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EDITORIAL NOTE

Dear Authors,

In this rapidly changing realm of business and management, we are delighted to unveil the newest issue of our esteemed journal. This edition explores a wide array of subjects that carry significant implications for scholars and practitioners alike. As the Editorial Team, we are thrilled to present a varied selection of research articles that illuminate the complex dynamics influencing today's management landscape.

We begin with an exploration of Green Human Resource Management in IT companies, delving into its profound effects on sustainability and organizational practices. This critical examination is complemented by a deep dive into Employee Engagement in Business Operations, shedding light on strategies that enhance productivity and well-being.

Moving forward, we turn our attention to Women Pursuit and Performance in Social Ventures, a crucial exploration of gender dynamics and leadership in entrepreneurship. Meanwhile, the article on Navigating the AI Frontier underscores the transformative impact of artificial intelligence on teaching and learning practices in management education, paving the way for innovative methodologies.

Our journey continues with a case analysis on the mandate in Systematic Investment Plans (SIPs) to demonstrate how investors can handle their investment journey more smoothly and in a more disciplined manner. Concurrently, we examine the Development and Proliferation of Microfinance Institutions in Kerala, highlighting the socio-economic impact of microfinance on local communities.

In addition, it explores on Sales promotion strategy and how it is crucial in the pharmaceutical industry then its multifaceted impact on market dynamics. Finally, we delve into the realm of Emotional Intelligence in Organizational Climate, emphasizing its role in fostering a supportive and productive workplace environment.

Each of these articles represents a significant contribution to advancing knowledge and understanding in their respective fields. We hope this collection sparks insightful discussions, inspires further research, and guides transformative practices in business and management.

Thank you to our esteemed contributors, reviewers, and readers for your continued support and engagement. Together, we navigate the complexities of today's management challenges and opportunities, striving for excellence and innovation in every endeavor.

Rev. Dr. A. Michael John SJ

Editor-in-Chief

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GREEN HUMAN RESOURCE MANAGEMENT IN IT COMPANIES: REDUCING CARBON EMISSIONS FOR A SUSTAINABLE WORKPLACE

Abhisha N.*, C. L. Jeba Melvin**

Abstract *Green Human Resource Management (GHRM) is a strategic approach that aims to integrate environmental considerations into human resource management practices. It promotes sustainable utilization of resources within business organizations and supports the cause of environmental sustainability. This study explores the critical role of GHRM in promoting sustainability in the Information Technology (IT) industry. The research focuses on identifying strategies to mitigate carbon emissions and establish a sustainable workplace in the top ten IT companies in Chennai, as ranked by the National Association of Software and Service Companies (NASSCOM). The study investigates the practical implementation and impact of GHRM initiatives in reducing the carbon footprint in the IT sector. The findings of this study reveal a strong positive correlation between the adoption of GHRM practices and a significant reduction in carbon emissions within the IT industry. The research contributes to the ongoing discourse on sustainable business practices and offers insights into the tangible benefits of integrating GHRM into the IT industry.*

Keywords *Green HRM, Carbon Emissions, Environmental Responsibility, Eco-Friendly Work Environment, Sustainability*

INTRODUCTION

In an era defined by the pressing need for sustainable business practices, organizations worldwide are undergoing a paradigm shift, recognizing the urgency of integrating environmental considerations into their core operations. The IT companies, renowned for their transformative impact on global economies, are at the forefront of this transformation. Amidst the dynamic landscape of technological innovation, GHRM emerges as a strategic framework that transcends traditional HR practices, incorporating environmental sustainability into the very fabric of organizational culture and strategy. This research seeks to explore and illuminate the pivotal role played by GHRM within the IT sector, with a specific focus on the implementation of strategies aimed at mitigating carbon emissions and fostering a sustainable workplace.

As the IT industry continues to drive innovation and progress, the associated environmental impact cannot be overlooked. The accelerated pace of technological advancements, coupled with increased energy consumption, has underscored the need for a conscientious approach to business operations. GHRM, as an innovative and integrative solution, recognizes that environmental responsibility is not

only a moral imperative but also a strategic advantage. By aligning HR practices with sustainability goals, organizations in the IT sector stand poised to not only contribute meaningfully to a greener future but also enhance internal cohesion, improve operational efficiency, and cultivate a positive brand image. This study, conducted within the top ten IT companies in Chennai as per the NASSCOM ranking, endeavours to unravel the practical dimensions and findings of Green HRM initiatives, providing valuable insights for businesses navigating the complex terrain of environmental responsibility in the contemporary IT landscape.

REVIEW OF LITERATURE

The discourse surrounding GHRM and its application within the IT sector reveals a growing consensus on the necessity for organizations to embrace sustainable practices. Scholars underscore that Green HRM entails integrating environmental concerns into HR policies, processes, and strategies, thereby fostering a holistic approach to sustainability (Renwick, Redman & Maguire, 2013). This approach goes beyond compliance with environmental regulations, emphasizing a proactive stance in aligning human resource practices with ecological responsibility.

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Studies within the wider business context highlight the positive impact of GHRM on organizational performance. For instance, research by Delmas and Pekovic (2018) suggests that companies that adopt environmentally friendly HR practices exhibit improved employee morale, leading to enhanced organizational performance. In the context of the IT industry, where talent retention and innovation are paramount, these findings underscore the potential benefits of integrating GHRM initiatives.

Within the IT sector, specifically, studies have delved into the environmental impact of the industry's rapid technological advancements. Arora and Cason (1995) highlighted the need for environmentally conscious practices, given the resource-intensive nature of the industry. Recent research by Jain and Kaur (2020) emphasizes the role of Green HRM in addressing environmental challenges within IT organizations. Moreover, recent studies by Jackson and Park (2021) delve into the nuanced interplay between GHRM and employee well-being, shedding light on the potential positive effects of sustainable HR practices on individual health and job satisfaction within the IT context. Additionally, the work of Smith and Chen (2019) expands the discussion to the global context, examining how multinational IT corporations navigate and implement GHRM practices across diverse cultural landscapes.

RESEARCH METHODOLOGY

Objectives

The aim of the study is:

- To assess the extent to which GHRM practices are implemented in the IT companies in Chennai.
- To assess the impact of implemented Green HRM initiatives on the reduction of carbon emissions within the IT sector.

Sampling Size

A pilot study with ninety-five employees was conducted to test data collection methods and explore Green HRM practices. It was implemented within the NASSCOM ranking's Top ten IT companies in Chennai, allowing for testing and refinement of research instruments.

Research Design

The current study adopts an exploratory research design to investigate the implementation and impact of GHRM initiatives within the IT industry. Specifically, SPSS Correlation Analysis is employed to examine the

relationships between various GHRM practices and their influence on carbon footprint reduction. This research design aims to uncover associations and patterns in the data, providing insights into the effectiveness of GHRM strategies in promoting environmental sustainability within the IT sector.

Data Collection

In the present study, the primary data was collected from professionals from IT companies through structured questionnaires. Secondary data was also collected through web links, books, journals, and magazines.

DATA ANALYSIS AND INTERPRETATION

The below table gives a detailed overview of the people who participated in a pilot study in Chennai. The study focused on ninety-five IT employees selected from the top ten NASSCOM companies. It's important to know the breakdown of these people to understand the different backgrounds and experiences within IT companies.

Table 1: Demographic Characteristics of the Respondents

Category	Subdivision	n	Percentage
Gender	Male	54	56.8
	Female	41	43.2
Age	20-29yrs	37	38.9
	30-39yrs	42	44.2
	40-49yrs	13	13.7
	Above 49yrs	3	3.2
Educational Qualification	Diploma	5	5.3
	UG	51	53.7
	PG	39	41.0
Work Experience	0 to 3yrs	21	22.1
	4 to 6yrs	12	12.6
	7 to 9yrs	10	10.5
	Above 9yrs	52	54.8
Monthly Income	Below ₹50,000	28	29.5
	₹50,001 to 2,00,000	31	32.6
	₹2,00,001 to 3,00,000	14	14.7
	Above ₹3,00,000	22	23.2

n=95.

The table displays the demographic characteristics of the survey respondents. It is noteworthy that the majority of respondents were male (56.8%), while 43.2% were female. The age group with the highest representation was between

30-39 years (44.2%), whereas those aged above 49 years were the least represented (3.2%). The majority of the respondents had completed undergraduate degrees (53.7%) and earned a monthly income ranging between ₹50,001 - ₹2,00,000 (32.6%). The highest percentage of respondents had over 9 years of work experience (54.8%).

Table 2 shows the correlation between the dimensions of Green Recruitment and Selection (GRS), Green Training and Development (GTD), Green Performance Management (GPM), Green Compensation and Reward (GCR), and Carbon Emission Reduction (CER).

Table 2: Correlation between the Dimensions

Dimension	1	2	3	4	5
1. GRS					
2. GTD	.82*				
3. GPM	.78*	.75*			
4. GCR	.68*	.68*	.88*		
5. CER	.72*	.72*	.65*	.78*	-

*p < .01.

The values in the “Carbon Emissions Reduction” row now represent positive correlations with each GHRM practice. For instance, as GRS (Dimension 1) increases, there is a positive correlation with carbon emissions reduction (0.72). The strength of positive correlations varies, with GPM (Dimension 3) having the strongest positive correlation, followed by GCR (Dimension 4) and GTD (Dimension 2). This suggests that certain GHRM practices are positively associated with the reduction of carbon emissions within the IT sector.

Impact of Various Factors on Carbon Emission Reduction

The impact of various factors Green Recruitment and Selection (GRS), Green Training and Development (GTD), Green Performance Management (GPM), Green Compensation and Reward (GCR), on Carbon Emission Reduction (CER) in the IT Companies in Chennai was studied using the regression model.

Table 3: Regression Model Summary of Impact of GRS, GTD, GPM, and GCR on GWE

R	R Square	Adjusted R Square	Std. Error of the Estimate	F	p
.76 ^a	.58	.56	.62	28.14	<.001

a. Predictors: (Constant), GRS, GTD, GPM, GCR.

The overall correlation coefficient (R) of 0.76 indicates a strong positive correlation between the combined impact of GHRM practices (GRS, GTD, GPM, and GCR) and Carbon Footprint Reduction (CER). This implies that as GHRM practices increase, there is a corresponding increase in the positive impact of reducing the carbon footprint. The R Square value of 0.58 represents the proportion of variability in CER that can be explained by the combined impact of GHRM practices. Approximately 58% of the variability in Carbon Footprint Reduction can be attributed to variations in GRS, GTD, GPM, and GCR. The Adjusted R Square (0.56) considers the number of predictors in the model, providing a more accurate measure of how well the model fits the data while penalizing the inclusion of unnecessary predictors. The standard error of the estimate (0.62) provides a measure of the average distance between the observed values (CER) and the predicted values from the regression model. The F Statistic (28.14) tests the overall significance of the regression model. The low p-value (<.001) associated with the F Statistic indicates that the regression model is statistically significant.

