

# Entrepreneurship and Management for Sustainable Business Growth in the Age of **Web 4.0** and Beyond

## Challenges and Opportunities

Editors

**Dr. Bala Subramanian R**  
**Dr. Lakshmi Jayaprakash**



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B L O O M S B U R Y  
NEW DELHI • LONDON • OXFORD • NEW YORK • SYDNEY

BLOOMSBURY INDIA  
Bloomsbury Publishing India Pvt. Ltd  
Second Floor, LSC Building No. 4, DDA Complex,  
Pocket C – 6 & 7, Vasant Kunj,  
New Delhi 110070

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First published in India 2023  
This edition published 2023

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ISBN: 978-93-56405-27-1  
2 4 6 8 10 9 7 5 3 1

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## Principal's Message

Dear esteemed readers,  
Greetings,

It is my pleasure to extend my warmest regards to all of you through this message in the esteemed pages of Conference Proceedings of the 4th Rajagiri Management Conference (RMC), jointly hosted by Rajagiri College of Social Sciences (RCSS) and Rajagiri Business School – two entities under Rajagiri Group of Institutions. Both these institutions are managed by the CMI (Carmelites of Mary Immaculate) father – an indigenous Catholic congregation based in India.

Rajagiri College of Social Sciences (Autonomous) – RCSS, affiliated to the Mahatma Gandhi University – was founded in 1955 and pioneeringly offered the unique Diploma in Social Service programme in Kerala. Subsequently, RCSS became the first higher education institution in Kerala and one among the select few institutions to offer Master in Social Work (MSW) programme. The specialization Personnel Management & Industrial Relations in MSW then evolved to Master of Arts (Human Resources Management) as a stand-alone programme in the college. Today, RCSS offers programmes at undergraduate, postgraduate and doctoral levels in diverse disciplines including social work, commerce, management, psychology, statistics, computer science, library science among others to more than 1500 students.

In 2008, Rajagiri Business School (RBS) emerged as a distinguished entity, functioning autonomously as part of the Rajagiri Group of Institutions. RBS – an AICTE-approved, AACSB-accredited autonomous business school, offers two-year full-time accredited Post Graduate Diploma in Management (PGDM) programme and a doctoral-level Fellow Programme in Management (FPM). RBS's PGDM programme has received accreditation from both the National Board of Accreditation (NBA) and the European Foundation for Management Development (EFMD), solidifying its reputation as a top-tier institution. The programme is also equalized by the Association of Indian Universities (AIU) of UGC, Govt. of India with an MBA.

The 4th edition of the annual Rajagiri Management Conference was organized in collaboration with the University of Johannesburg, South Africa and was held on 3rd and 4th of April 2023 in hybrid mode. The RMC received an overwhelming response with the submission of more than 100 research articles from diverse domains and from scholars representing different institutions. I extend my heartfelt gratitude to the Conference Organizing Committee, our esteemed contributors, readers, and the entire Rajagiri community for their unwavering support and commitment to our institution's vision. Together, these efforts steer us to creating an intellectual hub that fosters knowledge creation, dissemination, and application, thereby making a positive impact on society.

I invite you to explore the thought-provoking articles, insightful research, and practical perspectives presented in this journal. May the content within these pages inspire you, challenge your intellect, and contribute to the advancement of management knowledge.

Wishing you an enriching reading experience.

Warm regards,  
**Rev Fr Dr Saju MD CMI**



## RMC 2023 – Rajagiri Management Conference

Rajagiri College of Social Sciences and Rajagiri Business School, in association with the University of Johannesburg, South Africa, organized the 4th Annual Rajagiri Management Conference, which was scheduled for 3 and 4 April 2023. The conference aimed to address the theme of “*Entrepreneurship and Management for Sustainable Business Growth in the Age of Web 4.0 and Beyond – Challenges and Opportunities*.” It provided a platform for scholars, business leaders, and policymakers to explore the evolving landscape of the web and its implications for sustainable business growth.

The web had gone through several stages of development, starting from Web 1.0, which was characterized by static content and passive user involvement. Web 2.0 brought about a revolution in social networks and user participation, with popular platforms like Facebook, Twitter, and YouTube emerging during that period. The subsequent phase, Web 3.0 or Semantic Web, expanded the functionalities of the web by providing personalized and intelligent browsing experiences. At the time, Web 4.0, also known as the symbiotic web, enabled seamless interaction between users, fostering a sense of community and connection. The conference acknowledged the continuous evolution of the web and aimed to provide a platform for discussing the challenges and opportunities associated with sustainable business growth in the age of Web 4.0 and beyond.

The conference recognized that entrepreneurship and management played crucial roles in driving sustainable business growth, especially in the context of Web 4.0 and emerging technologies. The rapid pace of technological change, along with shifting market trends and business models, presented both challenges and opportunities for entrepreneurs and managers. To remain competitive, businesses had to adapt quickly to new technologies such as blockchain, artificial intelligence, and virtual and augmented reality. Additionally, the importance of sustainability in business practices could not be overlooked, as consumers increasingly prioritized environmental and social consciousness. The conference delved into topics such as reducing carbon footprints, ethical sourcing, and fair labor practices, offering practical insights into implementing sustainable business practices and leveraging them for sustainable growth. Participants had the opportunity to learn about the latest trends and innovations, as well as how to foster a culture of innovation and agility within their organizations.



## About the Rajagiri Group of Institutions

### **Rajagiri Business School**

Established in the year 2008, Rajagiri Business School (RBS) is part of the Rajagiri Group of Institutions and functions as an autonomous institution that offers PGDM and FPM degrees in management. The business school was established as a result of the indefatigable industry and foresight of a congregation of priests known as Carmelites of Mary Immaculate (CMI), who focuses on high-quality education with a global outlook. The school is nationally and internationally accredited with a diverse faculty mix committed to high-quality teaching and research. Rajagiri Business School is accredited by the Association to Advance Collegiate Schools of Business (AACSB). The PGDM programme of Rajagiri Business School is accredited by the Accreditation Council for Business Schools and Programs (ACBSP), recognized as equivalent of MBA degree of an Indian University by Association of Indian Universities (AIU) and is accredited by the National Board of Accreditation.

### **Rajagiri College of Social Sciences**

For the past five and a half decades, RCSS (Autonomous) has been a beacon of knowledge and hope among the academic community. RCSS (Autonomous), listed as College with Potential for Excellence in Education, has been accredited A++ by UGC's NAAC based on its all-India high score of 3.83/4. The college has consistently ranked in the top two colleges in India for programmes in social work and its management programme was ranked 28th in the NIRF ranking of MHRD, Government of India (GoI). Further, the College won the second spot in the Swachh Campus Ranking 2019 conducted by MHRD as a part of the Swachh Bharat Mission, GoI. The Ministry of Science and Technology, GoI have recognized the college as a Scientific and Industrial Research Organization (SIRO). RCSS (Autonomous), affiliated with Mahatma Gandhi University, Kerala offers a range of programmes from undergraduate to doctoral levels, including B. Com, MBA, MCA, MA (HRM) among others. The college features as one among the 168 institutions in the country listed for the prestigious Study in India programme of MHRD, GoI. The College is presently offering 17 Programmes (Graduate, Postgraduate, Postgraduate Diploma and PhD) under 8 Departments.



## **The Johannesburg Business School (JBS)**

The Johannesburg Business School (JBS) is a division of the University of Johannesburg (UJ). The Johannesburg Business School (JBS) is a member of the South African Business Schools Association (SABSA) and the Association of African Business Schools (AABS). The Post-Graduate Diploma (PGDip) in Business Administration, Master of Business Administration (MBA) and Doctor of Philosophy (DPhil) – with a specialisation in Digital Transformation are accredited by the Council on Higher Education (CHE) and registered with the South African Qualifications Authority (SAQA).





# Stock Market and Uncertainties: A Study on India using VAR Analysis

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Economic Policy Uncertainty (EPU) and stock market mechanisms got extreme attention after the global financial crisis. Uncertainty can influence significant economic variables through different channels. The uncertainty remains in the economy after the crisis can perisitanly influence the economic factors. This kind of spillover effect stock market returns and market turnover. The paper uses a univariate VAR model to analyze how EPU was affected by stock market returns and turnover from Jan 2009 to Dec 2019. The analysis follows using the data from BSE, where one of India's leading exchange groups has played a major role in capital market development. The EPU index formulated by Baker et al. is considered to analyze the level of uncertainty across policy implications. The results show that market turnover responds negatively towards EPU. At the same time, no relationship exists between stock returns and EPU.

