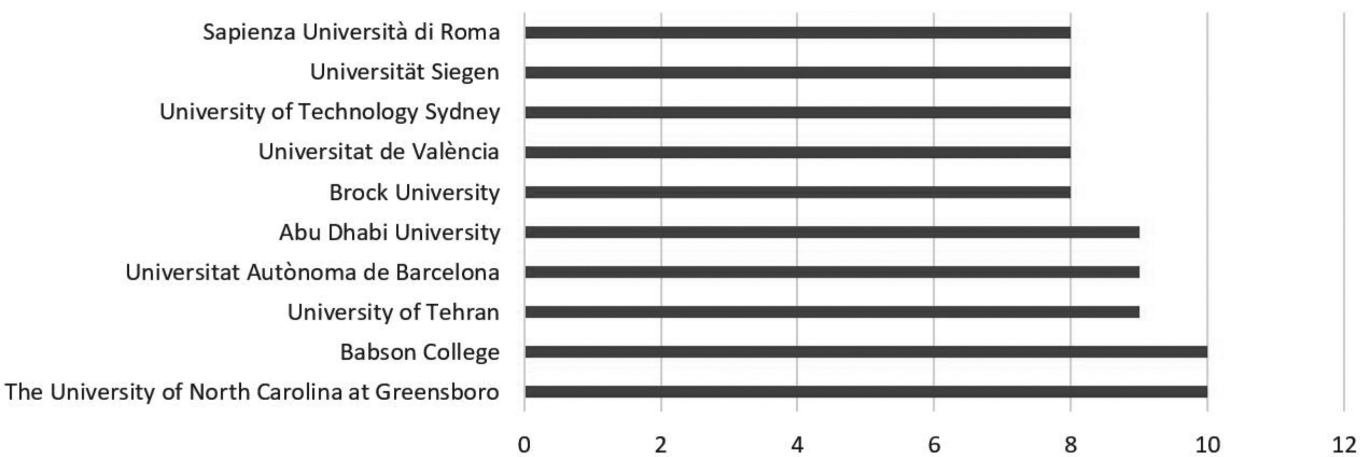
Active Funding Sponsor

Table provides the contribution of top 5 funding sponsor that publishing on Factors of Women Entrepreneurship peer-reviewed literature. As shown in Table 3, the list of top funding sponsor for the Factors of Women Entrepreneurship was led by Indian Council of Social Science Research ranking first.

Table 3: Contribution of Top 5 Funding Sponsor that Publishing on Factors of Women Entrepreneurship Peer-Reviewed Literature (1976–2023)

1	Indian Council of Social Science Research	9
2	National Natural Science Foundation of China	7
3	European Social Fund	6
4	European Commission	5
5	Ministry of Higher Education, Malaysia	4

These are the nine Indian journals that are funding sponsored by Indian council of social science research (Table 4).



Notes: N = 1076

Figure 5: Contribution of top ten universities that publishing on Factors of Women Entrepreneurship peer-reviewed literature (1976-2023)

Table 4: 9 Documents Funded by Indian Council of Social Science Reserach

	Title	*Year*	*Source*
1	Women Entrepreneurs in India: A Systematic Literature	2023	International Journal of Gender and Enterpreneurship
2	A Two-Decade History of Women's Entrepreneurship Research Trajectories in Developing Economies Context: Perspectives from India	2023	Journal of Management History
3	Career Choice, Growth and Well-being of Women Enterpreneurs' Community: Insights on Driving Factors in India	2022	Journal of Enterprising Communities
4	Exploring Women Entrepreneurs' Motivations and Challenges from an Institutional Perspective: Evidences from a Patriarchal State in India	2022	Journal of Enterprising Communities

	Title	*Year*	*Source*
5	Gender Differentials in Entrepreneurship: Insights from a Multi-method Study	2022	Journal of Entrepreneurship
6	Women Entrepreneurs' Success Factors of Northern Indian Community: A person-Environment Fit Theory Perspective	2022	Journal of Enterprising Communities
7	An Exploratory Study of Cognitive, Social and Normative Dimensions of Female Entrepreneurship within Transition Economies: Evidence from India and Vietnam	2020	Pakistan Journal of Commerce and Social Science
8	Motivations and Challenges of Women Entrepreneurs: Experiences of Small Businesses in Jaipur City of Rajasthan	2019	International Journal of Sociology and Social Policy
9	Socio-cultural Motivation in Women's Entrepreneurship: Exploring the Handloom Industry in Assam	2019	Asian Journal of Women's Studies

Most Cited Journal Papers

The Factors of Women Entrepreneurship reviewed literature is listed in a table along with the author, year, source title, and number of citations for the journal pieces that have received the most citations. In addition, Table contains the contribution of "The impact of entrepreneurship education, entrepreneurial self-efficacy, and gender on entrepreneurial intentions of university students in the Visegrad countries" in the area of Factors of Women Entrepreneurship with 218 citations.

Table 5: Contribution of Top 10 Most Cited Journal Articles on Factors of Women Entrepreneurship Literature (1976–2023)

Authors	*Title*	*Year*	*Source Title*	*Cited by*
Nowiński, W., Haddoud, M.Y., Lančarič, D., Egerová, D., Czeglédi, C.	"The impact of entrepreneurship education, entrepreneurial self-efficacy and gender on entrepreneurial intentions of university students in the Visegrad countries"	2019	Studies in Higher Education	218
Brush, C., Edelman, L.F., Manolova, T., Welter, F.	"A gendered look at entrepreneurship ecosystems"	2019	Small Business Economics	152
Balachandra, L., Briggs, T., Eddleston, K., Brush, C.	"Don't Pitch Like a Girl!: How Gender Stereotypes Influence Investor Decisions"	2019	Entrepreneurship: Theory and Practice	130
Guzman, J., Kacperczyk, A.O.	"Gender gap in entrepreneurship"	2019	Research Policy	121
Neumeyer, X., Santos, S.C., Caetano, A., Kalbfleisch, P.	"Entrepreneurship ecosystems and women entrepreneurs: a social capital and network approach"	2019	Small Business Economics	116
Foss, L., Henry, C., Ahl, H., Mikalsen, G.H.	"Women's entrepreneurship policy research: a 30-year review of the evidence"	2019	Small Business Economics	90
Byrne, J., Fattoum, S., Diaz Garcia, M.C.	"Role Models and Women Entrepreneurs: Entrepreneurial Superwoman Has Her Say"	2019	Journal of Small Business Management	90
Dias, C.S.L., Rodrigues, R.G., Ferreira, J.J.	"What's new in the research on agricultural entrepreneurship?"	2019	Journal of Rural Studies	87
Vamvaka, V., Stoforos, C., Palaskas, T., Botsaris, C.	"Attitude toward entrepreneurship, perceived behavioural control, and entrepreneurial intention: dimensionality, structural relationships, and gender differences"	2020	Journal of Innovation and Entrepreneurship	83
Hechavarría, D.M., Ingram, A.E.	"Entrepreneurial ecosystem conditions and gendered national-level entrepreneurial activity: a 14-year panel study of GEM"	2019	Small Business Economics	76

Keywords

Figure 6 presents the most active keywords in producing researches in Factors of Women Entrepreneurship. The list of keywords producing researches in Factors of Women Entrepreneurship was dominated by "entrepreneurship" word. However, the entrepreneurship led with 302 times in Factors of Women Entrepreneurship literature.