Table 4: Regression Coefficients of Impact of GRS, GTD, GPM, and GCR on CER

Variable	B	SE B	β	t	p
Constant	.75	.20		3.80	0.002
GRS	-.10	.12	-.10	-0.83	0.421
GTD	.45	.15	.52	3.00	0.010
GPM	.25	.18	.28	1.39	0.189
GCR	.60	.14	.72	4.29	0.001

Dependent Variable: CER

The regression coefficients for the impact of Green Recruitment and Selection (GRS), Green Training and Development (GTD), Green Performance Management (GPM), and Green Compensation and Reward (GCR) on Carbon Footprint Reduction (CER) indicate that the constant, representing the baseline CER when all predictors are zero, is estimated at 0.75 with statistical significance (p = 0.002). GRS exhibits a negative impact (-0.10) that is not statistically significant (p = 0.421). GTD and GCR show statistically significant positive impacts on CER, with coefficients of 0.45 (p = 0.010) and 0.60 (p = 0.001), respectively. GPM has a positive impact (0.25) but lacks statistical significance (p = 0.189). In summary, while Green Recruitment and Selection have a non-significant negative impact, Green Training and Development and Green Compensation and Reward significantly and positively influence Carbon Footprint Reduction.

FINDINGS

The findings from the correlation and regression analyses shed light on the intricate relationship between Green Human Resource Management (GHRM) practices and Carbon Footprint Reduction (CER) within the IT sector. The positive correlations observed in the correlation matrix highlight the potential of certain GHRM practices, such as Green Recruitment and Selection (GRS), Green Training and Development (GTD), Green Performance Management (GPM), and Green Compensation and Reward (GCR), to contribute positively to the reduction of carbon emissions. Specifically, as GRS increases, a positive correlation with carbon emissions reduction is noted, though not statistically significant. GPM emerges as the strongest positively correlated dimension, followed by GCR and GTD.

Building upon these correlations, the regression analysis provides a more comprehensive understanding of the individual impacts of GRS, GTD, GPM, and GCR on CER. The constant term suggests a baseline CER when all predictors are zero, estimated at 0.75 with statistical significance. Interestingly, GRS exhibits a non-significant negative impact, indicating that an increase in Green Recruitment and Selection practices does not significantly contribute to carbon emission reduction. However, GTD and GCR demonstrate statistically significant positive impacts on CER, with coefficients of 0.45 and 0.60, respectively, suggesting that investments in Green Training and Development and Green Compensation and Reward practices significantly enhance carbon footprint reduction. GPM, while showing a positive impact, does not reach statistical significance.

The overall correlation coefficient (R) of 0.76 and the R Square value of 0.58 underscore the strong positive association and the substantial proportion of variability in CER explained by the combined impact of GHRM practices. The Adjusted R Square (0.56) reinforces the model's fit, considering the number of predictors and penalizing unnecessary additions. The low p-value ($<.001$) associated with the F Statistic further supports the statistical significance of the regression model, emphasizing the collective influence of GRS, GTD, GPM, and GCR on CER.

RECOMMENDATIONS

- Businesses should prioritize the development of training programs that promote environmental sustainability, with an emphasis on empowering employees to adopt and champion environmentally conscious practices.
- Companies should review and adjust their recruitment strategies to align with a green focus, incorporating

environmental values and goals into job descriptions and candidate assessments.

- Businesses should optimize compensation and reward systems to incentivize employees to engage in eco-friendly behaviour, such as reducing waste, conserving energy, and promoting sustainable practices.
- Integrating environmental metrics into performance management systems can provide employees with clear, measurable targets and enable companies to track progress towards sustainability goals.
- Forming a cross-functional task force comprised of experts from various departments can help drive and oversee green initiatives, ensuring that sustainability remains a priority across the organization.

CONCLUSION

The study contributes valuable insights into the potential of specific GHRM practices in fostering sustainability within the IT industry. While Green Recruitment and Selection may not exhibit a significant impact, the positive influences of Green Training and Development and Green Compensation and Reward practices suggest strategic avenues for organizations to pursue in their pursuit of environmental responsibility and carbon footprint reduction. These findings have implications for HR practitioners, emphasizing the importance of targeted GHRM initiatives in achieving sustainable outcomes within the IT sector. Future research could delve deeper into the nuanced dynamics of each GHRM practice and explore additional factors influencing their effectiveness in mitigating environmental impact.

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EXPLORING THE INFLUENCE OF WORKFORCE IN DIGITAL TRANSFORMATION AND ITS EFFECTS ON EMPLOYEE ENGAGEMENT IN BUSINESS OPERATIONS

M. Dhiliphan Kumar*

Abstract *The pervasive influence of technology and its widespread integration into business operations compels management to prioritize highly motivated and engaged employees to achieve operational efficiency. Digital transformation encompasses the comprehensive evolution of business and organizational activities, involving various business processes, competencies, and innovative models. It seeks to leverage digital technologies, fostering change and capitalizing on opportunities across society and stakeholders. When examining the scope of digital transformation, the focus is often on developing organizational capacities that are agile, people-oriented, and innovative. These capacities should be customer-centric, efficient, and capable of seizing opportunities. Digital transformation is a journey marked by interconnected intermediary goals that must be addressed before implementation. While existing research literature extensively explores the advantages and disadvantages of digital transformation, there is a notable gap in understanding the relationship between digital transformation and employee engagement. The transformation of an organization through digital means necessitates management to prepare and motivate its employees effectively. With this consideration, this study aims to investigate how digital transformation influences employee engagement and how both employees and businesses can adapt and thrive amid the ongoing digital transformation. The research emphasizes the crucial interplay between the digital revolution, employee commitment, human resource management, customer involvement, process productivity, and commercial showcasing.*

Keywords *Digital Revolution, Employee Commitment, Human Resource Management, Customer Involvement, Process Productivity, Commercial Showcasing, etc.*

INTRODUCTION

The realm of Human Resource Management (HRM) has experienced extraordinary growth and has become indispensable for organizational success in today's rapidly evolving business landscape. The infusion of information technology into the business domain has not only created numerous opportunities for employees but has also heightened the complexity of business operations significantly. The swift progression of digital technologies, encompassing smart technology, artificial intelligence (AI), automation, robotics, cloud computing, and the Internet of Things (IoT), is fundamentally reshaping the nature of work and organizational structures. This collective transformation is often referred to as the Fourth Industrial Revolution or Industry 4.0, raising concerns about the profound impact these technologies will have on workplaces and the potential displacement of workers.

The effects of digital disruption on labor markets are a subject of ongoing debate, with some anticipating substantial job losses through automation, while others predict the creation of as many new jobs as those displaced. Despite these

divergent views, the influence of digitalization is already evident across various job roles and industries, prompting businesses to adapt their models for competitiveness. While there is significant scholarly attention to how digital technology disrupts job tasks and occupations, there is a limited understanding of how both workers and organizations can effectively respond to such disruptive technological changes. A central concern revolves around fortifying employee and organizational resilience to disruption caused by emerging technologies.

Though digital transformation is a contemporary and pressing imperative, there exists a substantial body of rigorous research across multiple disciplines that can be readily applied to comprehend these emerging trends. The impact of technology in the workplace has been under study for several decades, originating from fields such as information systems, psychology, sociology, organizational behavior, management, and communications. Recent years have witnessed a surge in studies from business and strategic information systems, human resources, and healthcare, indicating that digital disruption is increasingly affecting a wider array of industries and occupations.

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Given the scope and scale of the ongoing digital transformation and the wealth of diverse academic perspectives addressing these changes, we find it opportune to conduct an evidence review of relevant literature. Moreover, we aim to enhance the coherence of our understanding of this swiftly evolving landscape by adopting an integrative approach that identifies linkages across different disciplinary perspectives. Therefore, we have examined studies from various disciplines and synthesized their findings into a comprehensive, multi-level framework. Our framework discerns and consolidates critical factors essential for an organization's overarching digital transformation at the individual, group, and organizational levels.

PROBLEM STATEMENT

In the present era of digital transformation, the matter of employee engagement with organizations has gained significance. Numerous research findings suggest that digital transformation has facilitated a transactional dynamic between employees and organizations. This transactional nature of the relationship has evolved into a more fulfilling and goal-oriented connection. The key issue revolves around how employees sustain continuous engagement with digital updates in the business environment and why the digital business relies on employees to execute business processes. This study aims to identify the correlation between these two components and endeavors to discern the optimal path for advancing this synergy to foster organizational growth.

OBJECTIVES OF THE STUDY

This study aimed to investigate the influence of digital transformation on employee engagement, focusing on the following objectives:

- To explore the extent of digitalization in various business functions, as reported by employees in organized retail stores within the NCR region.
- To evaluate the impact of digital transformation on employee engagement with the organization.
- To analyze the interrelationship between digital advancements and employee sustainability.
- To observe the structure of human resource management in the context of digital business technologies.

RESEARCH METHODOLOGY

In this research, an exploratory and descriptive research design was chosen by the researcher. Both primary and

secondary data were utilized to fulfill the research objectives. Primary data collection was conducted through a survey method employing a well-structured questionnaire. The questionnaire, designed based on a literature review and insights from various authors, covered dimensions of digital transformation and employee engagement. Respondents were asked to rate their responses on a scale of 1 to 5, where 1 signified "strongly disagree," and 5 indicated "strongly agree."

The researcher personally collected data by visiting several organizations in the NCR region. Initially, 250 questionnaires were distributed to employees in different small and medium-sized organized retail stores in the NCR region. After editing, 186 questionnaires were deemed suitable for the study, as 195 responses were received. A pilot test involving 25 respondents was conducted, and reliability statistics were computed using SPSS. The reliability (alpha) value of .671 indicated that the data is reliable.

Based on feedback received during the pilot study, necessary adjustments were made to the questionnaire before the full-scale survey. The subsequent reliability check, still at .671, affirmed the reliability of the data. Various statistical tests, including Mean, Standard Deviation, and regression analysis, were performed to analyze the information trend and assess the impact of digital transformation on employee engagement.

LITERATURE REVIEW

Kozanoglu and Abedin (2021), Existing literature on digital transformation has predominantly focused on technologies while overlooking the significance of digital skills and capabilities within workforces. Some studies emphasize that digital transformation goes beyond technology, necessitating a focus on human factors. This raises questions about the need to develop skills in existing workers and the skills required for future workers who will constitute the digital workforce.

McKinsey (2021), Predicts that many companies are facing increasing skills gaps, requiring workforces with a diverse set of skills, including critical thinking, complex problem-solving, adaptability, and resilience, identified as crucial skills in today's workforce. There is a growing emphasis on soft skills such as problem-solving and creativity in technology-driven environments.

Watson (2019), Highlights that digital technologies enhance the autonomy of workforces, but the demand for advanced digital-skilled workers will rise, particularly in Industry 5.0, where humans collaborate with efficient, intelligent, and

accurate digital technologies. The challenge of developing, finding, or competing for a digital-skilled workforce is acknowledged as a significant obstacle during digital transformation, with a high priority in the European Union.

Chuang and Graham (2018), The study suggests that alongside the increasing demand for highly specialized skills, employers also emphasize essential human skills such as creativity, problem-solving, and critical thinking. The hypothesis is formulated that human characteristics like critical thinking, complex problem-solving, adaptability, resilience, and creativity are crucial impacts of digital transformation, particularly for small and medium-sized enterprises (SMEs).

Sebastian and Mocker (2017), To achieve benefits through successful digital transformation adoption, organizations need to address digital skills at various levels of their business. Hypotheses are formulated, suggesting that workforces possess basic digital skills used in certain parts of companies, and digital transformation has intensified challenges related to the lack of digital skills in the workforce. Digital transformation necessitates not only possessing digital skills but also relying more heavily on other individual characteristics. The increased adoption of digitally skilled workforces is accompanied by growing skills shortages in the labor market, making reskilling and upskilling workforces one of the most critical challenges.