**Keywords:** *Economic Policy Uncertainty, Stock Market Returns, Market Turnover, VAR Model, Impulse Response.*

# Cryptocurrencies Generational Coupling and Characteristics: An Empirical Evaluation

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Blockchain technology based cryptocurrency systems are evolving day by day. Till today, the market witnessed four generations of cryptocurrencies each coming up with idea of solving the technical issues related to its forerunners. The study aims to focus on the risk, return and volatility characteristics of Bitcoin, Ethereum, and Cardano as representatives of first three generations of cryptocurrencies. It also tries to elicit who is the price leader in the crypto market. The data relating to the daily adjusted closing price of these coins have been used for empirical analysis. The results showed that Cardano show superiority in terms of risk, return and volatility profiles while the second and third generation cryptocurrencies lead the market. It also revealed that there exist no scope for generation wise hedging in a fully designed only cryptocurrencies portfolio.

**Keywords:** *Bitcoin, Ethereum, Cardano, Granger Causality, Volatility, Hedging.*

# An Empirical Evaluation of Symmetric and Asymmetric Volatility of FOREX Returns

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The FOREX market is the largest and the most liquid financial market in the world, with an average daily trading volume of \$6 trillion. In this study we attempted to examine the return and volatility profile of Exchange Rate between INR and USD through ARMA and ARCH Family models. The data of exchange rate between INR and USD is obtained from Bloomberg for the period commencing from 01 November 2012 to 31 October 2022. ARMA (4,4) is the better model for forecasting the exchange rate return of INR and USD and TARCH (1,1) is the optimum model for volatility forecasting of Exchange Rate returns. Furthermore, it is also found that the volatility persists over time and decay slowly in exchange rate returns and the negative volatility is greater than the up-trend volatility of the FOREX Returns. It indicates the hedging ability of FOREX trading against Stock market. The findings of the study will help investors for educated investment decisions.

**Keywords:** FOREX, Exchange Rate Volatility, Hedging, Volatility Persistence, GARCH.

# Bilateral Partnerships for Sustainable Development: Case Illustrations of Korean Entities in India

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Sustainable development has become one of the most important agendas over the globe. India and South Korea do tremendous efforts to achieve the agenda. The sustainability goals can be achieved more efficiently under multilateral or bilateral collaboration. India and South Korea have started to develop partnerships for sustainable development last several years. This article will present backgrounds on which India-South Korea partnerships start to grow for sustainable development. We will present various cases by categorising partnerships in the forms of business innovation, corporate social responsibility, and official development assistance. Previous literature on India-South Korean relations mainly studied on political or economic partnerships. However, partnerships are expanding into the area of social development. This article will discuss implications and suggestions for the partnership development between India and South Korea.

**Keywords:** India, South Korea, Sustainable Development, Business Innovation, Corporate Social Responsibility, Official Development Assistance.

## FINANCE AND ACCOUNTING

### Growth of UPI and Its Impact on Indian Economy After Inception: A New Wave of Digital Era

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E-payment is the buzzword nowadays in the global world as well as in India. Every nation in the global world is transforming its payment system from a traditional to digitized format. However, India is the world's second-largest populous country, with huge daily transactions through various modes. According to the report published in the Times of India on 30<sup>th</sup> December 2021, it is expected that compared to the \$ 300 billion in the fiscal year 2021, the worth of electronic payments in India will increase three times to reach \$1 trillion by the fiscal year 2026. The Covid-19 pandemic hit the world badly and its effect was also in India. With the spread of the deadly virus in the world and our country, the lockdown was created everywhere, bringing big economies to their knees. The big corporate giant and other businesses shut down, and countries' imports fell like anything. Still, something positive took place in India. A new wave of digitization started in India and be it vegetable vendors or big firms, everyone started adopting digital payments. Just like face masks, digital payment has become the new normal in India.

This paper is focused on enlightening the readers on increasing the importance of E-payment in India during post covid19 era and its impact on the economy after the inception of UPI. Various payment methods like Credit cards, Debit cards, Mobile wallets, banking transactions, UPI, and others, etc are included in the study. The study is descriptive and based on secondary data sources collected from RBI reports, PwC reports, Times reports, and other websites, and online sources.

In conclusion, various facts and figures gathered from online sources show that after demonetization, UPI paced up but COVID-19 has emerged as the most significant factor behind the boost of UPI. This study shows that in the present era, UPI has become one of the necessities for Indians without which it is impossible to imagine the Indian economy.

**Keywords:** Covid-19 Pandemic, Digitalization, E-Payments, Indian Economy, Demonetization.

### Enhancing Portfolio Stability through Financial Profile Analysis of Stocks

NAGENDRA BV<sup>1</sup>, JOSEPH DURAI SELVAM J<sup>2</sup>, K NIHARIKA REDDY<sup>3</sup>, RAKSHANTHA A<sup>3</sup>, SAKSHI SHARMA<sup>3</sup>, ARJUN MURALISHARAN<sup>3</sup>, ARSHA NARAYAN<sup>3</sup>, RAKESH TIGADI<sup>3</sup> & ABHAY KRISHNAN<sup>3</sup>

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A key component of stock investing is having a portfolio of diversified stocks, which can help to mitigate the risk of investing in a single stock or sector. A common approach to stock diversification is constructing a portfolio based on the sector or industry. However, this strategy approach may not be ideal for all investors, as stocks within a sector or industry can have vastly different financial profiles due to the varied business models and positioning of the company. This research paper explores the use of machine learning algorithms for diversifying a portfolio of stocks

based on the financial profile of companies. In this context, clustering algorithms in machine learning can provide a solution to diversifying a portfolio based on the financial profile of companies. The study will begin by reviewing the importance of diversification in stock investing and the limitations of sector-based portfolio development. This will be followed by implementation of clustering algorithm followed by portfolio creation and portfolio evaluation. The data collection stage involves collecting financial data on stocks, such as Earnings per share, dividend per share, Net profit margin, Return on equity, Return on assets, PE ratio, Market cap, and return performance of the stock for a specific time period.. The clustering phase involves applying clustering algorithms, such as K-Means and hierarchical clustering to profile based on their financial profiles.

**Keywords:** *Diversifying Portfolio, Clustering Algorithms, Financial Profile, Portfolio Construction, Risk-Return Profile.*

## A Study on Application of NRN Concept in Indian Capital Markets during FY 2020-21

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Stock markets are one of the key elements of the financial system and play an important role in economic development. They act as facilitators for investors to distribute their funds across various investment avenues like equity, debentures, Bonds and Commodities, etc. On the other side they facilitate fund seekers like Government, Corporate and HNIs etc. Investment in equity is the most prominent decision especially when it comes to deal with inflation (2013, Business today). Not only the long-term investors but also short-term investors like swing traders and speculators play an important role by providing proper liquidity to the investment instruments. But many traders are influenced by big players in the markets due to their money power which becomes a major challenge for small players. Intraday traders usually apply the concepts of technical analysis to make decisions for the short term. Despite many technical analysis tools, very few are effective, especially price action indicators which can offer good results. The present study is an attempt to apply one of the price actions concepts i.e; Narrow Range for period “N” (NRN) over selected stocks of Bombay Stock Exchange and discuss the results thereof. Quite interestingly the results are positive for generating consistent returns to the traders.

**Keywords:** *Narrow Range, Intraday, Stock markets, Trading, Margin money, Algo Trading, Technical Analysis.*

- **Data:** The study is based on the secondary data sources. The selected stocks are Bharat Petroleum Corporation of India (BPCL), Infosys (INFY), Bharti Tele-Ventures Ltd. (BHARTIARTL), Titan Company Limited (TITAN) data collected from [www.bseindia.com](http://www.bseindia.com) an official portal of Bombay Stock Exchange of India. The stocks are randomly selected and from different industries.
- **Study Period:** The current research has been carried out based on the data of stocks during the financial year 2020-2021, i.e. 01-04-2020 to 31-03-2021. The period covers the covid pandemic that has affected the entire world.
- **Findings:**
  1. The Narrow range concept under daily time frame has generated positive returns during the study period
  2. A minimum of 1:3 risk to reward is observed with the NRN concept in the selected stocks
  3. There is significant improvement in the results of Narrow Range in combination with Central Pivot Range

- **Suggestions:**
  1. Traders can consider the Narrow range concept and Central Pivot Range as better trading tools to generate consistent returns with a good risk to reward ratio.
  2. Traders can use the price action tools for achieving better results in combination with other tools.
  3. Traders are advised to test the strategy in the live markets before deployment in real markets
- **Future scope of the Study:** The present study is based on only Narrow range and Central Pivot Range combination only. If the other technical indicators are used for the study there are chances that the study results can be improved especially Moving Averages towards following the trend, Pivot Points for target profit etc.

## Causation and Co-integration of Select Stock Market Indices and Mutual Fund Investments

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This study is an attempt to predict the price movement between NIFTY Bank, NIFTY 500 and selected open ended equity mutual fund categories traded at stock exchanges in India. Daily data over the last 11 years were taken and the sample period is from January 1, 2010 to December 31, 2021. The authors use a set of econometric models such as dynamic lag vector auto regression stochastic process model, Co-integration, Granger causality test and Variance Decomposition to substantiate the existence of long run and short run association between the dependent and independent variables selected. The study shows clear evidence of co-integration between NIFTY Bank, NIFTY 500 and selected mutual fund categories, which is an indication of the existence of a long run equilibrium relationship between the variables. The empirical investigation also proved the traces of bi-directional and unidirectional Granger- causal effect between the variables. The study shows that NIFTY Bank, NIFTY 500 and large cap mutual fund categories have strong price movement relationships compared to mid-cap funds, multi-cap, value and focused funds, which shows a marginal relationship and relatively very weak relationship with small cap funds.