Science Mapping Analysis

This section provides the science mapping analysis of publications in on Factors of Women Entrepreneurship using the VOS viewer from four aspects, for instance, co-authorship analysis, and co-occurrence analysis of keywords on Factors of Women Entrepreneurship literature.

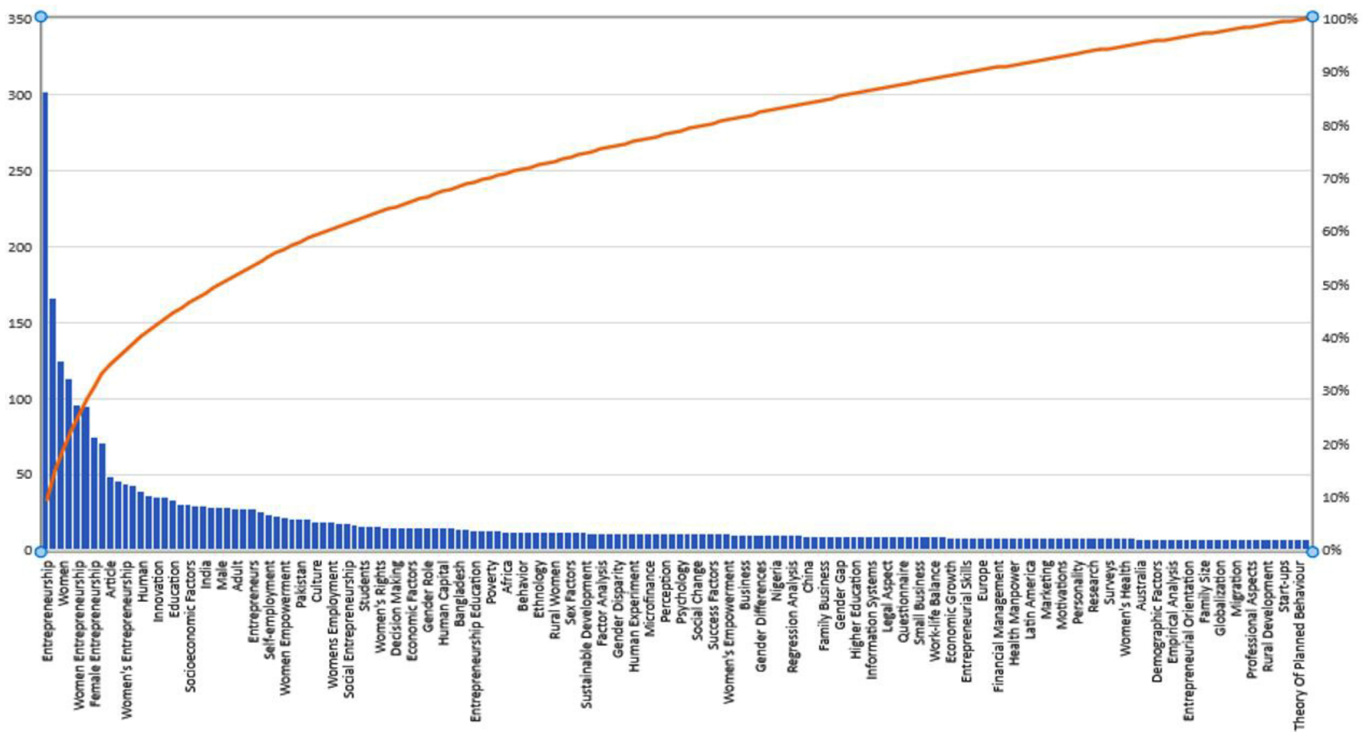


Figure 6: Contribution of Keywords Used on Factors of Women Entrepreneurship (1976–2023)