HYPOTHESES OF THE STUDY

H0: There is no significant impact of digital transformation on employee engagement.

H1: There is a significant impact of digital transformation on employee engagement.

ANALYSIS AND INTERPRETATION OF DATA

The initial findings of the study involve the demographic profile of the respondents, as presented in Table 1.

Table 1: Demographic Characteristic of Respondents

	Categories	Count	Percentage
Age	Below 25 Years of age	35	18.8
	25-35 Years of age	70	37.6
	35-45 Years of age	50	26.9
	45 to 55 Years of age	21	11.3
	55 to 65 Years of age	10	5.4
Gender	Male	119	64
	Female	77	36
Marital Status	Married	117	62.9
	Unmarried	69	37.1
	Upto Matric	23	7
Education Level	Under graduate	9	4.8
	Graduate	22	11.8
	Post Graduate	54	29
	Professional Qualification	98	47.3
	Total	200	100

Explanation of Table 1

In any social research, the collection of employees' demographic profiles is crucial as these indicators measure their adaptation to digital transformation and their engagement levels in different demographic segments. The demographic profile presented in the table above reveals that the sample is predominantly composed of middle-aged respondents, with almost 64% falling in the age range of 25-45 years. For research related to digital transformation and its impact on employee engagement, understanding the gender distribution of respondents is important, as gender can influence both digital transformation and employee engagement. The data presented in Table 1 indicates that the sample is dominated by male respondents (64%). Additionally, 62.9% of respondents in the sample are married. The survey further reveals that the sample consists of highly educated individuals, with more than three-fourths (87%) holding graduate, postgraduate, or professional degrees.

Table 2: Extent of Digitalization at Various Level of Business Operation: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Front office	200	1	5	3.8495	0.96922
Production process	200	2	5	3.5645	1.00734
Supply chain	200	1	5	3.0215	1.20341
Entire HR Finance and Material Division	200	1	5	3.2957	0.77368
Entire Business Operation	200	2	5	3.1935	0.78166
Valid N (list wise)	200				

Explanation of Table 2

For an organization to achieve excellence in its business operations, it is imperative to align its information technology (IT) setup with its business goals. This necessitates the digitalization of all business operations, ranging from the front office to the entire business process. The mean ratings of digitalization, as presented in Table 2, indicate that in

most organizations, the front office is highly digitalized, receiving the highest rating from employees (mean = 3.8495, SD = 0.96922). The production process has a mean rating of 3.5645 and a standard deviation (SD) of 1.00734. On the other hand, the supply chain received a lower rating, with a mean of 3.02 and an SD of 1.20341. This suggests that while most front offices are digitalized, the supply chain division tends to be less digitalized.

Table 3: Digital Transformation and Employees Engagement: A Descriptive Statistics

	N	Reliability	Mean	Std. Deviation
Customer Experience		0.737	3.4288	0.85145
Information and communication technologies like analytics as well as social media are used to understand our customer in a better way.	200		3.3763	1.14763
Digital channel like online, social media are used to understand market movement as well as marketing of products.	200		3.6452	1.23591
Organization uses digital channels to sell their products & services	200		3.1452	1.06309
Digital channels are extensively used to extend better customer service	200		3.5484	1.10053
Operational Efficiency		0.71	3.5941	0.85969
Digital technology is extensively used for having customer interface with operational processes	200		3.7581	1.11528
All our core processes are digitally automized	200		3.6129	1.06067
Extensive digital technologies are applied in our organization for integration of customer information with production and operation.	200		3.457	1.15818
My organization use analytics for taking better operational decisions	200		3.3871	1.06575
Business Modeling		0.627	3.0941	0.98118
For improving performance and value of our product, company use digital technologies extensively.	200		3.1774	1.10318
we focus on digital technologies for launching new business models	200		3.0108	1.19453
Employee Engagement		0.671	3.77453	0.36767
Digital transformation has help us in bringing Transparency and openness	200		3.4409	0.75641
Digital transformation has help us in aligning myself with the company's' vision and values	200		3.629	0.74762
Digital transformation has helped in Creating a supportive work environment through effective leadership	200		3.5484	0.58847
Digital transformation has help in bringing organizational justice and getting Reward for deserving employees	200		3.9731	0.76003
Digital transformation has help us in Empowering and working from distance	200		4.4355	0.58691
Employees have become highly involved in routine decision making at my organization after Digital transformation	200		4.4409	0.76352
Digital transformation has help in strategic decision making in my job	200		3.3871	0.85148
Digital transformation has help us in working in a group	200		3.6935	0.73349
My performance output is always high even when I work independently after	200		3.8656	0.75566
Digitalization				
I feel embracing when r my performance falls below standard	200		3.7097	1.2088
I feel motivated when I get training Opportunities	200		4.5591	0.56878
I can share my opinion feely at all level in the organization.	200		3.6452	1.23591

	N	Reliability	Mean	Std. Deviation
I feel motivated and work harder by involving in team work	200		3.1452	1.06309
I am highly motivated and always put extra effort toward meeting organizational goal.	200		3.5484	1.10053
All my colleagues are fully committed for better work	200		3.7581	1.11528
I do not distract from my work	200		3.6129	1.06067
Valid N (list wise)	200			

Explanation of Table 3

In the contemporary business landscape, organizations are increasingly focusing on their productivity, adopting either reactive or proactive approaches. Many service-oriented organizations are placing significant emphasis on delivering services to customers around the clock. The application of digital technology for monitoring customer experience, managing operational excellence, and introducing new business models contributes to employee satisfaction, motivation, and engagement with the organization.

To measure the factors influencing customer experience, variables under different constructs related to customer experience were identified based on a review of previous literature. Respondents were then asked to rate these variables on a Likert scale ranging from one to five, where one indicated “strongly disagree,” and five denoted “strongly agree.” Descriptive statistics, such as mean and standard deviation, were employed to analyze the comparative importance of constructs related to customer experience.

The results presented in Table 3 offer further insights into the dimensions of customer experience, operational efficiency, business modeling, and employee engagement. Descriptive statistics indicate that digital technology has brought about a more significant transformation in operations compared to business modeling and customer experience. Additionally, to assess the impact of digital transformation on employee engagement, the researcher employed regression analysis.

Data Analysis: Regression analysis was conducted to examine the hypothesis, specifically to determine if there is a relationship between digital transformation and employee engagement. The null hypothesis assumes that there is no significant relationship between digital transformation and employee engagement. Regression analysis is a statistical method used to estimate relationships between independent and dependent variables.

The initial results of the regression analysis, as displayed in Table 4, include values for R, R square, Adjusted R square, and Std. Error of the Estimate.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.760a	0.578	0.571	0.24083

a. Predictors: (Constant), Business modeling, customer experience, Operational Efficiency.

Implications: The information presented in Table 4 provides insights into the calculated values of the model summary. From the table, the value of R indicates the correlation between observed and predicted values, with an ideal range of -1 to +1. Small R values suggest that the model may not fit the data well. In this case, R equals 0.760, indicating a moderate level of correlation.

Furthermore, the adjusted R^2 for the model is 0.571, with an R^2 of 0.578. These values serve as an overall measure of the

strength of the association. In this instance, it can be inferred that the model (regression analysis) explains 61.9% of the variance in the data.

The subsequent outcome of the predicted model (regression analysis) is the Analysis of Variance (ANOVA) table, which aims to elucidate the model fit. It indicates how well the regression aligns with the investigated data.

Table 5: ANOVA

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.453	3	4.818	83.065	.000B
	Residual	10.556	182	0.058		
	Total	25.009	185			

a. Dependent Variable: Employee Engagement.

b. Predictors: (Constant), Business modeling, customer experience, Operational Efficiency.

Implications: The data presented in Table 5 displays the value of the F-test. The F-test statistic, also known as the regression mean square (RMS) divided by the residual mean square, is a crucial measure. The values in Table 5 indicate an F-value of 83.065 at a 5% level of significance and 182 degrees of freedom (DF). Based on this data, it can be

inferred that the test is highly significant, suggesting a linear relationship among the variables in our model.

The subsequent table provides coefficients for the regression between various components of digital transformation and its impact on employee engagement.

Table 6: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.495	0.083		29.939	0
	Customer experience	0.147	0.027	0.34	5.419	0
	Operational Efficiency	0.191	0.03	0.447	6.325	0
	Business modeling	0.029	0.022	0.077	1.286	0.2

a. Dependent Variable: Employee Engagement.

Implications: The regression equation is expressed as follows:

Employee Engagement = 2.495 + (.0147*Customer experience + 0.191*operational efficiency + .029*business modeling)

Upon conducting the regression analysis, the null hypothesis is rejected, leading to the conclusion that there is a significant relationship between digital transformation and employee engagement.

DISCUSSION AND CONCLUSION

This study, along with existing literature, investigates into the impact of digital transformation on employee engagement. The researcher aimed to explore employees' perceptions of digital transformation and its influence on their engagement with the organization. The study suggests a high level of employee engagement, with a mean of 3.7745 and standard deviation of 0.36767. Based on the available information, there is a possibility that employees may exhibit higher engagement in a digitized environment compared to a manual working environment. Results indicate that while most front offices are digitalized, the supply chain division is less digitalized. The study offers insights into various dimensions, including work-life, customer experience, operational efficiency, business modeling, and employee engagement.

Descriptive statistics reveal that digital technology has brought about a more significant transformation in operations compared to business modeling and customer experience. The regression equation confirms that out of the digital transformation factors related to customer experience, operational efficiency, and business modeling, the digital

transformation aimed at improving operational efficiency has a significant effect on employee engagement with the organization. The technological implications are expected to be widely used in the future.

Therefore, considering the interests of both organizations and employees, the influence of digital transformation on employee engagement needs to be rigorously examined in the social context. Organizations must aim to achieve digital transformation with minimal resistance from employees, as engaged employees contribute significantly to positive outcomes. All strategies and policies related to digital transformation should be focused on achieving long-term objectives related to employee engagement with the organization and society at large.

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EXPLORING WOMEN'S PURSUIT AND PERFORMANCE IN SOCIAL VENTURES: A STUDY ON DETERMINANTS AND IMPLICATIONS

J. Sahaya Mary*

Abstract *This study delves into the dynamics of how women engage with and excel in the realm of social entrepreneurship. Despite growing recognition of the vital role women play in driving social change, there remains a gap in understanding the specific factors influencing their involvement and success in social ventures. Through a qualitative research approach involving interviews and case studies, this study seeks to elucidate the motivations, challenges, and strategies employed by women in pursuing and performing in social entrepreneurship.*

The findings reveal a complex interplay of personal, societal, and structural factors shaping women's engagement with social ventures. Motivations often stem from a deep-seated desire to address social inequalities, foster community development, and create positive impact. However, women face multifaceted challenges, including limited access to financial resources, gender biases, and balancing caregiving responsibilities with entrepreneurial pursuits. Despite these obstacles, women employ innovative approaches, collaborative networks, and resilience to overcome barriers and drive meaningful change.

Moreover, the study uncovers the significance of supportive ecosystems and enabling environments in facilitating women's success in social entrepreneurship. Access to mentorship, training programs, and peer support networks emerge as critical enablers for women entrepreneurs, enhancing their skills, confidence, and capacity to scale their ventures.