**Keywords:** NIFTY Bank, NIFTY 500, Mutual Funds, Vector Auto-regression, Co-integration, Granger Causality.

## Green Banking Practices – A Study with Special Reference to Selective Banks in Select District of Tamil Nadu

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**Purpose:** Green banking practices refer to environmentally sustainable banking practices that reduce the environmental impact of financial institutions while promoting environmentally friendly activities. This article's goal is to examine green banking practices, their methods of adoption, and the significance. The function and contribution of banks to environmental sustainability are also covered in this study.

**Design:** It is a qualitative study empirically made during the month of December 2022. 200 respondents from top 5 banks (40 each) have been selected using simple random techniques. Google Forms were used to collect the data from the respondents. Banking practices are essential for banks to operate effectively and provide quality services to their customers.

**Findings:** It shows that the green banking practices by the banks are easily done with the asset management practices. It is understood from the result that banks are not following similar levels of practices for retail banking, corporate investment banking services and asset management. Green banking can have a significant positive impact on the environment by directing financing towards environmentally friendly projects and companies.

**Implications:** With regard to regulatory and policy frameworks for green banking: Studies could examine the influence of government policies and regulations of green banking practices and explore ways to strengthen these frameworks to promote the growth of the green economy.

**Originality:** This article identifies the need for green banking practices in sustainability. This article also summarizes the notion of green banking besides outlining some methods and analyzing green banking initiatives by the banking sector.

**Keywords:** *Environment-friendly, Green Banking, Greenhouse Gas Emissions, Green Economy.*

## Unpacking the Psychology of Investment Decision-Making: The Role of Emotional Intelligence, Personality Traits and Risk Behaviour

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Investments are playing a bigger role in wealth generation. Making prudent investing decisions requires, among other things, considering both a security's financial and non-financial features. The study typically focuses on expected returns and an investment's ability to provide the required earnings. To make a smart investment, one needs have strong analytical skills, intellect, emotional discipline, and common sense. Behavioural finance has long questioned the notion that investors are rational in mainstream financial theories. A variety of non-financial factors, such as a person's personality qualities and the social context in which decisions must be made, have been found as impacting investors' behaviour in recent research. This article examined the personality characteristics, emotional intelligence, and risk behaviour of investors in decision making. While making investing decisions, middle-class investors should understand their own emotional intelligence, personality traits, and risk behaviour, and engage with financial advisers who can help them make educated decisions that correspond with their goals and risk tolerance. For the purpose of study a sample of 396 respondents are selected. The result portrays that there is a significant impact of Emotional intelligence, Personality traits and Risk Behaviour on Investment decision.

**Keywords:** *Investment, Emotional Intelligence, Risk-Taking, Decision Making, Personality Traits.*



## GENERAL MANAGEMENT (ENTREPRENEURSHIP, COMMUNICATION)

### Employee Engagement and Organizational Performance in IT Industries, Bangalore

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Employee Engagement is the real matching of one's ability to meet the job needs of an employee with the capabilities of the employee and the employee performance is the outcome of personal competencies, Job fit, and organizational environment. Consistency in performance is assured through the continuous monitoring, facilitating and evaluation. In IT industry, the employees are working in virtual platform that the environment comprises of the place from where the employee works (may be work from home) or any place without distraction.. This study analyses the employee level control of performance to meet organizational objectives. The results shoes that, the clarity of interpersonal communication, training, online learning circles, etc, influence employee engagement and performance. The sample space is 189 and the respondents from IT industries. Analytical Hierarchy process is used to analyse the Data.

The results shows that there is a positive effect of co working space employee performance.

**Keywords:** IT Industries, AHP, Co-Working Space.

### Exploring UPI and Entrepreneurship Relationship: Case Study of Thomson Bakers

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Entrepreneurship is the establishment, management, and development of a business venture with the aim of profit. The person who does entrepreneurship is known as an Entrepreneur. They play an important role because they have that capability to run the business. The success of entrepreneurship is on Innovation. An innovative entrepreneur is someone who brings novel goods and services into the market. Many new technological changes are coming day by day in this world and the one which gained popularity is electronic payment. This paved way to Unified Payments Interface. This is a case based on an entrepreneur who implemented UPI successfully in his small business. It is a story of a confectionary named Thomson. The case focuses on the challenges and opportunities faced by Mr. Jagan Thomas of Thomson. Case highlights the scenario of UPI in his business, strategies adopted to overcome the challenges, innovations he made and qualities an entrepreneur should possess when bottlenecks arise.

**Keywords:** Entrepreneurship, UPI, Electronic Payment, Strategies, Innovation.



## Evidence from Indian SMEs Supporting the Use of Digitalization as an Emerging Business Strategy in Web 4.0

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The purpose of this empirical research is to assess the impact of digitalization on perceived organisational performance in all areas of SMEs in India's rubber products manufacturing industry.

**Research Design:** The study employs a quantitative research method with an explanatory research design. The study's primary data is gathered through surveys of top-level officials and IT managers from SMEs in the rubber products manufacturing industry. The normality and reliability of the data are assessed first using SPSS 22, followed by assessments of internal consistency, divergent validity, convergent validity, and discriminant validity using maximum likelihood estimation of the CFA. A structural equation model (SEM) is used to improve the results of a regression analysis.

**Results:** It is identified through this study that major digital technology measures such as Usefulness of Web Portals (UWP), Customer Interface through Web Portals (CIWP), and Major Functionalities of Web Portal (MFWP), Use of Online Activities in Marketing Efforts (OAME), Online Advertisements and Promotion (OAP), Availability of Trained and Skilled Employees (ATSE), and Technological Resources (TR) have a statistically significant impact on the performance of SMEs.

**Implications:** The study results provide policymakers with insights into how to provide special incentives and exemplary services to SMEs in order to promote the digitalization in the rubber products manufacturing industry. This study expands the scope of the investigation of the adoption and diffusion of digital technology by measuring the impact of a broad range of digital technologies on SMEs.

**Keywords:** Small and Medium Enterprises (SMEs), Digitalization, Sustainable Development, Perceived Organizational Performance, Rubber Products Manufacturing Industry, Adoption of Digital Technology, Web Portal.

## Significance of Resource Management Strategies for Micro and Small Enterprises in the Post-COVID Period: An Entrepreneurial Experience

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**Purpose of the paper:** The purpose of the paper is to analyse how the resource constraints has persuaded the small enterprises to adopt appropriate strategies to reduce cost and digital tools to make the process faster and effective tools for make the system effective.

**Study design/methodology/approach:** This analysis was conducted in India and the sample space is 390 firm owners or managers. The tools used in this research include, ranking responses based on mean, and multiple linear regression models using predicted average to compare the effects.

**Findings:** The regression models for all industries are statistically significant. The models shows that the strategies contribute to the business performance variance include, sharing resources, use digital platforms and cost

reduction strategies. But the resource bootstrapping strategies vary with industry. The results shows factors affect the business performance and their influence conform to the literature review findings. The post COVID performance of the micro and small enterprises face increase in cost, especially transportation cost and fall in demand. Digital media and social media marketing can reduce cost up-to a certain extent.

**Originality/value:** This paper is useful for the entrepreneurs who wish to identify the resource bootstrapping strategies and their benefits.

**Relevance/Limitations:** This study was conducted after COVID and hence, the entrepreneurs also did not have much information on resource bootstrapping technologies though they practise them

**Keywords:** *Resource Bootstrapping and Bricolage, Demonetization, Micro & Small Enterprises, COVID-19, Resource Management.*

## Corporate Social Responsibility: Does It Address the Rights of All Stakeholders?: A Case Study of Indian Cement Companies

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Corporate Social Responsibility is mandatory if the investment is more than Rs 500 crore and it is minimum of 2% of the preceding year profit. But it is just a mandate to involve the companies to involve in social development. But in reality, the Corporate Social Responsibility (CSR) is the process of ensuring rights of all stake holders, suppliers, customers, employees and other regulatory bodies.

The CSR activities can be evaluated by analysing financial statements, especially Profit and Loss account. The employee welfare measures, maintaining quality, ethical practices in business, commitment to investors as declared in the previous annual report, etc. Appropriate Accounting Standards are also support the evaluation.

It is a need to bring appropriate regulation to ensure the fulfilment of all norms to ensure the right of all stake holders.

Tool used in this research Business is Business Canvas model. Key Partners, Key activities, Key Resources, Value Proposition, Customer Relationships, Distribution System, Customer segments, Key resources, Channels, Cost Structure and Income structure are the components of Business Canvas Model. Common size analysis and ratio analysis are used for data analysis

The results shows that the firms are not spending adequately to ensure the right of all stake holders.