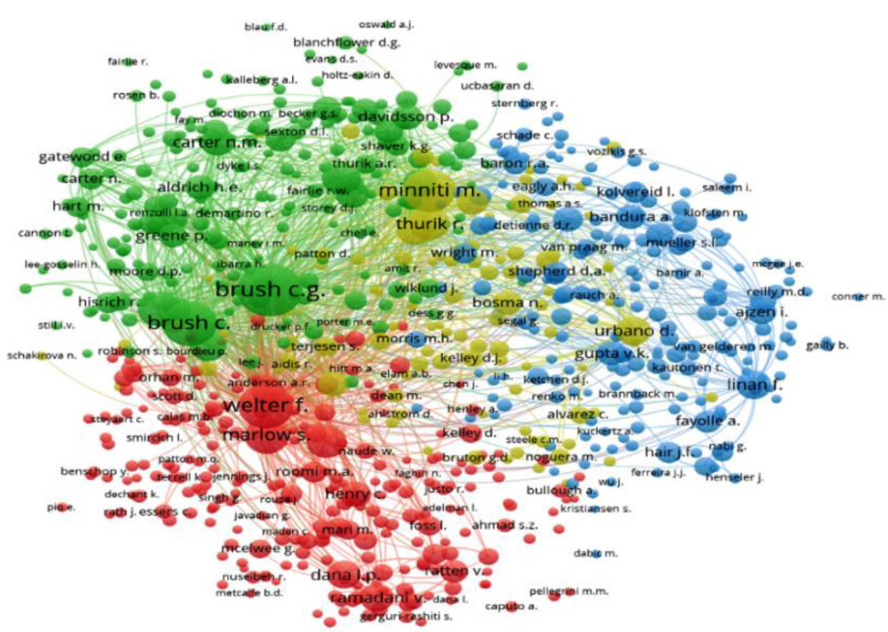


Figure 7: Co-authorship Network of Authors

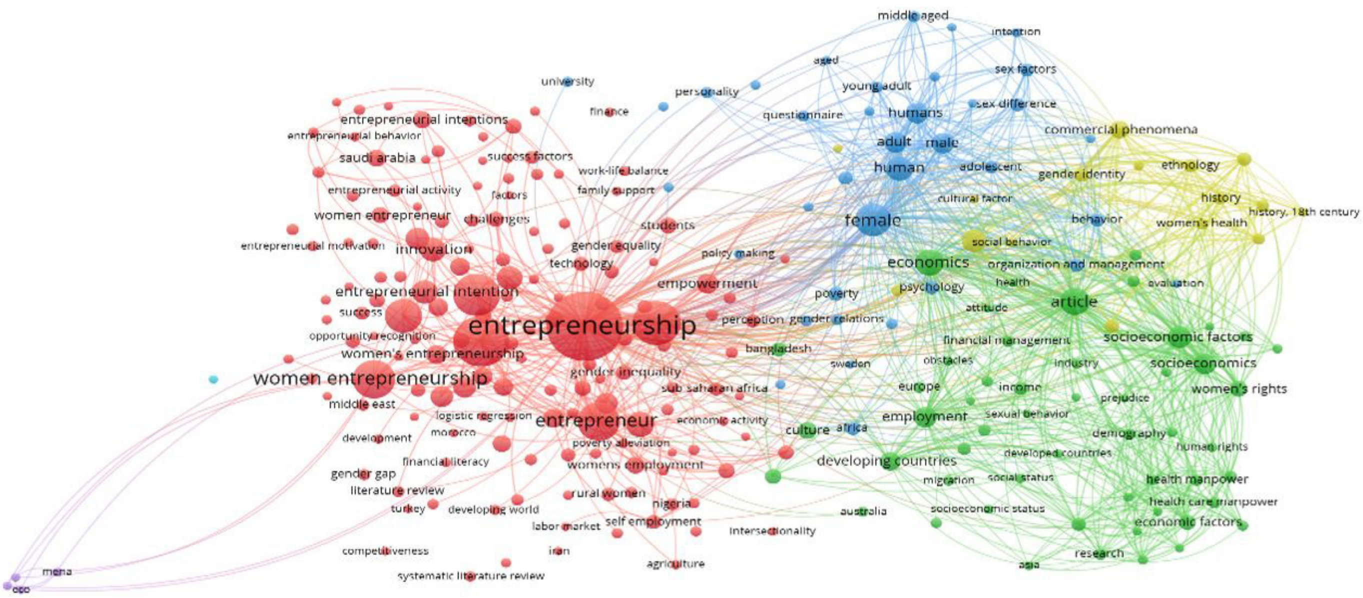


Figure 8: Co-occurrence of Keywords

Co-authorship Analysis of Authors

To examine the collaboration relationship of publications on Factors of Women Entrepreneurship from 1976-2023, we make co-authorship analysis by Vos viewer. As shown in Figure 7.

Co-occurrence Analysis of Keywords

Figure 8 shows the co-occurrence network of keywords. As shown in Figure 8, keyword 'women Entrepreneurs' have largest cluster which implied that keywords 'women entrepreneurs have strongest relationship with other keywords. Cluster represented by 'gender', 'women status, gender issue, motivation show high frequency of keywords in Factors of Women Entrepreneurship literature.

CONCLUSION

The bibliometric analysis of Factors of Women Entrepreneurship literature from 1976 to 2023 presented in this article is based on Scopus. We primarily conduct research using the VOS viewer in two ways: science mapping analysis and publication characteristics. The majority of the documents included in the bibliometric analysis were articles about the literature on Factors of Women Entrepreneurship. The findings show that, after Brush, C.G., KACIAK, E. is the author who produces the most research papers on factors affecting women entrepreneurs. Additionally, International Journal Of Gender And Entrepreneurship, which is followed by International Journal of Entrepreneurship and Small Business in terms of activity, has published the most articles on the literature related to the factors that influence women's entrepreneurship. The United States also dominated the list of nations actively providing research in the peer-reviewed literature on Factors of Women Entrepreneurship. Additionally, most institutions that produced research articles came from developed countries. Our results also indicate that Brush, C.G., who has the most shared co-authorship with other scientists. Significant researchers in the literature on Factors of Women Entrepreneurship include Henry, C., and Coleman, S. Additionally, the largest cluster for the keyword "factors of women's entrepreneurship" suggested that it has the strongest correlation with other keywords.

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Overcoming Challenges in Omni-Channel Retailing

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ABSTRACT

Online and offline businesses have started their journey of becoming omnichannel. The physical stores are being complemented with online channels, e.g. Fabindia, Lifestyle Stores, etc. These online channels provide consumers with in depth information of the products, customised offers, or home delivery for merchandise which is not available in stores. Similarly, e-businesses, e.g. Pepperfry, Nykaa, Zivame, Bluestone, Lenskart, etc also offer services through physical stores. Using these services, Customers can browse the internet to check the availability of items at a neighbouring brick-and -mortar store before picking up, reserving, or returning their e-purchases. Consumers adopt new retail channels, reject some, or make use of them all at the same time (for example, using a smartphone in a physical outlet). Retailers have to offer a consistent as well as seamless experience throughout the buying journey of consumers to compete in today's omnichannel retail environment. But this involves various challenges. With the help of a theoretical framework, this paper this paper brings out challenges and recommends measures that can help firms overcome such challenges.

Keywords: Omnichannel, Retailing, Challenges.

INTRODUCTION

With the constant advancements in digital technologies and the evolving lifestyles of consumers along with their interactions with brands, numerous companies have begun to adopt and implement omnichannel strategies. These involve integration and adaptation of resources to maintain seamlessness in brand characteristics, values, and general perception across the different channels offered (Payne et al., 2017) It involves providing consistent experience to the consumers. (Ishfaq et al., 2016, Von Briel, 2018, and Galipoglu et al., 2018).

According to Taylor et. al. (2019), omnichannel retailing is an evolution of multichannel retailing which involves integration of both channels, i.e. online as well as offline to offer a consistent consumer interface. The grocery industry was one of the early adopters of omnichannel retailing and pioneered the implementation of a buy-online-ship-from-store (BOSS) option, allowing customers to make online purchases and have them shipped directly from the nearest store location (Boyer and Hult, 2006 and De Koster, 2002).

Consumers today have access to advanced digital tools and services, allowing them to take control of their interactions with businesses. They have the flexibility to choose when and how they engage, seamlessly transitioning between digital and physical channels. They may also embrace new channels, discard old ones, or even use multiple channels simultaneously, such as using a mobile phone while shopping in a physical store (Hosseini et al., 2018). As a result, companies have been motivated to offer a seamless experience to consumers, irrespective of the channel they choose to engage with during a particular stage of their purchase journey (Nüesch et al., 2015; von Briel, 2018). This has motivated both traditional and digital companies to embrace the transformation towards becoming omnichannel businesses. The physical stores are being complemented with online channels, e.g. Fabindia, Pantaloons, Lifestyle Stores, etc. These channels enable consumers to access comprehensive product information, receive personalized offers through location based push messages, use self-scanning services, and even benefit from home delivery of items unavailable at the brick and mortar strore (Grewal et al., 2017).

Likewise, e-businesses get enhanced by services offered in brick and mortar stores, where customers have the

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option to check availability of products at a nearby store online and proceed to reserve, pickup or return the online purchased items at the physical location (Jindal et al., 2021). Some examples of such stores are Pepperfry, Nykaa, Lenskart, etc. The transition towards becoming an omnichannel business is widely regarded as a significant prospect and objective for firms. This transformation holds the potential for various benefits, including saving of cost, heightened customer loyalty and satisfaction, and the attainment of competitive advantage over purely online retailers (Amar et al., 2020; Väänänen, 2020).