The implications of the study extend beyond individual success stories, highlighting the transformative potential of women-led social ventures in addressing pressing social challenges and fostering inclusive economic growth. By understanding the determinants of women's engagement and performance in social entrepreneurship, policymakers, practitioners, and stakeholders can design targeted interventions and support mechanisms to harness the full potential of women as agents of social change.

Ultimately, this study contributes to advancing knowledge and discourse on gender-inclusive entrepreneurship and underscores the importance of creating equitable and supportive environments where women can thrive as social entrepreneurs, driving sustainable development and positive societal impact.

Keywords *Social Entrepreneurship, Social Ventures, Performance Determinants, Sustainable Development, Gender Equity, Leadership in Social Ventures*

INTRODUCTION

In recent years, there has been a growing recognition of the critical role that women play in driving social change through entrepreneurship. Women-led social ventures have emerged as powerful vehicles for addressing pressing social issues, fostering community development, and promoting sustainable solutions. Despite this, there remains a gap in understanding the specific factors that influence women's involvement and success in social entrepreneurship.

This study aims to explore women's pursuit and performance in social ventures, focusing on the determinants and implications of their engagement in this dynamic and rapidly evolving field. By delving into the motivations, challenges, and strategies employed by women entrepreneurs, this research seeks to uncover the underlying factors shaping their entrepreneurial journey and the broader implications for social impact and economic development.

Through a qualitative research approach, including interviews, case studies, and thematic analysis, this study will shed light on the diverse experiences of women in social entrepreneurship. By examining the personal, societal, and structural factors influencing women's engagement with social ventures, the study aims to provide valuable insights into the drivers of success and the barriers to overcome.

Moreover, the study will explore the implications of women-led social ventures for addressing social inequalities, fostering inclusive economic growth, and driving positive societal change. By understanding the determinants of women's pursuit and performance in social entrepreneurship, policymakers, practitioners, and stakeholders can develop targeted interventions and support mechanisms to unlock the full potential of women as agents of social innovation and transformation.

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In sum, this study contributes to advancing knowledge and discourse on gender-inclusive entrepreneurship, highlighting the critical role of women in driving sustainable development and creating a more equitable and inclusive world for all.

STATEMENT OF THE PROBLEM

While women's engagement in social entrepreneurship has gained attention in recent years, there remains a need to explore the underlying factors influencing their pursuit and performance in this domain. Despite their significant contributions to driving social change, women entrepreneurs continue to face unique challenges and barriers that impact their ability to succeed in the field of social ventures.

This study seeks to address the following questions:

- What motivates women to pursue social entrepreneurship, and how do these motivations influence their engagement with social ventures?
- What are the key challenges and barriers faced by women in social entrepreneurship, and how do these factors impact their performance and success?
- What strategies do women employ to overcome challenges and barriers in social entrepreneurship, and what are the implications for their ventures and broader social impact?
- What are the broader implications of women-led social ventures for addressing social inequalities, fostering inclusive economic growth, and driving positive societal change?

By examining these questions, this study aims to provide insights into the determinants of women's engagement and performance in social ventures, as well as the broader implications for social impact and economic development. Understanding these dynamics is essential for developing targeted interventions and support mechanisms to unlock the full potential of women as drivers of social innovation and transformation.

REVIEW OF LITERATURE

Women's engagement in social entrepreneurship has garnered increasing attention in recent years, as scholars and practitioners recognize the transformative potential of women-led ventures in addressing social issues and fostering sustainable development. The literature on this topic highlights various factors influencing women's pursuit

and performance in social ventures, as well as the broader implications for social impact and economic development.

Motivations for Women's Engagement in Social Entrepreneurship

Research suggests that women are often motivated by a strong sense of social responsibility and a desire to create positive change in their communities. Studies have identified factors such as empathy, altruism, and a commitment to social justice as key drivers of women's engagement in social entrepreneurship (Dacin, Dacin & Matear, 2010; Dees & Anderson, 2006). Women entrepreneurs are also motivated by personal experiences, including encounters with social issues or inequalities, which inspire them to take action and pursue ventures aimed at addressing these challenges (Mair & Marti, 2006).

Challenges and Barriers Faced by Women in Social Entrepreneurship

Despite their motivations and aspirations, women entrepreneurs encounter various challenges and barriers that impact their ability to succeed in social ventures. Research has highlighted factors such as limited access to financial resources, gender biases and stereotypes, and a lack of supportive networks and mentorship opportunities as significant obstacles for women in social entrepreneurship (Brush, Carter, Gatewood, Greene & Hart, 2006; Lebet & Grasse, 2010). Additionally, women often face challenges in balancing entrepreneurial pursuits with caregiving responsibilities and societal expectations, further complicating their entrepreneurial journey (Brush et al., 2006; Lebet & Grasse, 2010).

Strategies Employed by Women in Social Entrepreneurship

Despite these challenges, women entrepreneurs employ various strategies to overcome obstacles and navigate the complex landscape of social entrepreneurship. Research suggests that women leverage their social networks and community connections to access resources and support, including financial capital, mentorship, and collaborative partnerships (Dacin et al., 2010; Lebet & Grasse, 2010). Women also demonstrate resilience, creativity, and

adaptability in responding to challenges, often innovating new approaches and business models to address social issues effectively (Mair & Marti, 2006; Lebreton & Grasse, 2010).

Implications of Women-Led Social Ventures

Women-led social ventures have significant implications for addressing social inequalities, fostering inclusive economic growth, and driving positive societal change. Research has shown that women-led ventures are more likely to prioritize social impact and stakeholder engagement, leading to more sustainable and inclusive business practices (Dacin et al., 2010; Lebreton & Grasse, 2010). Moreover, women's involvement in social entrepreneurship has been linked to broader social and economic development outcomes, including poverty alleviation, empowerment of marginalized communities, and promotion of gender equality (Dacin et al., 2010; Mair & Marti, 2006).

Exploring Women's Pursuit and Performance in Social Ventures: Determinants

The pursuit and performance of women in social ventures are influenced by a multitude of factors, which can be categorized into several key determinants. Understanding these determinants is crucial for elucidating the motivations, challenges, and strategies employed by women in the realm of social entrepreneurship. Here are some key determinants that shape women's engagement with social ventures:

• Motivations

Women's involvement in social entrepreneurship is often driven by a sense of social responsibility, a desire to address pressing social issues, and a commitment to creating positive change in their communities. Personal experiences, such as encountering social inequalities or witnessing injustice, can also serve as powerful motivators for women to pursue social ventures.

• Access to Resources

The availability and accessibility of resources, including financial capital, social networks, mentorship, and educational opportunities, significantly influence women's ability to establish and sustain social ventures. Limited access to financial resources and networks can pose significant barriers for women entrepreneurs, particularly in resource-constrained settings.

• Socio-Cultural Factors

Socio-cultural norms, gender roles, and expectations can shape women's perceptions of entrepreneurship and

influence their decision to engage in social ventures. Societal attitudes towards women's roles in business and leadership, as well as prevailing gender biases and stereotypes, can impact women's confidence, aspirations, and opportunities in the field of social entrepreneurship.

• Institutional Support

Supportive ecosystems, including policy frameworks, incubators, accelerators, and other support organizations, play a crucial role in facilitating women's engagement and success in social ventures. Access to tailored support services, mentorship programs, and capacity-building initiatives can enhance women's entrepreneurial skills, networks, and resilience.

• Networking and Collaboration

Women's ability to access and leverage social networks, partnerships, and collaborative opportunities can significantly influence their performance in social ventures. Building strategic alliances, fostering partnerships with stakeholders, and participating in community networks can enhance women's visibility, credibility, and impact as social entrepreneurs.

• Personal and Professional Development

Women's pursuit and performance in social ventures are also influenced by their personal attributes, skills, and experiences. Continuous learning, self-efficacy, and leadership development are essential for women entrepreneurs to navigate challenges, seize opportunities, and achieve sustainable impact in their ventures.

Understanding these determinants is essential for designing targeted interventions and support mechanisms to empower women entrepreneurs and foster an enabling environment for women-led social ventures. By addressing systemic barriers, promoting inclusive policies, and fostering supportive ecosystems, stakeholders can unlock the full potential of women as drivers of social innovation and positive change in society.

Exploring Women's Pursuit and Performance in Social Ventures: Implications

The pursuit and performance of women in social ventures carry significant implications for various stakeholders, including individuals, communities, organizations, and society at large. Understanding these implications is essential for recognizing the transformative potential of women-led social ventures and harnessing their contributions to address pressing social issues and foster sustainable development. Here are some key implications of women's engagement in social entrepreneurship:

• Addressing Social Inequalities

Women-led social ventures have the potential to address a wide range of social inequalities, including gender inequality, poverty, access to education, healthcare disparities, and environmental degradation. By focusing on marginalized communities and vulnerable populations, women entrepreneurs can develop innovative solutions to complex social problems and contribute to building more inclusive and equitable societies.

• Fostering Inclusive Economic Growth

Women's engagement in social entrepreneurship can contribute to inclusive economic growth by generating employment opportunities, promoting entrepreneurship among women, and supporting the development of micro-enterprises and small businesses. Women-led ventures often prioritize hiring marginalized individuals, providing skills training, and creating economic opportunities in underserved communities, thereby contributing to poverty reduction and economic empowerment.

• Driving Positive Social Change

Women entrepreneurs are uniquely positioned to drive positive social change by leveraging their empathy, collaborative leadership style, and commitment to social impact. Women-led social ventures often prioritize stakeholder engagement, community participation, and sustainable business practices, leading to more holistic and impactful solutions to social problems. Moreover, women's involvement in social entrepreneurship can inspire other women and girls to pursue their entrepreneurial aspirations and become agents of change in their communities.

• Empowering Women and Girls

Women's engagement in social entrepreneurship can serve as a powerful tool for empowering women and girls, both economically and socially. Women entrepreneurs serve as role models and mentors for aspiring female entrepreneurs, challenging gender norms and stereotypes and promoting women's leadership and agency. By providing opportunities for skills development, leadership training, and access to resources, women-led social ventures can empower women and girls to realize their full potential and become active participants in economic and social development.

• Enhancing Sustainable Development

Women-led social ventures are often characterized by their focus on sustainability, both environmental and social. By promoting sustainable business practices, ethical sourcing, and environmental conservation, women entrepreneurs contribute to the achievement of sustainable development goals (SDGs) and the preservation of natural resources for future generations. Moreover, women's emphasis on social impact and community development fosters resilience,

social cohesion, and long-term prosperity in communities.

Overall, the implications of women's pursuit and performance in social ventures are far-reaching, encompassing social, economic, and environmental dimensions. By recognizing and supporting the contributions of women entrepreneurs, stakeholders can unlock the full potential of women-led social ventures as catalysts for positive change and sustainable development in the

CONCLUSION

The literature on women's pursuit and performance in social ventures highlights the multifaceted nature of their entrepreneurial journey, encompassing motivations, challenges, strategies, and implications for social impact and economic development. By understanding these dynamics, policymakers, practitioners, and stakeholders can develop targeted interventions and support mechanisms to empower women entrepreneurs and harness the full potential of women-led social ventures in driving positive societal change.