**Keywords:** *CSR Activities, Business Canvas Model, Common Size Analysis.*

## IT, OPERATIONS, AND ANALYTICS

### Towards a Sustainable India: Clustered Evaluation of State Performance on SDG Indicators

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The purpose of this study is to explore the application of cluster analysis on the statewide SDG performance of India. The key objective is to cluster the regions of India based on the SDG scores to enable the government to carry out development projects with minimized logistical load and resource allocation. This paper employs a K-means clustering algorithm based on the optimal number of clusters identified by the elbow method in Hubert statistics and Dindex values. The model is evaluated using the silhouette score. The findings reveal that India can be primarily divided into three clusters based on SDG performance. The first cluster consists mostly of the Central-Eastern regions and performs considerably poorly across five to six SDGs. This cluster requires immediate and major attention from the central government. The second cluster consists of the Southern states and the neck region of the country. This cluster is performing well in general, with a slight concern regarding one or two SDGs. The final cluster includes regions defined by unconventional geography. Its SDG performance is quite average, mainly restricted by the uniqueness of its geography.

**Keywords:** Sustainable, SDG, Cluster, India.

### Big Data Analytics for Achieving UN Sustainable Development Goals in the Area of Health: Cloud-Enabled Solutions

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The United Nations Sustainable Development Goals (UNSDGs) provide a framework for addressing the world's most pressing challenges, including health. Big Data Analytics has the potential to play a critical role in achieving these goals, particularly in the area of health. This paper outlines the use of Big Data Analytics to support the achievement of the UNSDGs in the area of health, with a focus on the role of cloud computing in enabling this process. The paper begins by discussing the challenges faced in the healthcare sector, including the need for effective strategies for addressing public health concerns and improving patient outcomes. It then outlines the potential of Big Data Analytics to support the implementation of effective strategies for achieving the health goal of the UNSDGs especially in developing countries.

The paper then explores the technical and ethical considerations involved in the implementation of Big Data Analytics in the healthcare sector, including cloud computing, cloud systems and infrastructure, cloud security, cloud providers, and ethical practices for handling Big Data. The paper concludes with a proposed solution for using Big Data Analytics to support the achievement of the UN Sustainable Development Goals in the area of health, including a discussion of the technical aspects of the solution, such as configuration, vendors, architecture, cloud aspects, and tools, and a discussion of the future scope of work in this area.

The proposed solution is a step towards using Big Data Analytics to support the achievement of the UN Sustainable Development Goals in the area of health, and the future of this field is promising, with significant potential for further development and impact.

**Keywords:** Sustainable Development Goals, Big Data, Cloud Computing, Health, Data.

## Plan for the Unplanned: A Data-Driven Approach to Exploring Factors and Impact of Employee Absenteeism

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US Department of Labor (DOL) evaluated that nearly 3% of an employer's workforce was absent on a given day. When lost productivity and temporary labor costs are factored in, the high cost of absenteeism has a greater impact on organizations. Furthermore, employers frequently fail to carefully track absenteeism rates and patterns which vary significantly across various departments. Currently, manufacturing firms face an issue of employee absenteeism, and it has been conducted on white-collar employees in manufacturing firms. But blue-collar employees impact production which ultimately leads to bottlenecks and increases the lead time. The purpose of this study is to explore the factors that contribute to employee absenteeism and their impact on the organization.

Bringing a tool that can monitor and classify employee absenteeism can help the organization to reduce lags in manufacturing. The objective of this research is to develop a model that helps to classify what kind of workers would take leave. This study was conducted on the employees of a package manufacturing organization, and a sample size of 750 employees was used for this study. 21 features were extracted from the employees at the manufacturing unit and significant features were filtered out by feature selection. These features were then used for classifying models such as K Medoids, K-means, and Hierarchical Clustering techniques. The study used evaluation metrics such as the Calinski-Harabasz index and Silhouette Score to determine the optimal number of clusters and to evaluate the performance of the clustering algorithms.

The results showed that hierarchical clustering is performing well with the specific data and it showed the factors that contribute to employee absenteeism are complex and interrelated. The clustering algorithms revealed that there were multiple subgroups of employees with different patterns of absenteeism and that different factors had different levels of impact on employee absenteeism. The study also revealed that certain factors, such as age, job satisfaction, and experience, had a significant impact on employee absenteeism. The study highlights the importance of data-driven approaches in understanding employee absenteeism and developing effective strategies to manage it and improve productivity.

**Keywords:** Employee, Absenteeism, Machine Learning, Clustering, K Means, Hierarchical.

## A Decision Support System (DSS) to Determine Inventory Policy using VMI

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This paper compares a mathematical model for Vendor Managed Inventory (VMI) with the traditional Supply Chain Economic Order Quantity (EOQ) model for a Fast-Moving Consumer Goods (FMCG) product. The study simulates two different demand distributions, uniform and beta, and considers lead time, demand uncertainty, and inventory carrying cost. The model helps identify optimum inventory policy parameters based on fixed warehousing and shipment costs, the number of units per box, and storage cost. The study aims to minimize the total cost between supplier and customer by optimizing shipment supply and defining pertinent minimum and maximum stock levels. The results demonstrate that VMI outperforms the traditional EOQ model in cost reduction and inventory management, providing significant improvements in supply chain management. The study highlights the benefits of implementing VMI and provides a decision support system to determine optimum inventory parameters.

**Keywords:** *Vendor Managed Inventory, Economic Order Quantity, Fast-Moving Consumer Goods, Inventory Management, Decision Support System*

## Exploratory Research on the Disruptive Power of AI

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The market for artificial intelligence (AI) is expected to show strong growth in the coming decade, from workflow management tools to trend forecasts and even the way businesses purchase advertising, artificial intelligence technologies are increasing efficiency like never before. Its value of nearly 100 billion U.S. dollars is expected to grow twenty-fold by 2030, up to nearly two trillion U.S. dollars. The AI market covers a vast number of industries. Everything from supply chains, marketing, product making, research, analysis, and more are fields that will in some aspect adopt artificial intelligence within their business structures. Chatbots, image generating AI, mobile applications are all among the major trends improving AI in the coming years. (Thormundsson, B. 2023.) As suggested by an article published by Analytics Insight, the fourth industrial revolution, which will be unlike the first three, is about to begin. The question of what it means to be human would be challenged in this phase. The purpose of this research is to find out whether the generative AI tools would disrupt traditional job roles or would they act as an assistant to improve efficiency and productivity. Moreover, deductions would also be made about whether the quality and level of content generated by these tools is up to the mark or not. Analysis of different tools generating various kinds of content like presentations, logo, songs, website, video, etc., has been performed for exploratory research. Sentiment analysis is adopted to predict the awareness and acceptability of the selected tools.

**Keywords:** *Generative AI, Disruption, Automation, Acceptability, Sentiment, Assistance, Artificial Intelligence.*

## A Review on PULL System Implementation for the Purpose of Reducing Work-In-Process (WIP) Levels

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Businesses today must contend with challenges and complexity resulting due to fast-changing and dynamic demand and supply. Any organisation whether manufacturing or service oriented, in order to survive, may ultimately depend on its ability to systematically and continuously respond to the changes for enhancing the product value. In order to reach this perfection, value-adding processes are therefore required; and as a result, building a lean manufacturing system is now a key capability for any type of firm to sustain. The concept of lean manufacturing was formulated in response to the fluctuating and competitive business climate. Also, lean was established for maximising the resource utilisation through minimization of waste. This paper focuses on creating a PULL System utilising various tools of lean such as kaizen, 5s, etc. In this study, an attempt has been made to comprehend the operation of PULL on a real-time industrial project involving overproduction control and the reduction of lead time for raw material consumption & Work-In-Process (WIP) levels.

**Keywords:** Lean Manufacturing, PULL System, Kaizen, 5s, Kanban, Supermarket.

## Implementation of Six Sigma to Expedite Student Academic Projects

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Quality is no longer a preferred plan; instead, it is a survival tactic. For 15 years, the world of quality has been dominated by continuous improvement. With the advent of NEP 2020, education field is bound by lots of improvement measured mainly via teaching and learning quality metrics. The societal views towards education have undergone significant shift in the era of globalization. Education sector can be largely categorized as service industry providing quality education as service wherein students are both client and products. Technical education institutes need a cutting-edge auxiliary instrument to raise the standard of the educational process. One such being deployment of six-sigma approach which may lead to enhancement of students' cumulative performance. Although six sigma has been effectively employed in the commercial world to enhance products and services, the idea has not been more widely adopted in higher education. The present works studies the effectiveness of six sigma and lean strategies in the field of engineering education to expedite student academic projects.