With help of a theoretical framework, this paper this paper brings out challenges involved in omnichannel retailing and recommends measures that can help firms overcome such challenges.

CHALLENGES INVOLVED IN OMNICHANNEL RETAILING

Integration of Channels

The existing literature primarily focuses on two main approaches to integration of channels. One approach involves offering knowledge as well as access of the e-store within brick-and-mortar stores, while the other involves offering knowledge as well as access of the brick-and-mortar stores within the e-store (Herhausen et al., 2015). Channel integration can take place in either direction, from the physical store to the internet or vice versa. Channel integration plays a crucial role in mitigating the adverse impact of unavailability for customers visiting brick and mortar stores (Bendoly et al., 2005). Companies like IKEA incorporate offline features into their online channels by offering a physical store locator and providing information about the merchandise available in their physical stores on their online platforms. Such integration proves beneficial in minimizing the negative effects of unavailability for online consumers (Bendoly et al., 2005). Overall, channel integration holds great potential in significantly enhancing the customer buying experience (Herhausen et al., 2015).

The transition from multi-channel to omni-channel requires significant organisational changes as well as evolution within the company. According to Webb (2002), this shift may involve moving consumers from the channel presently in use to a one, which can lead to sales cannibalization instead of overall sales growth. Channel integration has the potential to result in cannibalization between channels, where the sales of an offline channel are partially reduced due to the integration of an online channel. If the online channel offers higher service quality, it can raise the expectations of consumers and can reduce the positive perception of the offline channel (Montoya-Weiss et al., 2003). The increased service quality in the online channel resulting from channel integration may also have adverse effects on the reactions of customers who primarily engage with the brick-and-mortar store (Herhausen et al., 2015). To overcome this challenge, it is crucial for a positive customer experience in one channel to extend to other channels. Also, the organization must ensure that customers have a positive overall perception of the business organisation (Zhang et al., 2010).

Managers must carefully consider the utilization of the online channel for integration as inspite of the positive expectations, online integration needs a costly investment. Managers must undertake cost-benefit analysis before making such choice.

Management of Change

Sirkin et al. (2005) defines change management as “the process of consistently revitalizing an organization’s capabilities, structure and direction to effectively meet the evolving needs of both external as well as internal customers.” Omni-channel retail involves the implementation of several changes in the organisation. Change management is one of the challenges in omnichannel retailing. This particular challenge can be overcome with the help of commitment from senior management as well as employees.

Channel Conflicts

Channel conflicts often take place due to scarcity of resources such as technology, staff and capital or due to incompatibility between channel goals (Napolitano, 2013). For instance, conflicts can emerge when retailers attempt to minimize inventory, leading to disagreements regarding the channel which must receive priority in terms of limited inventory (Kumar et al., 2012). As a result, management of inventory becomes very challenging as the number of established channels by the retailer increases (Agatz et al., 2008; Webb, 2002).

An illustration of a potential channel conflict is when a retailer fails to fulfil a buy-online, pickup in-store (BOPIS) order due to the item’s stock out as a result of in-store purchases. This kind of experience can lead to customer dissatisfaction. Research suggests that when customers are unhappy, there is a high probability (91%) that they will not engage in future business with that company. Moreover, dissatisfied customers tend to share their negative experiences with as many as 15 to 20 people, which can significantly impact a retailer's reputation.

In order to overcome this challenge, the SKUs (stock keeping units) must be consistent across channels. The stocks between online and offline channels should be balanced. Inventory should be replenished steadily.

Returns Management

When retailers opt for implementation of an omnichannel retailing strategy, they must also address the management of returns in a more innovative manner than before. The rate of returns for online purchases is significantly higher compared to returns for offline purchases (Grewal et al., 2004). It is challenging to manage the reverse flow of the supply chain as customers often return online orders to physical stores. As the online assortment tends to be broader, it is likely that customers will return items that are not typically available in the physical store. Consequently, these items need to be send back to the warehouse, as the supply chain of brick and mortar stores is usually unequipped to handle the high volume of returns arising because of e-commerce (Savisaari, 2016).

Retailers need to carefully consider how to design their return policies, finding the appropriate balance between cost efficiency and providing customers with a high level of service (Bell et al., 2013). One effective strategy to reduce the number of returns for online orders is to provide better and clearer information on the retailer's website. By offering comprehensive product details, images, and accurate sizing information, customers are better informed about their purchases, leading to a decrease in return rates.

Technology Involvement

Implementing omnichannel retailing demands significant investment in technology (Herhausen et al., 2015). To establish a successful omnichannel strategy, business organisations must engage skilled IT personnel in the process of reengineering their business operations (Frazer and Stiehler, 2014). This undertaking necessitates substantial financial investments (Herhausen et al., 2015).

Firms must prioritize thorough testing and development of technology before its implementation. By doing so, they can ensure that customers do not encounter any technical problems which could create barriers. It is crucial to provide a seamless and glitch-free technological experience to foster positive customer interactions and maintain a strong relationship with customers.

It is essential to make sure that both the retailer and the customers are receptive to new technology (Davis, 1989; Probert & Shehabuddeen, 1999) as merely implementing the latest technology doesn't guarantee success (Piotrowicz & Cuthbertson, 2014). People are complex, and their fundamental needs and behaviours persist even as retailers embrace latest technologies (Wind and Mahajan, 2002).

Customer Centricity

Retailers opt to implement an omnichannel strategy from a customer-centric perspective, aiming to deliver a seamless buying experience and offer value to the customer. On the other hand, in a product-centric organization, the sole objective is to sell merchandise without prioritizing the overall customer experience (Shah et al., 2006). Retailers as well as manufacturers must adapt their business practices to align with customer preferences and desires, fostering customer retention (Galbraith, 2011). By focusing on the customer and building strong connections, retailers and manufacturers can enhance customer satisfaction and loyalty, ultimately driving business success. But doing this is a challenge.

To overcome this challenge, omnichannel strategies require retailers to interact with consumers at every touchpoint. The goal is to provide consumers with a seamless as well as integrated buying experience that starts with need recognition and ends with receiving the purchased products (Shah et al., 2006; Galbraith, 2011; Capgemini Consulting, 2014; McCormick et al., 2014). The satisfaction of consumers is not only a measure of success but also leads to sustainable profitability, growth as well as customer loyalty (Galbraith, 2011; Shah et al., 2006; Wallace et al., 2004; Selden and MacMillan, 2006). By focusing on delivering exceptional customer experiences and building strong relationships, retailers can foster loyalty and drive business growth and profitability in the long run.