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NAVIGATING THE AI FRONTIER: TRANSFORMING TEACHING LEARNING PRACTICES IN MANAGEMENT EDUCATION

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Abstract *The integration of Artificial Intelligence (AI) technologies in the field of management education marks a monumental paradigm shift, catalyzing an era of unprecedented innovation and adaptability. Personalized learning is at the vanguard of this revolutionary journey, using AI algorithms to accurately customize learning experiences to each management student's particular needs, speed, and learning style. This article explores the theoretical underpinnings, real-world applications, and possible effects of customized learning on student engagement, academic achievement, and the learning process as a whole in the context of management education. This study attempts to shed light on the potential and difficulties associated with the implementation of customized learning techniques in management education through a thorough analysis of relevant literature and perceptive case studies. In addition, it offers insightful information about how business school instructors may best utilize AI-powered tools to maximize the learning outcomes of prospective management students, promoting an innovative and ever-improving culture in learning environments.*

Keywords *Artificial Intelligence, Management Education, Personalized Learning, Student Engagement, Academic Performance*

INTRODUCTION

The scene of the executives training has encountered a significant change lately because of the mix of Man-made consciousness (simulated intelligence) innovation. The fuse of man-made intelligence driven apparatuses, for example, information investigation and AI calculations has introduced administration instructors and business colleges with remarkable chances to upset the instructive interaction. Customized learning, controlled by computer based intelligence, is driving this change by altering opportunities for growth to meet the particular requirements, inclinations, and learning styles of individual understudies. This imaginative methodology can possibly altogether upgrade scholarly execution, support understudy commitment, and develop the decisive reasoning and critical thinking abilities fundamental for yearning supervisors.

The overall market for man-made reasoning in training is anticipated to rise essentially, from \$3.79 billion of every 2022 to \$20.54 billion out of 2027, with a solid build yearly development pace of 45.6%, as per an examination by Worldwide Market Evaluations Exploration and Specialists. Utilizing man-made reasoning (computer based intelligence) to survey understudy information and make customized learning pathways that progressively conform to every understudy's evolving necessities, customized learning in

administration training outperforms standard educating approaches. Notwithstanding, to ensure the capable and moral execution of altered learning drives, impediments including security issues, moral contemplations, and the prerequisite for staff advancement should be tended to.

There are unparalleled opportunities for advancement and change when computer based intelligence driven innovations are incorporated into the board schooling. The executives teachers and business colleges might further develop understudy results, establish a really captivating learning climate, and furnish future chiefs with the abilities they need to flourish in the quick moving business universe of today by using artificial intelligence.

BUILDING BLOCKS OF PERSONALIZED EDUCATION

In the unique scholastic scene, customized gaining addresses a break from business as usual of normalization by recognizing the intrinsic contrasts in every understudy's learning styles, learning inclinations, and qualities and impediments. This outlook changing acknowledgment that the fate of the scholarly community lies in modifying the instructive experience to meet the exceptional requirements of every understudy rolls out this progressive improvement something other than a prevailing fashion.

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Coordinating man-made intelligence into instructive frameworks is key to the outcome of customized learning. Artificial intelligence remains as the key part, using its computational capability to explore through broad vaults of information incorporating understudy accomplishments, commitment markers, and learning patterns. Through careful assessment, simulated intelligence distinguishes the nuances of every student's educational undertaking, pinpointing areas of greatness and angles requiring extra concentration. In doing as such, it lays out the foundation for the improvement of versatile learning systems that address the specific necessities of understudies.

ClassDojo works with positive homeroom the executives and correspondence among teachers, understudies, and guardians through a point-based reward framework. This apparatus enables educators to support wanted ways of behaving, draw in understudies continuously collaborations, and improve correspondence with guardians.

ClassPoint is an incorporated showing apparatus for instructors, improving PowerPoint introductions with explanation highlights, intuitive tests, and gamification. It permits instructors to draw in understudies without individual gadgets and effectively consolidate man-made intelligence produced questions. Flip, previously FlipGrid, advances understudy voice and cooperation through brief video reactions to prompts. It encourages commitment, correspondence, and intelligent opportunities for growth, empowering understudies to obviously impart their contemplations.

Computer based intelligence driven versatile learning in administration schooling tailors content to each hopeful chief's speed and inclinations. It offers progressed materials for capable understudies and additional help for those battling. Customized content conveyance lines up with understudies' inclinations, improving commitment and pertinence. Ceaseless input circles enable hopeful administrators to redress botches expeditiously, encouraging improvement. Customized learning, sustained by man-made intelligence, rises above conventional teaching methods, fostering a basic brain and flexibility.

FLEXIBLE EDUCATION RESOURCES

Flexible Education Resources, as Knewton Alta and the Adaptemy Learning Engine, are changing administrative training with computer based intelligence driven customized opportunities for growth. These platforms break down understudy execution progressively, changing instructive substance to match individual learning speeds and perception levels. By obliging an assortment of learning inclinations,

they encourage commitment and upgrade understanding among trying directors.

Knewton Alta utilizes data analytics to track student progress and adapt material difficulty, ensuring continuous challenge without overwhelming learners. Similarly, the Adaptemy Learning Engine offers adaptive techniques to develop effective learning experiences, integrating seamlessly into existing ecosystems for customized learning and teacher insights.

These platforms provide valuable insights for educators, enabling tailored interventions and curriculum development. In order to adapt their teaching methods and programs to the changing demands of future managers, educators analyze student data. In essence, AI-driven personalized learning promises to revolutionize managerial education, offering an efficient, engaging, and empowering learning experience.

SMART TUTORING PROGRAMS

Smart Tutoring Programs (STP) represent a groundbreaking fusion of AI and education, transforming the traditional learning landscape by offering students a personalized and dynamic educational experience. At the forefront of this revolution is the use of complex platforms that harness the force of machine learning algorithms. By ensuring that students receive timely and focused help, this adaptive method creates a learning environment that is not only extremely efficient but also successful.

This emphasis on Personalized education presents a human touch to the digital realm, acknowledging that education is not solely about acquiring knowledge but also about understanding and addressing the unique cognitive nuances of each learner. As these Smart Tutoring Programs continue to evolve, the intersection of AI and education becomes an exciting frontier, expressing optimism for a time when education will be efficient, individualized, and emotionally sensitive. The marriage of machine learning algorithms and adaptive technology propels the educational experience into a new era, one where every student's journey is not just guided by intelligence but enriched by a nuanced understanding of their individual needs.

The recent surge in Massive Open Online Courses (MOOCs) and other online education models, along with the utilization of tools like Wikipedia and Khan Academy, has been particularly remarkable in the realm of education and training in management. These platforms, including EdX, Coursera, and Udacity, have embraced technologies such as Natural Language Processing (NLP), machine learning, and crowdsourcing for grading various assessments, including short-answer questions, essays, and programming assignments. Moreover, sophisticated platforms for

managing learning which incorporates synchronous and asynchronous education, along with adaptive learning tools, have gained traction among business schools and aspiring managers seeking professional development opportunities.

Companies like the Educational Testing Service and Pearson have been pioneers in developing automatic NLP assessment tools, which are now being integrated into standardized testing for management education. The emergence of online education systems tailored for graduate-level professional education and lifelong learning is also noteworthy. These systems offer promising avenues for working professionals and career changers to enhance their skills without the need for extensive face-to-face interaction. While management education may not have been at the forefront of AI-supported systems initially, it is poised to become an early adopter as these technologies undergo testing and validation.

GAMIFIED LEARNING SOLUTIONS

Gamification, the fuse of gaming components into non-gaming settings, offers critical benefits over customary learning draws near. It improves inspiration, helps with information maintenance, and encourages further commitment through highlights like identifications, focuses, and competitor lists. In the present innovation driven instructive scene, teachers are progressively going to imaginative computerized devices, with gamification turning into a significant strategy to upgrade educating viability.

By incorporating gamified elements into learning environments, educators in management education can significantly enhance cooperation and student involvement, which provide more fruitful learning results. Integrating gaming strategies into pedagogical practices not only motivates aspiring managers but also cultivates essential lifelong skills such as problem-solving, critical thinking, as well as social consciousness. These gamified approaches not only stimulate interest in business subjects but also reduce attrition rates, enhance academic performance, and develop cognitive abilities.

Gamification revolutionizes the experiences that teach in business schools by infusing them with dynamic and interactive elements inspired by gaming culture. This approach revitalizes traditional teaching methods and equips aspiring managers with vital skills and competencies essential for success in today's competitive business environment.

In the field of teaching management, leveraging technology enriches student motivation and involvement, vital components for effective learning. Notable examples include:

- *Khan Academy*: This nonprofit offers free online learning tailored for aspiring managers, integrating gamification features such as badges and leaderboards to incentivize progress and participation.
- *Quizlet*: A versatile study tool embraced by business schools, Quizlet employs gamified quizzes to enhance learning experiences for aspiring managers, fostering deeper engagement with course material.
- *Duolingo*: Widely used in management education, Duolingo uses gamification in order to motivate learners with points and levels, making language acquisition an engaging and interactive process.
- *Kahoot*: Popular in business schools, Kahoot facilitates game-based learning experiences through challenges and leaderboards, encouraging active participation and collaboration among aspiring managers.
- *Google Read-Along App*: Incorporating gamified elements, this app enhances reading experiences for aspiring managers in business schools, promoting literacy goals and improving overall reading skills.

Strategies in Gamified Learning

Including gamification techniques in management training offers a range of engaging approaches. Among the most favored methods are:

- *Point Systems*: Recognizing task completion with points motivates learners and provides a clear measure of progress within the curriculum or session.
- *Badges*: Acknowledging effort with digital badges serves to reward individuals for their dedication, fostering a feeling of accomplishment.
- *Leaderboards*: Introducing leaderboards stimulates healthy competition among aspiring managers, encouraging them to pursue excellence and enhancing their drive to succeed.
- *Challenges*: Presenting learners with challenges promotes reasoning critically and problem-solving skills, offering opportunities for growth without fear of failure.

Navigating Ethical Concerns of Educational AI

AI in management education is bringing in a new era of tailored instruction and increased productivity. However, this advancement comes with its set of ethical challenges that necessitate careful consideration. One critical concern revolves around security of data and privacy, as AI systems gather extensive student data. Finding some kind of harmony

between safeguarding individual protection and utilizing information to further develop education is basic. Moral systems and hearty safety efforts are basic to guarantee that the advantages of artificial intelligence don't encroach upon understudy and instructor classification.

Another significant ethical consideration in management education is the problem with algorithms. Because AI systems may only be as objective as the data they are educated on, current disparities may be reinforced. Recognizing this, responsible tech companies emphasize transparency, making their algorithms open to scrutiny and actively addressing biases. This approach fosters fairness and equity in AI-driven educational solutions, aligning with the ethical imperatives of management education.

Collaboration is essential in addressing these ethical issues when AI is integrated into management education. Teachers, policymakers, and technologists should cooperate to create and carry out man-made intelligence in arrangement with moral rules. Computer based intelligence frameworks ought to go through routine assessments to recognize and address any predispositions or unexpected results. In the end, the real success and influence of AI in management education will depend on responsible innovation and a dedication to ethical standards.

CONCLUSION

The incorporation of AI into management education heralds a transformative era, tailored to the needs of aspiring managers and the pedagogical approaches of business schools. Spearheaded by innovative tech companies, this shift introduces adaptive networks, Smart Tutoring Programs, and immersive learning experiences. It is imperative that schools, legislators, and tech innovators work together to navigate challenges and ensure equitable access. This change in perspective democratizes knowledge, empowering aspiring managers to navigate the complexities of the modern business landscape with confidence and proficiency.