**Keywords:** Six Sigma, Lean, Continuous Improvement, Higher Education, Technical Education, Academic Project.



## IT, ANALYTICS AND BIG DATA

## Crunching the Numbers: Using Poisson Regression to Predict E-Commerce Sales

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As e-commerce continues to grow, the ability to accurately predict sales becomes increasingly important for businesses. In this paper, we propose using Poisson Regression to predict sales based on the number of Glance Views a product receives. Poisson regression is a powerful tool that is well-suited for modelling count data, and has been successfully used in various fields to model sales, including in the retail and e-commerce industries. The objective of the paper is to investigate the relationship between Sales and Glance Views and create an accurate prediction model using Poisson regression. The work of Skarzauskiene et. Al (2015) concludes that perceived usefulness, perceived ease of use, perceived risk, and trust are some of the factors that influence online buying decision of customers. Further, the study uses a Poisson Regression analysis to conclude the same. A study by Wei-Chien Hsu, et al. (2016) used Poisson Regression analysis to analyse the relationship between sales, number of clicks and number of clicks of products viewed.

In the study, sales data over a period of two months was analysed for a B2C company, along with e-commerce data from Amazon for the same company, such as Glance Views and Conversion. It was found that Glance Views had a significant impact on the number of units sold, with higher Glance Views leading to higher sales. Our Poisson regression model accurately predicted sales based on Glance Views, with a mean absolute percentage error of only 8.2%.

Our findings suggest that Poisson regression is an effective method for predicting e-commerce sales and can provide valuable insights for businesses looking to optimise their sales strategies. By understanding how Glance Views influence sales, companies can focus on increasing their visibility on e-commerce platforms to drive higher sales.

**Keywords:** Sales Prediction, Poisson Regression, KPIs, E-commerce, Python.

## MARKETING

### Influencer Marketing and Purchase Intention: A Study Conducted among Students in Kottayam

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An influencer can significantly influence an item's popularity effortlessly that does not appear to be direct advertising at first glance. The primary goal of any influencer is to impact his or her followers' thinking and their purchase intentions, which can lead to changes in their belief system and, as a result, their life. Influencer marketing can be employed as an effective way to reach a targeted audience. On the basis of secondary data, the attributes of influencer marketing were identified for the study. Data was collected via questionnaire dissemination and the collected data was analysed using statistical tools in SPSS. The results of the analysis revealed that the attributes identified for influencer marketing have a positive relationship with purchase intention. Marketers can make use of influencer marketing for the promotion of their offerings to the market. Hence, attention needs to be given to appropriately develop authentic and relatable content for the influencers as well as build the trust of the influencer among the targeted audience. Further research is required to be able to comprehend other attributes of influencer marketing which was not considered for this study, that can exert a significant influence on purchase intention.

**Keywords:** *Influencer Marketing, Social Media, Purchase Intention.*

### Identifying Fake Product Reviews and Its Impact on Customers Behavior and Ecommerce Sales

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People were forced to do more transactions online as a result of the global COVID 19 pandemic, and this trend has persisted into 2022, according to numerous studies. The same applies to consumer goods like clothing and electronics. Nonetheless, it is frequently seen that clients in these two categories like to learn more about the product's quality, utility, trend, and durability before making a final decision. Customers are often prompted or asked to post reviews of the products being purchased or any service being offered to them by various ecommerce platforms. These review comments play an influential role in the impacting purchase decision of the prospective buyers also. However many, recent studies have revealed that a majority of these review comments are FAKE and were either paid reviews or by review bots. This poses a serious financial problem for the retail sector, whose sales revenue get affected as a result of these "FAKE" statements. The proposed research will make use of machine learning models to categorize reviews obtained from Yelp.com as "FAKE" or "GENUINE" reviews.

**Keywords:** *Customer Reviews, Fake Reviews, CNN, BERT, Transformers, Amazon.*



## Smart Agriculture: The Role of Artificial Intelligence Tools in Social Media Marketing

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India's annual income heavily relies on the agricultural industry. The demand for the agriculture industry will increase as the population grows. The agriculture industry faced significant problems from economic recessions, resource scarcity, climate change, and the COVID-19 epidemic. Marketing for agriculture can be significantly enhanced through the use of social media. Social media is becoming increasingly used in agriculture marketing. The creation of content, managing advertisements, managing customer interactions, and data analysis are some of the tasks that demand time and effort. Some computational tools and forecasting techniques to enhance social media management include artificial intelligence. AI can offer useful skills and insights that can assist agriculture product marketers in successfully connecting with and engaging with their target audience on social media. Using AI techniques in agricultural marketing represents a new paradigm. Data show that studies are expanding annually, demonstrating that academics and practitioners are interested in the continuously developing field of AI techniques. This study offers a comprehensive examination of AI methods used in agricultural product social media marketing. The objective of this study was to investigate how AI techniques are used in the social media marketing of agricultural products. This study also establishes how farmers may efficiently manage their social media platforms for promoting their agricultural products by applying AI techniques. As a result, farmers may improve their social media marketing efforts and get better results by adopting AI solutions, which can help them learn important information about the tastes and habits of their audience.

**Keywords:** Artificial Intelligence, Social Media, Agriculture Marketing, Social Media Marketing, Farmers.

## Can Medical Robots be a New Norm in the Indian Healthcare Industry? A Scale to Measure Acceptance Among Patients

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This study has proposed a scale for measuring patients' behavioral acceptance towards medical robots while utilizing healthcare services specific to the Indian Healthcare sector. Also, identified and explored the usage and growth of medical robots in the global healthcare industry and the opportunities and substantial barriers for Indian healthcare organizations. An extensive literature review was followed by questionnaire development through in-depth interviews with some of the officials of Indian healthcare organizations. A questionnaire was conducted by collecting data from patients and their family members. Then, a standard methodology consisting of exploratory and confirmatory factor analysis was used for analyzing data and developing scale. The review results revealed the existence of various kinds of robots used in different industries at the global level, reflecting huge growth in each of them. Data collected from officials of the Indian healthcare industry and Indian patients and their family members reveals the various benefits that medical robots can offer.

The acceptance model of medical robots has emerged as a multi-dimensional construct consisting of four factors: patients' acceptance, ease of use, perceived experience, and willingness to pay. These factors should be given utmost

importance for enhancing the usage of medical robots among patients. The limitation of this research work includes a small sample size. One can expect different results if a large and diversified sample size is used. The generalizability and robustness of the proposed acceptance scale can be tested by applying it in different industries and national contexts.

**Keywords:** *Medical Robots, Indian Healthcare Industry, Acceptance, Behavioural Aspects, Barriers to Adoption.*

## Artificial Intelligence (AI) in Promoting Sustainable Entrepreneurship: A Bibliometric Analysis

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This study aimed to assess the intellectual structure of the knowledge base on artificial intelligence (AI) in promoting sustainable entrepreneurship by conducting a bibliometric analysis. The study analysed 1023 publications from various sources and authors, between 2013 and 2023. The analysis was carried out using statistical software, namely the VOS viewer, to construct and visualise a structure map of source coupling networks of researchers and co-authorship, which aided in identifying the main themes and concepts present in the publications. The results of the analysis revealed that the direction of the study related to artificial intelligence, sustainability, and entrepreneurship is gaining momentum, and this article also gives insight into the countries that focus on the research in this area and the major journals that promote research in this domain. This study also helps researchers understand the collaboration of authors in this area as well as the authors whose articles are most cited in this area of research. The bibliometric analysis of 1023 research documents from the Scopus database showed that the topics of artificial intelligence, entrepreneurship, and sustainability gained attention in 2013 and have seen a significant increase in publications and citations since then, with a sharp increase in 2022. The analysis also found a growing concentration of studies in the Asia-Pacific region, particularly in developing countries such as India and China. The most commonly used keywords included smart city, sustainability, digital transformation, and COVID-19. Collaboration among researchers in the same geographic region was found to lead to a synergistic effect and better academic output.

**Keywords:** *Artificial intelligence, Entrepreneurship, Sustainability.*

## MOOCs: A Tool for Education 4.0 and Their Appeal to B-School Students

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In order to prepare the young talents for Industry 4.0, the vast opportunities made possible by technological advancements must be effectively explored through education 4.0, a revolution in the education sector. Massive Open Online Courses (MOOCs) are a cutting-edge educational approach that has received a lot of attention recently. Despite an increasing number of enrolled users, many stopped utilising MOOC platforms after their

initial experience; as a result, the reduced attractiveness of MOOCs has seriously hampered the long-term growth of MOOC platforms. The purpose of this study was to identify the components that B-school students need for MOOCs to be more appealing as well as the effects of various variables on students' intrinsic motivation to enroll in a MOOC, based on Kirkpatrick's Model. A survey among B-school students in Kerala who had used MOOC platforms yielded a total of 550 validly completed questions. The learning analytics results show that Self Directed Learning Environments (SDLE) and User-Friendly Design (UFD) have a substantial relationship with the Attractiveness of MOOCs (AOM), whereas Participation, Interaction, and Instructor Guidance (PIIG) and Internet speed (IS) have a moderate relationship. A PLS bootstrapping algorithm with 550 samples reveals statistically significant associations between each factor and the dependent variable (AOM) with  $t$  values significant at  $t > 1.96$  at  $P 0.05$ . The R square number of the dependent variable reveals that all of the independent variables account for more than 52% of the total variance. The study's practical application entails assisting online learning platform developers as it fills in the gaps in theory regarding the factors influencing MOOCs' allure.