Omnichannel retailers must provide consumers with all different possible channel combinations to meet their demands in a better manner and provide customer satisfaction. (Zhang et al., 2010). Such retailers should also provide customized assistance from experienced sales staff and easy online checkout processes (Gulati and Garino, 1999). Additionally, retailers may ensure the installation of Wi-Fi networks in brick-and-mortar stores for facilitating communication with consumers through mobile devices and also track their behaviour. Making information about different store locations as well as in-store inventory readily available and accessible from the website can also enhance the customer experience (Bell et al., 2014).

The enhanced accuracy level of online information enables customers to research products from their residence and then visit brick and mortar stores to evaluate non-digital aspects before making in-store purchases if satisfied (Verhoef et al., 2007; Rapp et al., 2015). Offering customers with such information can help in increasing traffic at the brick and mortar store (Brynjolfsson et al., 2013).

Mobile Payment Options

The emergence of internet as well as mobile technology has prompted consumers to transition from traditional physical channels to digital channels within an omnichannel environment. However, there remains absence of widespread adoption of mobile payment methods among consumers. Currently, only a small portion of consumers opt for these alternative forms of making payment (Schierz et al., 2010). The number is increasing thanks to Covid-19 but still digital illiteracy is rampant.

Consumers are becoming increasingly aware of mobile payment options and are starting to utilize them as an extension of their credit or debit cards, instead of replacing cash. However, one of the reasons for the relatively low acceptance of mobile payments could be attributed to privacy & security concerns and the potential threat of fraud. These apprehensions may contribute to a certain level of reluctance among consumers to fully embrace mobile payment technologies.

This challenge can be overcome with more and more technological advancements and improvements in mobile security. It has the potential to facilitate the growth of mobile payments by mitigating risks and minimizing the occurrence of fraud. Firms have recognized the importance of security in mobile payment systems and have made significant investments in implementing secure payment protocols (Capgemini, 2017). These measures provide customers with enhanced security and reassurance when engaging in mobile payment transactions.

Data Challenges

To make the most of omnichannel retailing, it is important for firms to have comprehensive information about their interactions with customers at each stage of the customer journey. However, obtaining such data may pose challenges as not all customer touchpoints are owned or controlled by the firm. For instance, in the case of an automobile manufacturer, many touchpoints that a consumer encounters, such as online research, product information, and engagement, may not be directly controlled by the manufacturer. Instead, the manufacturer may use paid or owned media to interact with consumers and direct them to the distribution channel, typically a local dealership. Consequent engagements like test drives and negotiation of price takes place at such dealerships. So, the retailer may not have visibility into whether or not such interactions occurred.

Integrating data from various touchpoints managed by several different entities, both within and outside the business organisation, poses a significant challenge due to differences in data formats, rules and reporting standards. Thus, this makes it difficult to consolidate and analyse customer data effectively. Harmonizing and aggregating data from disparate sources is essential to gain a comprehensive view of consumer interactions as well as behaviours across channels

Data from a variety of sources can differ with respect to its reliability. Data obtained from third-party vendors, who may have its own set of rules as well as market definitions. Therefore, it may not exactly align with the retailer's data. Moreover, data can be susceptible to transcription errors. For instance, when a business organisation interacts with customers through its call centre or customer support channel, the manual entry of customer inquiry information can introduce the potential for errors in the recorded data.

In recent years, advancements in artificial intelligence (AI) have played a significant role in addressing data-related challenges. Various algorithms have been devised to forecast purchase as well as consumption behaviours. For instance, in the context of online purchases, product returns pose a significant concern for manufacturers and retailers, particularly for experience goods like clothing. To tackle this issue, Dzyabura et al. (2019) have introduced a machine learning based approach that predicts the likelihood of a product being returned. Additionally, these algorithms can be utilized to fill in missing information within the data, enhancing its completeness and accuracy..

To gain access to customer information held by external entities, firms can form strategic partnerships or make acquisitions. Through these collaborations, organizations can secure the necessary data to better understand their customers and their behaviours. This enables them to enhance their data-driven strategies and deliver personalized experiences and targeted marketing efforts.

For data integration across databases, login information of the customers can be used for tracking if it was the same person who visited the desktop website, mobile website or mobile application.

CONCLUSION

In the post COVID-19 pandemic situation, opting for the omnichannel way is likely to be beneficial for many business organisations. While omni-channel retailing offers several opportunities for businesses, they must be aware about different challenges in omnichannel retailing so that retailers can provide a seamless customer experience which helps in enhancing sales, boosting customer loyalty and increasing profits.

Through presentation of a theoretical framework, we have addressed the challenges faced by managers as well as retailers while adopting an omnichannel retailing approach. Ways for overcoming the same have also been discussed in the paper.

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Job Burnout among Bank Employees
Impact of Age, Gender and Experience

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ABSTRACT

World Health Organization (WHO) considers job burnout as an organizational issue, not an individual problem. Earlier it was believed that employees with poor work-life balance fall prey to burnout but in 2019, WHO cleared the air by including job burnout in the 11th International Classification of Diseases (ICD-11). Freudenberger and Christina Maslach, Pioneers of job burnout defined burnout as continuous workplace stress beyond the capacity of employees. Job burnout is different from stress and depression. Stress is a precursor to burnout. The key difference between stress and burnout is, that stress in many cases increases efficiency but burnout reduces motivation and job engagement. In this paper impact of age, gender and experience on job burnout were analyzed. The self-made questionnaire was filled out by bank employees to evaluate the impact of age, gender and experience on job burnout. Books, websites and research articles were used as secondary sources of data.

Keywords: Job burnout, Banks Employees, Gender, Age, Experience

INTRODUCTION

Job burnout is not a new term, it has been more than four decades since Herbert Freudenberger and Christina Maslach observed high levels of physical and emotional exhaustion among health care workers in North America in the 1970s. Both of them work independently unaware of each other. It is believed that Freudenberger coined the term "burnout" in 1974 (Malesic, 2022, Para 7) to denote the exhaustion level of dedicated and committed workers, who overextended their working hours resulting in the accumulation of chronic stress and adverse physical and mental health consequences. The scope of earlier studies of job burnout was restricted to several professions like doctors, nurses, policemen and teachers and was considered as an individual problem rather than an organizational problem.

The study of Freudenberger was based on observation only (Malesic, 2022, Para 8), but Christina in her urge to understand more about the issue conducted several interviews and found a relationship between burnout and the work culture of organizations. She later developed the Maslach Burnout Inventory (MBI) and Areas of Worklife Survey (AWS).

She emphasized that job burnout is not an individual problem but is an organizational problem having adverse consequences on both the individual and the organization (Maslach, 1982). WHO, in the year 2019 added burnout to the International Classification of Diseases (ICD-11) and stated it as an occupational phenomenon, arising from not manageable stress at work (WHO, 2019).