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FROM CONVENIENCE TO BURDEN: THE CASE OF SIP MANDATES AND UNEXPECTED PENALTY FEES

J. Sahaya Shabu*

Abstract *This case explores the issue of excessive charges imposed on retail investors for failed Systematic Investment Plan (SIP) transactions by financial institutions. It highlights how regulatory changes have mandated SIPs to be authorized directly from bank accounts, leading to unintended financial penalties when transactions fail due to insufficient funds. The analysis discusses the lack of explicit authorization for multiple transaction attempts, the disproportionate nature of penalty fees, and the potential exploitation of this system by financial entities. The case concludes with a call to action for investors to monitor their accounts diligently, seek transparent information from financial platforms, and advocate for fairer penalty systems to protect their interests and maintain trust in the financial system.*

Keywords *Systematic Investment Plan (SIP), Mutual Funds, Penalty Charges, Financial Regulation, Investor Awareness*

INTRODUCTION

Retail investors are increasingly opting for Systematic Investment Plans (SIPs) as a method to systematically invest in mutual funds over time. SIPs offer the advantage of automation, allowing investors to contribute fixed amounts at regular intervals (monthly, quarterly, etc.), thereby facilitating disciplined savings and investment. This approach is favored for its ability to mitigate the impact of market volatility through rupee cost averaging.

Typically, investors utilize online investment platforms to set up SIPs, such as those offered by various financial service providers. These platforms facilitate seamless transactions by automating the process of debiting funds from the investor's bank account and allocating them to selected mutual funds. This method simplifies the investment process, making it accessible to a broader spectrum of retail investors who seek to build wealth steadily over time.

The popularity of SIPs has grown due to their flexibility and ease of use, allowing investors to start with small amounts and gradually increase their investments as their financial situation improves. This systematic approach aligns with long-term financial goals, such as retirement planning, wealth accumulation, and achieving financial milestones.

Despite the benefits, investors need to be aware of potential challenges, such as transaction fees, penalties for insufficient funds, and the importance of maintaining adequate liquidity in their bank accounts to avoid disruptions in their SIPs. These considerations underscore the importance of financial literacy and careful planning when participating in SIP investments.

THE ISSUE

Recently, a concerning trend has come to light regarding SIP transactions, specifically the imposition of substantial charges by banks in cases of transaction failures. This issue underscores a significant financial burden placed on investors, often without their full understanding or consent.

Systematic Investment Plans (SIPs) are designed to facilitate regular investments into mutual funds, providing retail investors with a disciplined approach to wealth accumulation. Investors typically authorize these transactions through their financial institutions or online platforms, such as those offered by brokerage firms or mutual fund companies.

However, a critical issue arises when these SIP transactions fail due to insufficient funds in the investor's linked bank account on the scheduled date. In such instances, banks have been observed to levy penalties under various names, such as Electronic Clearing Service (ECS) return charges or Non-Sufficient Funds (NSF) fees. These charges can be disproportionately high, often ranging from hundreds to thousands of rupees per failed transaction attempt.

What makes this situation particularly concerning is the lack of explicit consent or awareness from investors regarding the potential for such penalties. Many investors are caught off guard when they discover these charges deducted from their bank accounts, sometimes in significant amounts that overshadow the initial investment intended for their SIPs.

Furthermore, the justification provided by banks for these penalties often equates SIP failures with bounced checks or failed payments, which traditionally incur penalty

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charges due to the potential inconvenience caused to the receiving party. However, in the context of SIPs, the funds are intended solely for the investor's own benefit, not for external payments or obligations. This discrepancy raises ethical questions about the fairness and transparency of these banking practices.

Moreover, the lack of clear communication from banks and financial institutions regarding the potential penalties associated with SIP failures exacerbates the issue. Investors may not fully comprehend the financial risks involved in setting up SIPs, particularly the potential for unexpected charges that can erode their investment returns over time.

DESCRIPTION OF THE CASE

The individual, a seasoned investor, has been managing Systematic Investment Plans (SIPs) for several years through an online investment platform. Their investment process was straightforward: funds were deposited into the platform, SIP orders were set up, and transactions were executed based on the availability of funds on scheduled dates, free from any penalties for failed transactions.

However, recent regulatory changes mandated SIPs to be authorized directly from bank accounts through specific mandates. Subsequently, the investor established four mandates for their SIPs, each designated for different categories of mutual funds.

Incident

Recently, the investor noticed an unexpected charge of 6400 INR debited from their bank account, labeled as "ECS return charges, including GST." Confused by this charge, the investor promptly contacted their bank's customer service for clarification.

The bank explained that these charges were incurred due to insufficient funds during the scheduled SIP transactions. Each instance of insufficient funds resulted in charges being applied to the account, causing financial inconvenience to the investor.

Breakdown of Charges

Each failed transaction attempt resulted in a charge of 550 INR. Due to insufficient funds, multiple attempts (approximately four per SIP) were made by the investment platform. Consequently, the investor accrued charges amounting to 550 INR per failed attempt, totaling 6400 INR.

Analysis

Lack of Explicit Authorization: There was no clear consent given for multiple retry attempts on SIP transactions. The investment platform's repeated efforts resulted in escalated charges.

Excessive Penalty Fees: The penalty of 550 INR per failed attempt appears disproportionate. In comparison, credit card declines typically do not incur such substantial fees.

Potential for Exploitation: Financial entities may exploit this process by initiating multiple transaction retries, leading to significant financial penalties for investors.

Response and Resolution

A complaint was filed with the regulatory authority, resulting in a refund of charges by the bank as a gesture of goodwill. However, the bank's stance remains that each SIP failure is handled akin to a bounced check, justifying the imposition of high penalties.

Key Takeaways

Investors must ensure they have sufficient funds in their accounts before the scheduled SIP dates to avoid incurring penalties. It is essential for investors to regularly monitor their balances and set reminders to ensure funds are available for the automated transactions.

Regulatory clarity is crucial in this context. Financial platforms and banks should provide explicit communication regarding the implications of failed SIP attempts, including any potential charges. This transparency will help investors make informed decisions and avoid unexpected fees.

Moreover, ethical banking practices must be upheld. Treating SIP failures as bounced checks is inappropriate since the funds are moving within the investor's accounts for their benefit. Banks and financial institutions should adopt fair practices that do not unfairly penalize investors for issues like insufficient funds, which can discourage systematic investing and harm investor trust.

Call to Action

This Case serves as a call to action to raise awareness about the issue of excessive charges on SIP transactions. It is crucial for all retail investors to take proactive steps:

Firstly, maintain regular monitoring of your bank account balances, especially around scheduled SIP transaction dates, to ensure adequate funds are available.

Secondly, seek clear and comprehensive information from your financial platforms regarding SIP mandates, including details on potential charges for transaction failures.

Lastly, share this knowledge within your networks and communities to help others avoid falling victim to similar financial traps. By spreading awareness, we can collectively advocate for fairer practices and transparency in financial transactions, safeguarding the interests of all investors.

CONCLUSION

The issue of excessive charges for failed SIP attempts underscores the urgent need for banks and financial platforms to adopt transparent practices and fair penalty systems. These charges not only discourage systematic investing but also unfairly penalize investors, particularly those with limited financial resources. Such penalties can significantly erode the returns intended for long-term investments, thereby undermining the fundamental purpose of SIPs in wealth creation and financial planning.

It is imperative to address this issue comprehensively to safeguard the interests of retail investors and uphold trust in the financial system. Banks and financial platforms must provide clear and accessible information regarding SIP mandates and associated charges. Additionally, there should be efforts to streamline penalty frameworks to ensure they are proportional and reasonable, reflecting the actual costs incurred rather than disproportionately burdening investors.

By advocating for fairer practices and transparency in financial transactions, we can empower investors to make informed decisions and protect their financial well-being.

This collective effort is essential for fostering a supportive environment for systematic investing, promoting financial inclusivity, and reinforcing trust between investors and financial institutions.

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AN ANALYSIS OF THE DEVELOPMENT AND PROLIFERATION OF MICROFINANCE INSTITUTIONS IN KERALA WITH DETAILED INSIGHTS

Remya Rani S.*

Abstract *The paper provides a comprehensive analysis of the development and proliferation of Microfinance Institutions (MFIs) in the Indian state of Kerala, offering detailed insights into the factors driving their growth and the implications for financial inclusion and socio-economic development. Through a combination of historical examination, and theoretical frameworks, this study elucidates the evolution of MFIs in Kerala and examines their role in addressing the financial needs of underserved communities.*

Keywords *Micro Financial Institutions, Regulatory Issues, Challenges, Impact on the Economy*

INTRODUCTION

Access to credit is paramount in establishing a financial foundation for the impoverished. Credit serves as a source of relief and empowerment, instilling confidence in individuals as they pursue their aspirations. It catalyzes all endeavors geared toward growth and acts as a pivotal component in rural development initiatives. Despite facing financial hardships, the resilience exhibited by the economically disadvantaged propels them towards developmental endeavors. However, the realization of their full potential is often hindered by a lack of knowledge and financial backing. Therefore, timely provision of credit, coupled with necessary support services, is essential to facilitate the engagement of the impoverished in productive ventures capable of generating sustainable income. Banks and other financial institutions play a crucial role in channeling the necessary financial support towards this end. Despite its relatively high literacy rates and social development indices, Kerala still faces challenges in providing access to formal banking services, especially in remote and rural areas. Many low-income individuals and small businesses may not meet the eligibility criteria set by traditional banks, making microfinance a viable alternative. Kerala's economy is characterized by a significant informal sector, comprising small-scale enterprises, self-employed individuals, and agricultural workers. Microfinance plays a crucial role in providing financial assistance to these informal sector participants who may not have access to mainstream financial institutions. Kerala's economy is susceptible to various economic shocks, including natural disasters, fluctuations in agricultural output, and global economic downturns. Some of the weaknesses of Kerala's economy

include unemployment, reliance on external markets, environmental degradation, overexploitation of natural resources, and a deteriorating fiscal position, stemming from the emergence of 'second generation problems' as a consequence of the state's remarkable achievements in social development.

Microfinance refers to financial services, such as loans, savings, and insurance, provided to low-income individuals or groups who typically lack access to traditional banking services. It emerged as a strategy to alleviate poverty by empowering the poor to engage in income-generating activities, build assets, and cope with unforeseen expenses.

The concept of microfinance gained prominence with the pioneering work of individuals like Muhammad Yunus, who founded the Grameen Bank in Bangladesh, and institutions like ACCION and BRAC. Since then, microfinance has evolved into a global movement with diverse models and approaches aimed at improving the economic well-being of the poor and marginalized communities around the world. ESAF started lending in 1995 as the first microfinance company in Kerala. It became ESAF Small Finance Bank after receiving the first banking license in Kerala since independence. On 17 March 2017, Pinarayi Vijayan, the Chief Minister of Kerala officially inaugurated the ESAF Small Finance Bank in Thrissur, Kerala.

According to a study by Kumar Vipin et al. (2020), MFIs and SHGs are essential to the provision of microfinance services, which promotes the development of India's low-income and impoverished population. However, several study findings from across the nation have also been reported regarding slow progress in SHG member graduation, poor group

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functioning, member dropout, etc., which must be considered when creating the roadmap for the SHG program's next phase.