**Keywords:** MOOC, Industry 4.0, Online Learning, Learning Analytics, Self-Directed Learning Environments.

## Artificial Intelligence in Strategic Marketing Decision Making

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The next wave of corporate business disruption has been sparked by the digital transformation fueled by the expanding use of artificial intelligence (AI). One of the business streams going through this severe change is marketing. In order to assure quicker success, modern marketing has started to experiment with cutting-edge technology like AI. By deploying AI in marketing, marketers can concentrate on their core activities. They constantly need to interact with the customer in order to identify their demands and expectations. But by implementing artificial intelligence-enabled techniques, the way brands and customers interact can be changed. AI also works on designing advanced algorithms, enhancing data management capabilities, and proliferating information and data sources. AI makes algorithms that identify the suitable content to be implemented for the target customers at the right time. Customers also get a better buying experience when AI-enabled technologies are used; they feel more inclined to buy those products. Competition analysis can also be done using AI. It will assist the marketers in knowing exactly what the customers expect. Machine learning (ML), natural language processing (NLP), and big data analytics are some of the subsets of AI, and each one of these has different applicability in marketing. The type of technique to be used will depend on the nature of the business and website. Still, companies have never been able to fully exploit artificial intelligence. This is true in the case of marketing, where its possible use extends beyond mere segmentation, personalization, and decision-making. So it is yet too early to explore all the potential of AI because technological innovations are still advancing. This paper will attempt to understand the role of AI in marketing strategy formulation.

**Keywords:** Artificial Intelligence, Marketing, Machine Learning, Natural Language Processing, E-Commerce.

## The Effect of Green Marketing Strategies on Brand Perception and Preferences Among Gen 'Z' Buyers of the Apparel Sector

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**Purpose:** The apparel industry has experienced significant growth and changes in recent years, with companies adopting various green marketing strategies to stay competitive and meet the evolving preferences of consumers. The importance of green marketing lies in its ability to help businesses differentiate themselves from their competitors, improve their brand image, and meet the changing preferences of consumers. Thus, by understanding the importance of green marketing, businesses can make informed decisions regarding their marketing strategies and better serve their customers. Green marketing can significantly impact brand perception by improving a company's reputation and image, leading to increased customer loyalty and retention. Generation Z, also known as the "green generation," is known for its concern for the environment and its preference for sustainable products.

**Design/methodology/approach:** Understanding the consumer behaviour of this demographic group is crucial for businesses looking to target this market segment. The study examined the linkage and impact of green marketing strategies on the consumer behaviour of Gen Z customers in India's apparel sector. Gen Z consumers encompasses the population for this study and data has been gathered from 300 participants through an online cross-sectional survey measuring perception towards green marketing strategies, brand perception, purchase intention and purchasing pattern.

**Findings:** The findings of the study summarize that green marketing strategies adopted by apparel companies seems to have a moderately positive effect and influences the different factors of consumer behaviour to varying degree. Understanding the importance of green marketing in the current market and its impact on consumer behaviour can provide valuable insights for marketers and businesses in the apparel sector.

**Originality:** There are studies have sufficiently focused on green marketing efforts on brand perceptions of consumers, no specific focus on understanding Gen 'Z' perceptions on apparel brands. The present study is initial attempt to investigate brand perception and purchase intentions of Gen-'Z' on green marketing endeavors carried out by apparel brands.

## Masstige Marketing: 'Does the Pay Later' Facilities Influence Purchase of Prestige Mobile Brands – Case Study

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Masstige Marketing is one of the marketing strategies to promote prestige products or to make the prestige products mass accepted. In this process, mainly three aspects come to picture: Awareness development, feel need of the product and make it affordable. In online retailing formats like Amazon and Flipkart, the buyers view all products in the site and select what they feel needed. Artificial Intelligence streamline the brands and products that the buyers

view and give pop up them in the view list. This frequent viewing tempt them to purchase it. Sometimes, it may be an impulse buying or a planned buying, but the affordability is an important factor. Pay-later is a facility in online retail formats to facilitate buying by managing funds and then pay later. It is an interest free facility if paid within the first month itself and they will be interest and even can be converted into EMI. The default payments do not affect the credit score. This help the customers to buy the product when they feel (time) and avoid postponement. Pay later facility has many benefits to the sellers and online sites also. They are, increase in sales for sellers and customer retention for online retailers.

**Keywords:** *Masstige Marketing, Artificial Intelligence, Online Retailing.*

## Influence of Reference Group to Promote Electric Scooter Consumption

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The use of electric vehicles has increased as the idea of a sustainable environment has grown and gained popularity. This research investigates how reference groups might encourage the use of electric scooters. According to Social Comparison Theory (Festinger 1954) reference group can be classified into three dimensions such as informational influence, utilitarian influence and value expressive influence. Utilising a research model based on John Dewey's idea of the consumer purchase decision model (1910). 249 respondents completed an online survey, and the results were collected. The SPSS was used to evaluate the data. The findings show that respondents' perceptions of the relative advantages and compatibility of using an electric scooter have a positive impact on their informational influences, and that respondents' positive attitudes towards the scooter have a positive impact on their decisions to buy and use similar products. The most overwhelmingly huge predictors of intention to use were determined to be postures towards the electric scooter and the influence of emotions. The results are consistent with a number of similar investigations that were conducted in other nations. In addition to giving stakeholders in the country's electromobility information that is helpful for the formulation of regulations and guidelines for the proliferation of electric scooters, the results of the present study may shed light on how the topic is discussed in Kerala.

**Keywords:** *Informational Influence, Utilitarian Influence, Value Expressive Influence, Purchase Decision, Theory of Purchase Decision Model.*

## Role of Digital Innovations in Marketing of Tribal Products

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The study aims for assessing the role played by digital innovations in marketing of tribal products and minor forest produce. Primary data based on the interviews was collected which is used for ascertaining the views of tribal people. The interview schedule was designed using a combination of theoretical frameworks and contextual considerations. Crobach Alpha was calculated for the newly developed interview schedule based on responses from 39 tribal people

who labor in outlying regions of a tribal hamlet and the resulting value of 0.856 indicates that the data gathering instrument is reliable. Since the population frame under consideration is infinite, the tribal people in this area are chosen using a non-random selection method. The population was sampled using a judgement sampling method. The total number of participants in the research was fixed to be 189 based on the outcome of pilot study. The information gathered from the indigenous people's perspectives was analysed using factor analysis with the help of SPSS-20. The study found the role of digital innovation on marketing of tribal products and MFP are dependent on the crucial areas of tribal oriented pricing, profit structure, reduced marketing cost, aggressive marketing, demand creation and building new tribal brand. Keywords: Marketing, Tribal People, Salem District, Tribal Products and Demand Creation.

## **Determinants of Purchase Decisions towards Green Products: A Study of FMCG Sector**

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There has been rise in the demand of green products in Fast-Moving Consumer Goods (FMCG) sector as the increasing concern towards environmental sustainability. The aim of the paper is to find and examine the top determinants of purchase decision towards green products such as environmental awareness, perceived benefits, product availability, price, brand image, peer influence and product quality. The consumer purchase decisions are conditioned with factors such as age, sustainable behaviour, knowledge of circular economy and the perception of usefulness of plastic (Cacho et al. 2020). The study will help companies to understand the factors that influence consumer purchase decision towards green products and can help the company to tailor their marketing strategies to attract and retain environmental conscious consumers and improve their sustainable practices. Green product incentive has positive role in restoring customer trust through enhanced green brand image (Sharma & Choubey 2021). The research paper examines Indian consumers intention to buy environmentally friendly products.

**Keywords:** Purchase Decision, Environmental Sustainability, FMCG Sector, Green Brand Image, Green Products.



## OB AND HRM

## The Impact of Organisational Culture on Innovative Work Behaviour: The Role of Transformational Leadership and Job Autonomy

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**Purpose:** The purpose of the research is to study the impact of organizational culture and on innovative work behaviour. It also analyses the mediating role of transformational leadership and job autonomy in relation with OC and IWB.

**Design/methodology/approach:** The study is based on quantitative research approach which is based on positivism philosophy. The data is collected through online surveys by distributing questionnaires. The respondents are selected by simple random sampling technique. The collected data will be analysed regression and structural equation modelling. SPSS 26 is used for data analysis.

**Findings:** The results of the research suggest that organisational culture positively influences innovative work behaviour and transformational leadership and job autonomy mediates this relationship. The findings emphasise the significance of organisational culture and transformational leadership as well as their impact on workers' innovative work behaviour among millennial employees in the IT sector

**Implications:** The results enable managers develop an organisational culture and leadership style that fosters innovative work behaviour, which in turn will aid businesses in achieving their objectives. This study gives fresh perspectives on the connections between organisational culture, transformational leadership, job autonomy and employees' innovative work practises.