Burnout is different from stress as later may happen due to personal reasons but the former takes place only due to chronic workplace demands beyond the capacity of an individual. Moreover, Stress may produce positive or negative results but job burnout only results in poor job engagement, a decline in satisfaction, motivation and commitment and may lead to job hopping and job turnover.

Covid-19 pandemic, the Rise of the Gig Economy, Massive Layoffs, Artificial Intelligence, Privatization and Globalization of industries have widened the scope of burnout.

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LITERATURE REVIEW

Khan and Zafar (2013) investigated the relationship between work-related factors and perceived burnout of employees. The findings of the study varied among different cultures and employees of the lower hierarchy were more prone to burnout in comparison with managers.

Shakiba et al. (2014) investigated the relationship between the five big personality dimensions and job burnout. The results of the study found personality traits are major predictors of burnout and it was suggested to implement an effective prevention measure to reduce burnout.

Butt and Zahid (2015) investigated the effect of assertiveness skills on job burnout. The findings of the study revealed a negative relationship between assertiveness skills and job burnout because assertiveness promotes consistency and confidence and also reduces stress and conflicts.

Ersayan et al. (2021) investigated individual-level factors of job burnout among probation officers. This study also examined attitudes toward probationers and job burnout. The result of the study revealed depersonalisation and higher personal accomplishment among probationers who were treated favourably.

Jarzynkowski et al. (2021) analysed the level of occupational burnout among doctors and nurses working in operation theatres. The results depicted low levels of emotional exhaustion and a moderate level of depersonalisation and a high level of personal accomplishment. It revealed areas of work life were strong predictors of job burnout.

Li et al. (2021) investigated occupational stress, job burnout, and the quality of surgical nurses in Xinjiang, China, and the results of the study depicted higher levels of occupational stress and job burnout. It was suggested to implement interventional measures to relieve tensions and burnout and should also try to improve the quality of life of surgical nurses.

Lubbadeh (2021) investigated the relationship between job burnout and counter-productive work behaviour; and examined the level of job burnout based on gender, age, marital status, and education. This study revealed a significant positive counter-productive work behaviour and two dimensions of burnout. The study found exhaustion and disengagement as a major predictor of counter-productive behaviour.

Song et al. (2021) analysed the mediating role of burnout between emotional labour and presenteeism. Results found a positive correlation between presenteeism and surface acting. Three Dimensions of job burnout and negative correlation between presenteeism and deep acting and burnout mediated correlation among emotionally expressed demands, deep acting, and presenteeism.

Li et al. (2022) investigated the mediating effect of job burnout and fatigue in the relationship between sickness presenteeism and loss of productivity among nurses. Results showed a positive association of fatigue and burnout with sickness presenteeism, fatigue, and job burnout with productivity loss. Job burnout and fatigue were two mediating factors between presenteeism and loss of productivity.

Zareei et al. (2022) reviewed paper articles published on burnout among nurses during the Covid-19 pandemic from 1st February 2020 to 30th October 2020 using the PRISMA framework from various databases like PubMed, SCOPUS, Google Scholar, Web of Science, and Science Direct using "AND" and "OR" as boolean operators. Results depicted a moderate level of burnout among nurses during the Covid-19 pandemic.

RESEARCH METHODOLOGY

- **Data Collection:** Primary data was collected from 123 private and public bank employees through self-made questionnaire. Secondary data was taken from journal article and websites.
- **Data Analysis:** Data was analysed using SPSS 27.0. Parametric tests like independent sample t-test were used for gender variable and one way ANOVA for variables like age and experience.

DATA ANALYSIS AND INTERPRETATION

Table 1 presents that 52.8 percent of respondents were males in comparison to their female counterparts which were 47.2 percent.

Table 1: Gender

	Frequency	*Percent*
Male	65	52.8%
Female	58	47.2%
Total	123	100

Source: Primary Data

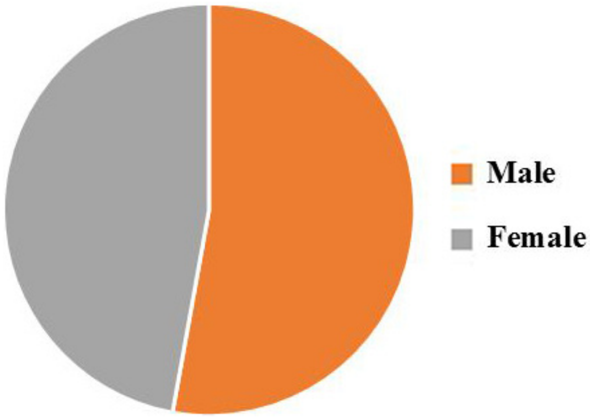

Chart 1: Gender
Source: Processed through SPSS

Table 2 presents that 46.3 percent of respondents belong to age group of 31–40, followed by 35.8 percent of respondents between age 26–30 and 12.2 percent of respondents were less than or equal to 25 years. Only 5.7 percent belongs to age group of 41–50.

Table 2: Age

	Frequency	*Percent*
Less than or equal to 25	15	12.2%
26-30	44	35.8%
31-40	57	46.3%
41-50	7	5.7
Total	123	100

Source: Primary Data

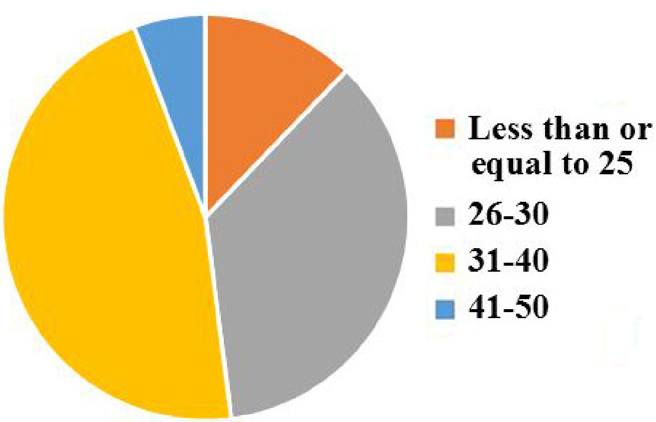

Chart 2: Age
Source: Processed through SPSS

Table 3 presents the experience wise allocation of respondents. 48 percent of respondents have experience of up to 5 years, followed by 30.9 percent of respondents having experience of 6 to 10 years. 17.1 percent of respondents were having experience of 11 to 15 percent. Only 4.1 percent of respondents had more than 16 years of experience.