OBJECTIVES OF THE STUDY

- To study the core activities of microfinance institutions in Kerala.
- To analyze the role of MFIs in the various economic development sectors.
- To understand the challenges faced by the MFIs in Kerala.

Analysis of Microfinance Institutions in Kerala

Kerala is one of India's 29 states and the most southern state. It is further divided into fourteen districts, which are administrative divisions. Due to a scarcity of industrial raw materials, Kerala has historically had an export-oriented commerce economy driven by its ports (Dreze & Sen, 2007). The microeconomy in the area has high adult literacy and education rates as well as high remittance levels. Kerala is ranked first out of all Indian states in the Human Development Index for income, education, and health (Government of India, 2019). Additionally, the community has a strong sense of political consciousness and is home to established community organisations. These groups are either secular, like workers' cooperatives with cross-community relationships, or religious, drawn from the well-known Hindu, Christian, and Muslim populations. Kerala's microfinance strategy was impacted by the institutional decentralisation reforms that occurred in the middle of

the 1990s. This was in line with the national strategy that, after economic liberalisation in 1991, required political and financial devolution of authority through the 73rd and 74th constitutional amendments. The Kerala sub-national government gave the local governments control over its social and development assistance ministries in 1995. Subsequently, the regional administration established a "people's plan campaign model" of development the next year, allowing local communities to decide how development plans may be allocated while also giving them a third of its financial resources. Subsequently dubbed "Kudumbashree," this programme promoted women's microenterprises, both individual and collective, and informal banking. This mission's integrated microfinance approach was centered on providing social services with the aid of programmes aimed at women and children, enhancing the ability to support livelihood, and granting credit through bank linkage programmes. Reaching out to the communities, this integrated microfinance effort made use of the hierarchical structure of local government agencies. The neighbourhood groups that were established as a result of this programme assisted in credit disbursal by helping to choose the loan size, the intended use, and the repayment plan, in addition to using group savings as collateral for loans. The requirements of the community and the availability of local resources were incorporated into small-scale production activities that were dependent on local markets and short supply chains as part of the second initiative livelihood. Due to the high literacy rates in the community, Kerala's entrepreneurial intervention required long-term support in the form of capital, scaling up, and marketing with the aid of stakeholder partnerships, as well as short-term programmes through employment support programmes (Kuriakose & Joseph, 2015). As per the report Sa-Dhan Report 2022 twelve MFIs are actively operating in Kerala.

Table 1: List of MFIs in Kerala

Sr. No.	Institution	District-Wise Presence	Legal Status	Core Activities
1	Asirvad Microfinance Ltd	9	NBFC-MFI	Income generation program. short and medium-term loans.
2	Belstar Investment and Finance Pvt. Ltd	1	NBFC-MFI	Credit for microenterprise. small and medium enterprise. education, sanitation. consumer goods.
3	Bharat Financial Inclusion	9	NBFC-MFI	Credit for microenterprises. short term loans.
4	Blaze Trust	1	Trust	Income-generating loans. education and skill-building.
5	Forum for Rural Environment and Economic Development (FREED)	4	Society	Microcredit. Livelihood development.

Sr. No.	Institution	District-Wise Presence	Legal Status	Core Activities
6	Innovative Microfinance for Poverty Alleviation and Community Transformation (IMPACT)	1	Section 8 company	Loans for microenterprise. rehabilitation after natural disasters.
7	Jeevankiran	2	Society	Education.
8	Life Foundation	2	Trust	Women and children's shelter. Vocational training. Community health services.
9	Madura Micro Finance Ltd	2	NBFC-MFI	Small and medium-term loans. Entrepreneurship training.
10	Muthoot Microfinance Ltd	Not available	NBFC-MFI	Income generating loan. Community health.

Assessing the impact of microfinance on the lives of beneficiaries in Kerala involves analyzing various indicators such as economic empowerment, social inclusion, and overall well-being.

Key aspects to consider includes:

Poverty Alleviation: Microfinance institutions are considered a society-based strategy to give different finance-related sources for the poor and disadvantaged section of society to improve the lives of clients (SEEP, 2006). Assess the role of beneficiaries out of poverty and look at changes in living standards, access to basic amenities, and ability to meet essential needs such as food, healthcare, and education (Chandrashekar & Shivashankar, 2009).

Entrepreneurship and Employment: Examine the impact of microfinance on entrepreneurship and job creation. Evaluate the number of new businesses started, employment opportunities generated, and the sustainability of ventures supported by microfinance.

Financial Inclusion: Evaluate the extent to which microfinance has increased financial inclusion among marginalized communities in Kerala. Analyze access to formal financial services, usage of banking products, and participation in savings and credit activities (Ananad, 2016).

Women Empowerment: Investigate the role of microfinance in empowering women in Kerala. Assess changes in women's decision-making power, access to resources, and participation in economic activities.

Social Capital and Community Development: Explore the impact of microfinance on social cohesion, collective action, and community development. Assess changes in social networks, cooperation among beneficiaries, and participation in community initiatives (Feigenberg, Field & Pande, 2013).

Risk Management: Examine the effectiveness of microfinance in helping beneficiaries cope with financial shocks and unforeseen expenses. Evaluate access to insurance products, emergency funds, and support during times of crisis. Markus Froelich, Niels Kemper and Robert Poppe Valerie Breda and Patricia Richter.

Case studies or anecdotes illustrating how microfinance has empowered individuals and communities.

Vijay, a young entrepreneur from Kerala, dreamt of starting his own organic farming venture but lacked the necessary capital to purchase land and equipment. Through a microfinance program specifically designed for aspiring farmers, Vijay received financial assistance, technical training, and marketing support. With the loan, he acquired a small plot of land, implemented sustainable farming practices, and began cultivating organic fruits and vegetables. As his business flourished, Vijay not only improved his family's livelihood but also contributed to environmental conservation and community health by promoting organic agriculture.

Challenges Faced by Micro-Financial Institutions

Over-Indebtedness

The microfinance industry lends money without requiring collateral, which raises the possibility of bad debts. Rapid expansion necessitates careful infrastructure planning, which the Indian microfinance industry lacks. Moreover, one of the main reasons for excessive debt is the absence of central government oversight over MFIs in India.

Higher Interest Rates in Comparison to Mainstream Banks

Most Microfinance Institutions charge a very high rate of interest (12-30%) when compared to commercial banks (8-12%). The regulatory authority RBI issued guidelines to remove the upper limit of 26% interest on MFI loans.

Widespread Dependence on the Indian Banking System

Since the majority of microfinance organisations are registered as Non-Governmental Organisations (NGOs), they rely on commercial banks and other financial institutions for steady funding to conduct their lending operations. The majority of these commercial banks are privately owned businesses that charge higher interest rates. Additionally, they approve loans for shorter terms. Indian MFIs are inept as lending partners due to their extreme reliance on banks.

Inadequate Investment Validation

Investment valuation is a critical skill for an MFI's smooth operation. However, market activity is frequently restricted because MFIs operate in underdeveloped markets. It is challenging for MFIs to obtain market data for valuation purposes because of this restriction. The inability of MFI management teams to get high-quality information necessary for making wise investment decisions is hampered by the absence of uniform and trustworthy valuation methodologies.

Regulatory Issues

One major concern facing microfinance in India is regulation. Although it is the primary regulator, the Reserve Bank of India prefers to serve traditional and commercial banks more so than microfinance institutions (MFIs). Compared to traditional lending institutions, microfinance institutions have completely different needs and structures. MFIs have benefited from certain rules, while many problems have gone ignored by others.

Choice of Appropriate Model

Most MFIs follow the Self-Help Group model (SHG model) or the Joint Liability Group model (JLG model) of lending. Nevertheless, rather of using scientific reasoning or taking the circumstances into account, the model is frequently chosen at random. This puts the weaker segment at greater risk of borrowing than they can handle, and once a decision is made, it cannot be changed. The long-term viability of the MFI organisation is strongly impacted by the model selection.

Contrasting the microfinance landscape in Kerala with national trends provides valuable insights into regional variations and broader patterns within India's microfinance sector. Here's a comparison:

• Penetration and Reach

In Kerala: Kerala boasts a relatively high level of financial inclusion and literacy compared to other states in India (Sankaran, 2016). The microfinance sector benefits from strong community networks and a culture of mutual support, contributing to widespread adoption of microfinance services (Saravanan & Radhakrishnan, 2018).

Nationally: Microfinance penetration varies significantly across states, with some regions facing challenges related to infrastructure, poverty levels, and social barriers (Morduch & Armendariz, 2010). While microfinance has expanded rapidly in recent years, disparities persist in terms of access and outreach (Mersland & Strøm, 2010).

• Regulatory Environment

In Kerala: The regulatory environment for microfinance in Kerala is influenced by state-level policies and initiatives aimed at promoting financial inclusion and protecting consumer rights (Asian Development Bank, 2018). The state government collaborates with microfinance institutions and NGOs to ensure responsible lending practices (Saravanan & Radhakrishnan, 2018).

Nationally: Microfinance regulation in India is primarily governed by the Reserve Bank of India (RBI) and other national regulatory bodies (RBI, 2019). Regulatory frameworks aim to balance financial inclusion with consumer protection, addressing issues such as interest rates and loan recovery practices (Sinha & Aggarwal, 2019).

• Institutional Diversity

In Kerala: Kerala's microfinance landscape comprises a diverse mix of formal and informal institutions, including commercial banks, NBFCs, SHGs, and cooperatives (Saravanan & Radhakrishnan, 2018). Community-based approaches are prevalent, fostering trust and solidarity among members (Mersland & Strøm, 2010).

Nationally: Microfinance institutions in India vary in size, structure, and clientele, serving both urban and rural markets (Morduch & Armendariz, 2010). While some focus on traditional microfinance products, others explore innovative delivery channels such as mobile banking and digital platforms (Sinha & Aggarwal, 2019).

• Social and Cultural Factors

In Kerala: Social cohesion and collective decision-making play a significant role in shaping Kerala's microfinance landscape (Sankaran, 2016). Factors such as caste, religion,

and gender dynamics influence microfinance practices and preferences (Saravanan & Radhakrishnan, 2018).

Nationally: Microfinance interventions in India are influenced by diverse cultural contexts and regional disparities (Mersland & Strøm, 2010). Context-specific approaches are essential for addressing social and economic challenges within different communities (Sinha & Aggarwal, 2019).

In conclusion, Kerala's sustainable development, inclusive growth, and poverty reduction are all significantly aided by microfinance. Microfinance enables people and communities to reach their full potential and contribute to the state's overall prosperity by meeting the financial needs of underserved communities, encouraging entrepreneurship, and advancing social and environmental sustainability. Microfinance continues to be a vital instrument for promoting inclusive growth and creating a more just and resilient society for coming generations as Kerala develops and tackles new issues.