**Keywords:** *Organisational Culture, Transformational Leadership, Innovative Work Behaviour, Job Autonomy, Structural Equation Modeling.*

## The Quality of Work Life among Employees in Private Sector Commercial Banks

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In today's competitive banking industry, attracting and retaining the best talent is critical for maintaining a competitive edge. A positive Quality of Work Life (QWL) can significantly impact employee satisfaction, motivation, productivity, and commitment, thereby leading to improved customer service and business outcomes. The aim of this study was to understand the various factors influencing the QWL of employees working in the private sector commercial banks of Kerala. In addition, the study also aimed to assess the difference in QWL across several demographic variables. Through extensive literature review, the major factors influencing QWL were determined and questionnaires were

used to collect the data from respondents who were employed in the private sector commercial banks in Kottayam. Responses were collected from 110 respondents, of which 82 were found to be fit for analysis. Percentile analysis as well as statistical testing using SPSS version 20 was used for analysis. The results of this study showed that the major factors which affect the QWL of employees are job satisfaction followed by compensation and work environment. This study helps to provides insights into the factors that affect the quality of the work life of employees and can help identify ways to improve it, especially in a sector as vital as banking.

**Keywords:** *Quality of Work Life, QWL, Employee Well-being, Banking Sector, Bank Employees, HRM.*

## Moonlighting in the Gig Economy: The Z Generation Perspectives Towards it to Rule the World

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The side hustle era is reshaping the workplace and work culture, gaining momentum since the noughties and accelerated during the COVID-19 pandemic. In this study, the attractiveness of moonlighting in the gig economy is analyzed in detail among prospective/future employees of Generation Z. This generation is given significant importance as they are expected to play a dominant role in the future. The opinions of their predecessors are also considered to identify any variations in perceptions regarding moonlighting and the gig economy. Moonlighting is not a new phenomenon and has existed in different countries and sectors in various forms for many years. The driving factor behind moonlighting is that there are numerous job opportunities available, but they may not fully satisfy employees' needs. This has led to an increase in the demand for gig work. The emergence of the gig economy has created a new world with abundant opportunities for individuals seeking moonlighting opportunities or actively searching for gig works. It represents a new type of employer-employee relationship that appeals to a significant number of young people. The study gathered responses from tech employees and final-year B.Tech students specializing in electronics and computer engineering—chosen due to the technical field's strong influence on moonlighting and the gig economy. Ultimately, the study highlighted the mounting significance of moonlighting in the gig economy among the Z generation and their ancestors, uncovering various reasons behind this trend.

**Keywords:** *Side Hustle, Moonlighting, Gig Economy, Z Generation, Predecessors.*

## Workplace Spirituality and Job Involvement: A Bibliometric Analysis and Systematic Review using TCCM

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**Objective:** The main purpose of the study is to provide a comprehensive overview of existing research on workplace spirituality and job involvement through bibliometric analysis and systematic literature review to identify influential authors, analyze research trends, evaluate literature, identify gaps, and contribute to understanding their impact on employee well-being and organizational outcomes.



**Method:** This study used bibliometric analysis and visualization to examine 521 research papers on workplace spirituality to identify trends and patterns. Additionally, 100 scholarly articles were analyzed to determine the relationship between workplace spirituality and job involvement at different levels of study, utilizing a systematic literature review to gain insight into theory, context, methodology, and characteristics.

**Discussion:** As per the sources of data in the report, the majority of research papers were published in the year 2020. The “Journal of Management Spirituality and Religion” assigns the highest number of documents on workplace spirituality. In this manuscript, we make a valuable contribution to modern literature by highlighting the points where workplace spirituality and job involvement converge. Conclusion: The research field of workplace spirituality is thriving across various disciplines, with both the United States of America and India being significant contributors and the TCCM analysis indicate that workplace spirituality is likely to positively influence job involvement, potentially serving as a precursor to this construct.

**Keywords:** Workplace Spirituality, Job Involvement, Bibliometric Analysis, TCCM Analysis, Workplace.

## Integration of Analytics in Performance Management in IT Organisations

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Many competent organisations integrate data analytics into Performance Management (PM) to measure and manage employee performance. But the form and intensity of this analytics integration appear to be varying. Many organisational and technological factors influence this decision. This paper explores the nature and application of analytics-based performance management implemented in IT organisations. It further tries to understand the various tools relied upon and the key implementation challenges. The present study relied on a qualitative approach covering selected HR professionals from three IT organisations which use at least one HR analytics tool. Data collected through semi-structured interviews were analysed to draw conclusions. Findings reveal a prominent use of descriptive analytics in performance management. Organisations utilise analytically drawn insights to predict attrition so that appropriate retention/replacement strategies can be formulated. Predictive analytics was found to have more focus on recruitment-related functions. However, a fully matured integration of analytics in the PM function is yet to be attained.

**Keywords:** HR Analytics, Performance Management, Descriptive Analytics, Predictive Analytics, Analytical Integration.

## Virtuous Organizational Practices and Pride in Work: A Deeper Understanding on Retention of Hotel Frontline Employees

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Employees are the core asset of any organization for running its operations. With the change in customer taste, preferences and expectation, there is an increase in the workload for employees. Though most of the employees join the hotel industry voluntarily, in the long run high work demand, increased stress level and lower well-being leads

to higher turnover. It is essential to retain employees by promoting and implementing practices that improve their morale which also creates a sense of pride in their work. The existing literature has proved that the organizational practices have significant influence on improving employee well-being and retaining them. This study aimed at understanding the underlying principles of achieving employee wellbeing through organizational practices. The study found pride in work as an intervening variable so the scope of this paper is to study and analyze the impact of Virtuous Organizational Practices on Pride In Work.

The sample of this study consists of employees working at 5-star hotels in Bengaluru in all the departments. The respondents were selected using stratified random sampling technique and primary data is collected using a questionnaire. Statistical methods used for this study are descriptive analysis, regression, correlation, post hoc, and one-way ANOVA. Adopting various organizational practices will help in improving the psychological well-being of employees which will lead to higher efficiency. Due to this, their achievements are amplified, and acknowledging them will be consecutively beneficial in retaining the employees. The outcome of the study would help the organizations to design effective organizational practices to achieve pride among workers which lead to employee retention.

**Keywords:** *Virtuous Organizational Practices, Pride in Work, 5-Star Hotel Employees, Psychological Well-being.*

## The Impact of Courage on Flourishing: Investigating the 5-Star Hotel Sector

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The problem of attrition is long persisting in the hotel industry; it's one of the problems that cause significant losses to hotels concerning profits and losing out on the talent pool. This may be due to long working hours and seamless round-the-clock services. However, few employees persist through the industry's hardships and flourish in their careers and workplace relationships. With such working hours and negligible benefits, few employees continue to contribute and remain loyal to the industry. Their willful intent, contributions, social relationships, and courage play a significant role in their growth in their place of work and make them stay in their organization. Their interactions, decisions, and thoughtful judgments make a pathway for their progression and flourishing in their career trajectory. This study aims to study the effect of Workplace Social Courage on Flourishing among hotel employees in the 5-star sector.

Employees from all departments of selected 5-star hotels in Bengaluru make up the sample for this study, and the data was gathered via a questionnaire. Descriptive analysis, Regression, One-Way ANOVA, Post-Hoc Analysis, and T-Test were the statistical techniques employed in this study. The study shows that Workplace Social Courage significantly impacted the Flourishing levels of employees in the hotel industry. The 5-star hotel sector can hire and retain courageous and risk-taking employees to boost productivity, efficiency, overall client satisfaction, and talent pool by increasing flourishing, which will prevent losing out on valuable employees.

**Keywords:** *Workplace Social Courage, Flourishing, 5-Star Hotels, Career, Employees.*

## Social Awareness and Pursuit of Knowledge: Examining Young Budding Chefs in Institutes in Bengaluru

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The Hotel Industry is known to have budding chefs who have a good knowledge base, current culinary techniques, and skill sets. Due to extreme workload and pressure, they might end up quitting or not engaging themselves in an ongoing learning process that leads to mastery. Social intelligence is the key upon which constant learning and insights can be built upon. Budding chefs and experts in the Hotel Industry are now familiar with understanding and exploring their emotions. The true wellbeing of budding chefs after clocking in long hours of work have affected multiple opportunities for them. In hindsight, being able to socially analyze and retrospect oneself and others is a mediating factor, helping the individual to be more inquisitive and curious around his/her colleagues. Their passion to excel and succeed brings the aspect of lifelong learning. Practicing, implementing, and experimenting acts as helping aids to benefit the young culinary aspirant as well as giving him/her the ability to learn for a lifetime. This study aims to prove the effectiveness of the relationship of social intelligence on lifelong learning among young culinary aspirants in the Hotel Industry in Bengaluru. One who has the thirst for knowledge and intrusiveness adds on to why an individual indulges in an ongoing learning process, thus correlating to Social Intelligence and Lifelong Learning in the Hotel Industry. The sample of the study consisted of students in institutes in Bengaluru and the data was collected through questionnaires. Statistical methods used for this study were correlation, regression, mediation, ANOVA and post-hoc. Social Intelligence has a significant impact on Lifelong Learning. The level of Lifelong Learning varies with the age, gender, marital status and industry experience.