Table 3: Experience

	Frequency	*Percent*
0–5	59	48.0%
6–10	38	30.9%
11–15	21	17.1%
16–20	5	4.1%
Total	123	100

Source: Primary Data

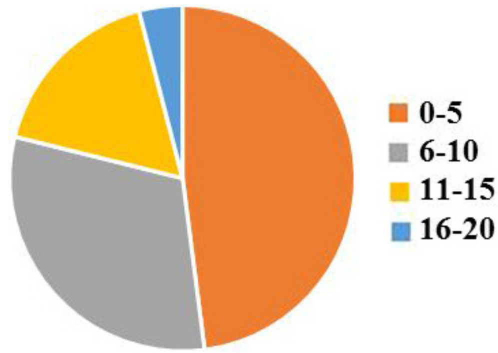

Chart 3: Experience
Source: Processed through SPSS

Table 4: Measurement of Job Burnout

Sr. No.	*Statements*
S_1	I want to change my job.
S_2	My commitment to the job is decreasing.
S_3	I feel less motivated by my job.
S_4	I feel less satisfied with my job.
S_5	My productivity has declined.
S_6	My absenteeism rate has increased.
S_7	I often postpone or delay work.
S_8	Excessive work stress sometimes results in conflicts.
S_9	My creativity has declined since I joined this job.
S_{10}	I find it difficult to make decisions.
S_{11}	I think I have chosen the wrong profession.
S_{12}	I often undervalue my achievements.

Table 4 presents the analysis of gender-wise employees' points of view towards job burnout. The male respondents are of the view that the main measure of job burnout is excessive work stress sometimes results in conflicts ($\bar{x}$ = 3.77, σ = 0.93), followed by I find it difficult to make decisions ($\bar{x}$ = 3.63, σ = 1.15) and I feel less motivated by my job ($\bar{x}$ = 3.60, σ = 1.09). On the other hand, the female respondents perceived excessive work stress sometimes results in conflicts ($\bar{x}$ = 3.59, σ = 1.01) as a strong measure of job burnout, followed by often postponing or delaying work ($\bar{x}$ = 3.53, σ = 1.05) and I feel less motivated by my job ($\bar{x}$ = 3.48, σ = 1.14).

Table 5: Gender-wise Analysis of Job Burnout

Statements	*N*	*Male*		*N*	*Female*		*N*	*All Banks*		*t-Statistics*	
		$\bar{x}$	σ		$\bar{x}$	σ		$\bar{x}$	σ	*T*	*Sig.*
S_1	65	3.35	1.33	58	3.17	1.39	123	3.27	1.36	0.74	0.62
S_2	65	3.49	1.20	58	3.29	1.36	123	3.40	1.28	0.86	0.13
S_3	65	3.60	1.09	58	3.22	1.31	123	3.42	1.21	1.74	0.37
S_4	65	3.57	1.15	58	3.36	1.27	123	3.47	1.20	0.95	0.34
S_5	65	3.54	1.12	58	3.10	1.27	123	3.33	1.21	2.02	0.27
S_6	65	3.11	1.25	58	2.84	1.37	123	2.98	1.31	1.11	0.22
S_7	65	3.58	1.12	58	3.53	1.05	123	3.56	1.08	0.26	0.53
S_8	65	3.77	0.93	58	3.59	1.01	123	3.68	0.97	1.05	0.38
S_9	65	3.49	1.09	58	3.34	1.25	123	3.42	1.17	0.70	0.21
S_{10}	65	3.63	1.15	58	3.48	1.14	123	3.56	1.15	0.71	0.94
S_{11}	65	3.26	1.30	58	2.91	1.37	123	3.10	1.34	1.44	0.51
S_{12}	65	3.51	1.19	58	3.28	1.20	123	3.40	1.19	1.08	0.93

Source: Compiled from primary data.

Table 6 presents the age-wise analysis of employees' points of view towards job burnout. The respondents in the age group less than 25 years are of the view that the main measure of job burnout is that excessive work stress sometimes results in conflicts ($\bar{x} = 3.77, \sigma = 0.93$), followed by often postponing or delaying work ($\bar{x}$ = 3.80, σ = 1.01) and I find it difficult to make decisions ($\bar{x}$ = 3.67, σ = 1.23). On the other hand, respondents in the age group, 26–30 years perceived conflicts occurred due to excessive work stress as a measure of job burnout ($\bar{x}$ = 3.66, σ = 0.89), followed by less satisfaction with their job ($\bar{x}$ = 3.67, σ = 1.23) and decline in motivation ($\bar{x}$ = 3.66, σ = 0.89). Similarly, in the age group, 31–40 find it difficult to make decisions ($\bar{x}$ = 3.70, = 1.10), followed by conflicts due to excessive work stress ($\bar{x}$ = 3.67, σ = 1.08) and postponing and delaying work ($\bar{x}$ = 3.58, σ = 1.12) and respondents belonging to age group 41–50 perceive conflicts due to excessive work stress ($\bar{x}$ = 3.57, σ = 0.79) followed by decline in creativity ($\bar{x}$ = 3.29, σ = 1.25) and difficulty in making decisions ($\bar{x}$ = 3.29, σ = 1.38) as measure of job burnout.

Table 7 indicates the experience-wise analysis of employees' perception of job burnout. Employees with experience of less than or equal to five years opine conflicts due to excess work stress as major symptoms

Table 6: Age-wise Analysis of Job Burnout

Statements	*N*	*≤25*		*N*	*26–30*		*N*	*31–40*		*N*	*41–50*		*ANOVA*	
		$\bar{x}$	σ		$\bar{x}$	σ		$\bar{x}$	σ		$\bar{x}$	σ	*F*	*Sig.*
S_1	15	3.4	1.40	44	3.52	1.13	57	3.11	1.48	7	2.71	1.38	1.41	0.24
S_2	15	3.40	1.45	44	3.55	1.21	57	3.35	1.29	7	2.86	1.35	1.10	0.36
S_3	15	3.13	1.19	44	3.57	1.08	57	3.42	1.32	7	3.14	1.07	0.46	0.76
S_4	15	3.47	1.25	44	3.61	1.04	57	3.42	1.32	7	3.00	1.16	0.64	0.63
S_5	15	3.27	1.16	44	3.52	1.15	57	3.26	1.25	7	2.86	1.35	1.31	0.27
S_6	15	2.47	1.30	44	3.09	1.36	57	3.05	1.26	7	2.86	1.46	0.83	0.59
S_7	15	3.80	1.01	44	3.55	0.95	57	3.58	1.12	7	3.00	1.63	1.70	0.15
S_8	15	3.87	0.91	44	3.66	0.89	57	3.67	1.08	7	3.57	0.79	0.93	0.45
S_9	15	3.47	1.12	44	3.50	1.19	57	3.37	1.18	7	3.29	1.25	0.46	0.77
S_{10}	15	3.67	1.23	44	3.39	1.15	57	3.70	1.10	7	3.29	1.38	0.71	0.59
S_{11}	15	3.07	1.28	44	3.43	1.23	57	2.88	1.39	7	2.86	1.57	1.73	0.15
S_{12}	15	3.40	1.24	44	3.36	1.16	57	3.47	1.21	7	3.00	1.29	0.46	0.77

Source: Compiled from primary data.

Table 7: Experience-wise Analysis of Job Burnout

Statements	*N*	*0–5*		*N*	*6–10*		*N*	*11–15*		*N*	*16–20*		*ANOVA*	
		$\bar{x}$	σ		$\bar{x}$	σ		$\bar{x}$	σ		$\bar{x}$	σ	*F*	*Sig.*
S_1	59	3.63	1.24	38	3.05	1.43	21	3.00	1.30	5	1.80	0.84	4.24	0.01
S_2	59	3.63	1.29	38	3.34	1.26	21	3.19	1.21	5	2.00	0.71	2.97	0.04
S_3	59	3.56	1.10	38	3.47	1.29	21	3.24	1.30	5	2.20	0.84	2.21	0.09
S_4	59	3.68	1.09	38	3.42	1.27	21	3.33	1.28	5	2.00	0.71	3.37	0.02
S_5	59	3.42	1.21	38	3.53	1.18	21	3.05	1.16	5	2.00	0.71	3.01	0.03
S_6	59	3.02	1.36	38	2.97	1.37	21	3.14	1.15	5	2.00	0.71	1.05	0.37
S_7	59	3.63	0.98	38	3.61	1.15	21	3.57	1.12	5	2.40	1.14	2.08	0.11
S_8	59	3.73	0.87	38	3.66	1.07	21	3.81	1.03	5	2.80	0.84	1.58	0.20
S_9	59	3.56	1.10	38	3.29	1.33	21	3.52	0.98	5	2.40	0.89	1.80	0.15
S_{10}	59	3.56	1.13	38	3.53	1.25	21	3.76	1.04	5	3.00	1.00	0.62	0.60
S_{11}	59	3.25	1.31	38	3.03	1.42	21	3.14	1.24	5	1.60	0.55	2.48	0.06
S_{12}	59	3.39	1.19	38	3.45	1.29	21	3.62	1.02	5	2.20	0.45	1.99	0.12

Source: Compiled from primary data.

of job burnout ($\bar{x}$ = 3.73, σ = 0.87), followed by less satisfaction from the job ($\bar{x}$ = 3.68, σ = 1.09), decline in job commitment ($\bar{x}$ = 3.63, σ = 1.24) and want to change job ($\bar{x}$ = 3.63, σ = 1.29). Similarly, employees having experience of 6–10 years are of the view that conflicts because of excessive work stress ($\bar{x}$ = 3.63, σ = 1.29), postponing or delaying work ($\bar{x}$ = 3.63, σ = 1.29), and difficulty making decisions ($\bar{x}$ = 3.63, σ = 1.29) are strong measures of job burnout. Employees with experience between 11–15 years consider conflicts due to excess work stress as major symptoms of job burnout ($\bar{x}$ = 3.81, σ = 1.03) followed by difficulty in decision making ($\bar{x}$ = 3.76, σ = 1.04) and undervaluation of achievements ($\bar{x}$ = 3.62, σ = 1.02). Similarly, employees with experience between 41–50 years considers difficulty in decision making ($\bar{x}$ = 3.73, σ = 0.87) followed conflicts due to excessive work stress ($\bar{x}$ = 3.73, σ = 0.87), decline in creativity ($\bar{x}$ = 3.73, σ = 0.87) and postponing or delaying work are strong measures of job burnout.

FINDINGS OF THE STUDY

Bank employees perceive Conflicts due to excessive work stress, difficulty in decision making, postponing or delaying of work, decline in motivation, satisfaction and job commitment as the most measure of job burnout.

LIMITATION OF THE STUDY

The current study was limited to 123 bank employees of sirsa, Fatehabad and Hisar districts of the state Haryana. Therefore, the results of these results can't be generalized.

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Book Review

Dr. Rashmi*

Title : The Making of a Manager: What to Do When Everyone Looks to You

Author : Julie Zhuo

Publisher : Virgin Books (26 April 2019)

ISBN : 978-0753552896

The Making of a Manager: What to Do When Everyone Looks to You by Julie Zhuo is a practical and insightful guidebook for individuals transitioning into a managerial role. Drawing from her personal experiences as a young manager at Facebook, Zhuo offers valuable advice, relatable anecdotes, and actionable strategies to help new managers navigate the challenges they face in leading and inspiring teams. In this review, we will explore the key themes and takeaways from the book, highlighting its relevance and usefulness for aspiring and current managers.

Overview of Content

Zhuo's book is divided into three parts, each addressing a critical aspect of managerial responsibilities and growth.

- **In Part 1,** she delves into the mindset shift that new managers must undergo to effectively lead a team. She explores the challenges of transitioning from an individual contributor to a manager, emphasizing the importance of understanding and embracing one's role as a leader.
- **In Part 2,** Zhuo focuses on building and managing a team. She shares practical advice on hiring the right people, setting clear expectations, and fostering a culture of trust and psychological safety. She also delves into the art of giving feedback, coaching, and delegating tasks effectively, while highlighting the significance of continuous learning and growth for both managers and their team members.
- **Part 3** of the book centres around navigating challenges and fostering a positive work environment. Zhuo addresses common managerial dilemmas, such as handling conflicts, managing underperformers, and dealing with the pressures and expectations that come with the role. She provides guidance on leading with empathy, building strong relationships with team members, and creating an inclusive and supportive work culture.

Throughout the book, Zhuo shares personal anecdotes, practical examples, and actionable advice. She brings a down-to-earth and relatable tone, making the content accessible and engaging for readers.

Key Insights and Implications

One of the core insights of "The Making of a Manager" is that being a successful manager is not about having all the answers but rather about developing the right mindset and skills to support and empower your team. Zhuo emphasizes the importance of humility, vulnerability, and learning from mistakes as a manager.

The book also highlights the significance of building strong relationships and trust with team members. Zhuo encourages managers to understand the individual strengths and motivations of their team members, fostering an environment where everyone feels valued and supported. By investing in the growth and development of team members, managers can create a high-performing and engaged team.

Another valuable aspect of the book is Zhuo's emphasis on the role of self-reflection and continuous improvement. She encourages managers to regularly assess their own strengths and weaknesses, seek feedback, and actively

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work on their professional development. By focusing on personal growth, managers can inspire their team members and create a culture of continuous learning.

In a nutshell "The Making of a Manager: What to Do When Everyone Looks to You" by Julie Zhuo is an indispensable resource for new and aspiring managers. Through her relatable stories and practical advice, Zhuo provides valuable insights and strategies for successfully navigating the challenges of leadership and building effective teams. This book serves as a guidebook, offering a roadmap for personal growth, fostering positive work environments, and ultimately becoming an impactful and successful manager. Whether you are a first-time manager or seeking to enhance your managerial skills, this book offers valuable insights that will empower you on your journey as a leader.

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    - Abstract with Keywords
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    - Research Method
    - Analysis and Discussion
    - Conclusion
    - Limitations of the Study
    - Scope for Further Research References
5. **Word Count**
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