**Keywords:** *Social Intelligence, Lifelong Learning, Hotel Industry, Students, Young Culinary Aspirants.*

## A Study of E-Learning Effectiveness and Its Impact over Career Development with Specific Reference to Indian IT Employees

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Over the Few decades, India has witnessed an incredible change in its IT Landscape, and on a global scale it has become one of the most dependable sources for IT Services. In recent times, many of the universities, training and educational institutions in India have started offering their online services or their E-classroom services, so as to accommodate their target of working professionals, thereby increasing their client base and market presence. Apart from the above change, the pandemic situation has also compelled the corporate world to shift its focus from the traditional set up to virtual set up as a result E-learning has become an effective option among the employees and learners towards their upskilling and reskilling requirements. The same principle is equally applicable when it is aligned to training and development or filling the vacuum of skill gap both from the employer and employee context. However, to what extent these courses are contributing to the actual growth in an individuals' career path is subject to future research. How significant these E-Learning sessions are and how effective they are in terms of bringing change in one's Career development is an added dimension to this study. Though ideally learning is an ongoing process, but the level of dynamism in IT sector makes it even more challenging in the context of learners. The current research is an attempt to bring in clarity towards Learners perception and attitude towards such E-learning programs, in

terms of their effectiveness in bestowing better career options and career development. The study brings together pedagogical, technical and behavioral concerns within a wider set of organizational factors.

**Keywords:** *E-learning Effectiveness, Career Development, Upskilling, Career Growth, Perception, Attitude.*

## The Impact of Psychological Capital Dimension and Psychological Empowerment in Employees on Employee Engagement Mediated by Innovative Behavior

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**Purpose:** The primary goal of this research is to determine the effects of psychological capital on Employee Engagement and also to find out how innovative behaviour leads to perform apart from the job responsibility. The current study addresses this problem by concentrating on the relationship among key psychological capital dimensions such as “self-efficacy, optimism, hope and resilience” on employee engagement, which is beneficial for various workplace outcomes and employee performance.

**Design/Methodology/Approach:** SPSS and AMOS are used as the statistical tool for this study

**Findings:** *Research limitations/implications* – The results reveal how psychological capital dimension and psychological empowerment impacts the employee engagement process. It implies a person’s high level of psychological capital dimensions, psychological empowerment with a high level of innovative behavior positively associated with their employee engagement and performance in various job responsibilities.

*Practical implications* – This study educates human resource professionals and academics by highlighting the significance of psychological capital dimensions and psychological empowerment in managing and sustaining employee engagement.

*Originality/value* – This study is one of the first to find organizational factors that, to the best of the authors’ knowledge, strengthen the relationship among psychological empowerment and employee engagement, adding to the literature in those domains.

**Keywords:** *Psychological Capital, Employee Engagement, Innovative Behaviour, Psychological Empowerment, Employee Performance.*

## Women in Workplace – 2022: Women Continue to be Significantly Underrepresented in Positions of Leadership: Global Perspective

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This research paper examines the experiences of women in the workplace, with a focus on gender discrimination, bias, and stereotypes. Through a review of existing literature and analysis of survey data, this paper highlights the persistent challenges that women face in achieving equal treatment, opportunities, and representation in the workforce. The paper also explores the impact of these challenges on women’s career trajectories, earnings, and job satisfaction, as well as on broader issues of workplace diversity and inclusion. The study adopts the survey

done by the world top research organization Mckinsey and company, which done research on women in work place: Global Perspective. The survey conducted to different countries women employees across different Industries. The data collection occurred between March and August 2022. The survey is conducted in U.S, ASIA and Canada across different industries. The Employee Experience Survey collected more than 40,000 employees from 55 different companies. The survey included demographic questions (such as gender, gender of the primary manager, race/ethnicity, age, sexual orientation, role, and family status) as well as questions on a variety of topics, including a. overall satisfaction, b. flexibility and remote/hybrid workplaces, c. advancement, d. employee well-being, e. equity and ally ship, f. household characteristics. Finally, the paper proposes strategies for promoting greater gender equity in the workplace, including targeted policies and programs, training and education, and cultural change efforts.

**Keywords:** *Women in Workplace, Hybrid Working, Inequality, Gender Parity, Wellbeing.*

## Managing Talent Deficiency in Small Enterprises: A Need to Enhance Quality in Talent Acquisition

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Talent management is a critical process for the growth and success of small and medium-sized businesses (SMEs). Identifying, attracting, developing, and retaining the right talent to fill key positions within the organization is part of this process. Effective talent management in SMEs can help to improve employee engagement, productivity, and innovation, all of which can contribute to the company's long-term success.

This overview will go over some of the most important concerns and techniques for personnel management in SMEs. The paper will look at the issues that SMEs have when it comes to attracting and maintaining talent, as well as the many ways that can be utilized to develop and manage talent in a small business setting. In addition, the paper will emphasize the necessity of effective communication, training, development programs, and employee engagement activities in SMEs in supporting talent management efforts. 236 samples were collected for the purpose of the study; the result indicates that training can change internal talent levels. Recruiting apt candidates can reduce training costs as well.

**Keywords:** *Talent Management, Employee Engagement, Training & Development, SME.*

## Exploring the Role of Spirituality in the Development of Individuals and Organizations

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Spirituality may be defined as a thought process in which an individual thinks a positively consistent frame of mind, emotionally positive state of mind, and maintains a positive fit in any walk of life. In an organization, the management has to ensure the welfare of all stakeholders which is termed Corporate Social Welfare. Spirituality is a positive



inclination towards the organizational, social, and cultural developments in an organization and it is a concept of inclusiveness. Spirituality reduces organizational conflicts, politics, and unhealthy competition. At the same time, team spirit, response to common goals and employee involvement in organizational development, etc. increases with its influence in the organizations. It is the role of management to encourage spirituality in organizations. Encouraging spying, grapevine, groups, etc. are unspiritual approaches and managements try these tricks to avoid collectivism of employees. There are exceptions with organizations guided by leaders who lead with the Spiritual Leadership style, and these practices are not encouraged. This research is based on the labour/ employee issues that occurred in many firms leading to their closure and failure and the response of their employees indicates that spirituality could have saved the firms. As Non-Spirituality entails; reluctance to forgive, listen, and feel to own (ownership feeling towards their own firms'). May be a minimum courtesy to enquire about the wellbeing of the employees, which could have oriented the employees in these organizations with a positive outlook and avoided failure and closure. Spirituality is against the traditional bureaucratic approach of maintaining the gap in power and authority layers. The western approach of addressing all hierarchical level employees with a friendly salutation of their own names even improves the spirituality of the concept 'means to perform' which will be inculcated in employees in a certain period of time.

This research is qualitative research to understand the employee's viewpoint on the firm's growth to avoid cessation. The Employees' performance in the firms will be motivated by this spiritual guidance in the firm including all the stakeholders. This approach of a positive mindset will help them to sustain their jobs if they had realized the truth. This thought process leads to a new direction in spirituality, and to the interesting concept of "Spiritual Leadership".

**Keywords:** *Spirituality, Conflict, Spiritually-Oriented Organization, Mindfulness Practices, Spiritual Conflict Resolution, Spiritual Leadership.*

## Self-Efficacy: Does It Really Important for Adapting with Banking 5.0 Working environment? – A Case of Indian Banking Sector

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Traditional Banking sector had been a dream job sector for the job seekers in the pre-COVID era though the Digital Banking was becoming popular and even traditional banks were also adopting it gradually. This paper analysed the skill needs for the new Banking 5.0 environment enriched with Fin-Tech.

The study was conducted in two levels: Among retired employees and current employees. The need of the study is to analyse the adaption of employees with the dynamic environment where the traditional positions are already replaced with new positions that needs advance technical skills. The features of Smartphones along with Fin-tech attributes made the financial services quick, easy and less chances for mediation and fraudulence.

The advanced technology increased the productivity per employee very high and cyber security system monitor the applications based transactions. This research analyse how the employees cop up with this higher work stress and the effect of emotional intelligence in managing work stress.

The results shows that 23% of the employees emphasized the support of spouses in managing stress while the life commitment and survival thoughts motivated the higher performance. This study analyses the balancing skill of employees in maintaining a balance in work-life psychological wellbeing.

**Keywords:** *Skill Development, Technology Adaption , EHRM, Indian Banking Sector.*



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ISBN 978-93-56405-27-1



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