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A STUDY ON SALES PROMOTION STRATEGY OF PHARMACEUTICAL INDUSTRY WITH REFERENCE TO MED-PLUS

Jayadatta S.*, Gangadhar Sheeri**, Bibi Kausar***

Abstract Consumers in the present era are faced with a growing array of choices when it comes to brands, products, and services. They are making purchasing decisions based on the Company's brands, customer service quality, and value proposition. With the current COVID-19 pandemic, the Pharmaceutical Retail Industry is experiencing more uncertainty and difficulty than ever before. This research is being carried out at Med-plus, India's second largest drugstore chain. Med-Plus provides prescription and over-the-counter medications, fast-moving consumer goods (FMCG), vitamins and other nutritional supplements, as well as optical. The client and ultimate arbiter in the pharmaceutical industry diverges from those in other industries. The Doctors exert significant control over both segments. The patients serve as the ultimate consumers; however, they do not directly constitute the company's clientele. Consequently, pharmaceutical companies prioritize doctors to effectively promote their medications using focused marketing strategies. However, the crucial inquiry pertains to the rationality of doctors prescribing branded medications. The goal of this study is to learn more about "A Study on Pharmaceutical Industry Sales Promotion Strategy with Reference to Med-Plus." The project's goal is to gain a better understanding of the present market situation in the pharmaceutical retail industry, as well as to obtain various inputs on what marketing methods Med-Plus should employ and which promotional instruments should be used more successfully. It would also give us insight into how effective promotional tools are for customers, how Med-Plus should communicate promotional activity, and which promotional activity should be preferably carried out by Med-Plus to attract customers and increase product sales among customers during COVID-19 lockdown.

Keywords Sales Promotion, Pharmaceutical Industry, Med-Plus, Promotional Tools, Branded Medications

INTRODUCTION

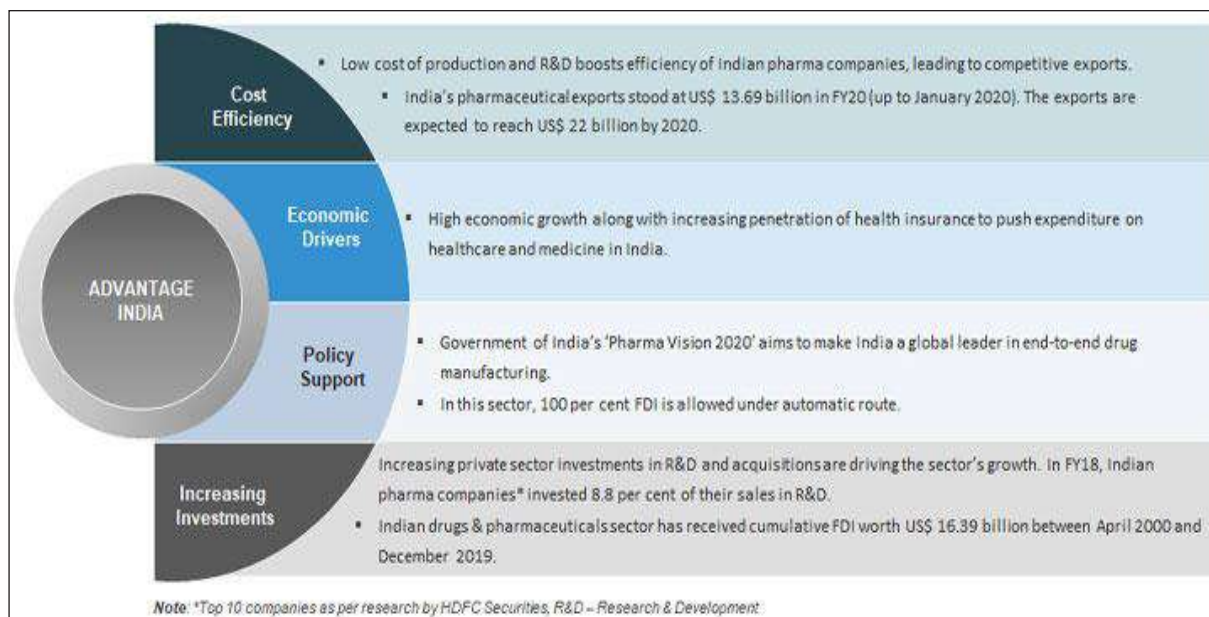
Physicians are undeniably the most influential sales representatives in the pharmaceutical industry. They write the prescriptions that specify the medications the patient will take. The crucial aspect of pharmaceutical sales is to exert influence over the physician. In the past, a large sales force from the pharmaceutical industry was accountable for this task. It is not unusual for a medium-sized pharmaceutical company to have a sales team consisting of 1000 individuals. Numerous individuals are employed by the leading multinational companies. The sales representatives regularly visited physicians, providing them with information and complimentary medicine samples. Currently, this method is still in use. However, economic difficulties are compelling

pharmaceutical companies to reassess their conventional approach to selling to physicians (Moynihan, 2007). Pharmaceutical companies are developing strategies to exert influence on individuals who have the power to influence doctors. Physicians can be influenced through self-influence via research, peer influence, direct engagement with pharmaceutical firms, patients, and public or private insurance companies. Pharmaceutical companies undertake these endeavours through two approaches: by formulating a pull strategy and by executing a push plan. The pull strategy primarily emphasizes mass media advertising and has a restricted influence on physicians. Several countries, especially those with a higher frequency of doctor level promotions, employ push as their main promotional strategy.

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Introduction to Pharmaceutical Industry

India is the leading global provider of generic pharmaceuticals. India's pharmaceutical industry fulfils over 50% of the worldwide need for vaccines, 40% of the generic demand in the United States, and 25% of the total pharmaceutical demand in the United Kingdom. India occupies a prominent position in the global pharmaceutical industry. Moreover, the nation possesses a substantial reservoir of scientists and engineers who possess the capacity to advance the industry to unprecedented levels. Indian pharmaceutical companies presently provide more than 80% of the antiretroviral medications required to combat AIDS (Acquired Immune Deficiency Syndrome) globally.

Size of the Market

The pharmaceutical industry had a value of US\$ 33 billion in 2017. The pharmaceutical industry in the country is projected to experience a compound annual growth rate (CAGR) of 22.4 percent from 2015 to 2020, resulting in a market value of US\$ 55 billion. India's pharmaceutical exports amounted to US\$ 17.27 billion in FY18 and increased to US\$ 19.14 billion in FY19. Pharmaceutical exports encompass a wide range of products, including bulk pharmaceuticals, intermediates, drug formulations, biologicals, Ayush and herbal goods, and surgical products. In 2017, Indian firms received 304 clearances for Abbreviated New Drug Applications (ANDAs) from the US Food and Drug Administration (USFDA). The United States holds approximately 30% of the generics market in terms of volume and around 10% in terms of value, which amounts

to a market worth between US\$ 70-80 billion. India's biotechnology sector, encompassing biopharmaceuticals, bio services, bio agriculture, bioindustry, and bioinformatics, is projected to achieve a compound annual growth rate of approximately 30% by 2025, resulting in a market value of US\$ 100 billion.

Recent Developments and Investments

The Union Cabinet has granted approval for an amendment to the current Foreign Direct Investment (FDI) policy in the pharmaceutical sector. This amendment permits FDI up to 100% through the automatic route for the production of medical devices, subject to certain specified conditions. The Department of Industrial Policy and Promotion has provided data indicating that the medications and pharmaceuticals sector received a total of US\$ 15.98 billion in foreign direct investment (FDI) between April 2000 and March 2019.

Government Initiatives

The government has implemented several measures to boost the pharmaceutical industry in India. One such initiative is the establishment of six pharmacy parks in Uttar Pradesh, which has attracted investments totaling more than Rs 5,000-6,000 crore (US\$ 712-855 million).

- The National Health Protection Scheme is the largest publicly funded healthcare program globally. It aims to assist 100 million impoverished families in the country by offering coverage of up to Rs 5 Lakh (US\$ 7,723.2) per family per year for hospitalization in secondary and tertiary care facilities. The program was unveiled in the Union Budget for the fiscal year 2018-19.

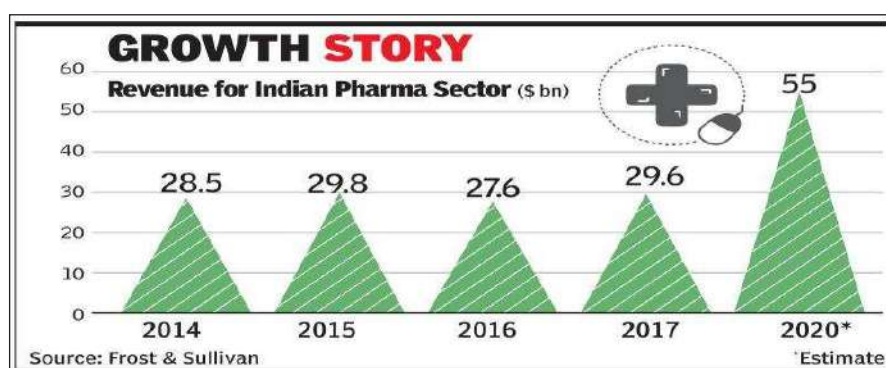
- In March 2018, the Drug Controller General of India (DCGI) declared its intention to establish a centralized facility that would offer streamlined access to consents, approvals, and other relevant information. This action is intended to provide impetus to the Make in India initiative.
- The Indian government intends to establish an electronic platform to oversee online pharmacies as part of a new policy, with the aim of preventing any abuse resulting from their convenient accessibility.
- The Indian government has introduced 'Pharma Vision 2020' with the objective of positioning India as a worldwide frontrunner in the complete production of pharmaceuticals. The approval process for new facilities has been shortened in order to stimulate investments.
- The government implemented measures such as the Drug Price Control Order and the National Pharmaceutical Pricing Authority to address the problem of making medicines affordable and accessible.

Road Ahead

India's expenditure on medicine is expected to increase by 9-12 percent in the next five years, propelling the country to rank among the top 10 nations in terms of medicine spending. In the future, the improvement of domestic sales will rely on companies' capacity to adjust their product offerings to focus on chronic therapies for diseases like cardiovascular, anti-diabetes, anti-depressants, and anti-cancers, which are experiencing an increase in prevalence. The Indian government has implemented numerous measures to mitigate expenses and decrease healthcare costs. The rapid introduction of generic drugs into the market has been a key area of attention and is anticipated to be advantageous for Indian pharmaceutical companies. Furthermore, the emphasis on rural health initiatives, essential medications, and preventative immunizations bodes positively for pharmaceutical companies.

Indian Pharmaceutical Companies Face Challenges at Home and Abroad

The pharmacy industry will not have an easy time recovering. The domestic market is slowing, and the corona virus outbreak has created concerns about rising input costs. In 2019, the Nifty Pharmacy index has lost nearly 12% of its value, compared to a 6.8% gain for the Nifty 500. In the previous month, the Indian pharmaceutical industry, which has been taking measures to protect itself from a lack of expansion in the United States, experienced a decrease in growth rate. The domestic market experienced a 7.6% year-on-year expansion in January, which is a decrease compared to the 8.8% increase in December and the 14.5% growth in November. For three consecutive months, there has been a consistent decline in growth, with virtually no increase in volume. Following a slowing rate of development in global revenue, some of the biggest pharmaceutical companies have been gradually refocusing their efforts on the domestic market. In fact, the growth of big pharmacy corporations has outpaced that of the domestic market, with an 11 percent increase in the December quarter. In Q3, the Indian pharmaceutical market grew by roughly 9.5 percent on average. However, the sales volume in the domestic market experienced a decline of 0.3% in January, and has remained at a relatively low rate of 2.2% compared to the same period last year for the past three months. In general, the absence of volume growth indicates that the domestic market is primarily influenced by changes in prices. According to AIOCD data, the Indian Pharmacy Market experienced a year-on-year growth of 7.6% in January 2020, reaching ₹12,080 crore. This growth rate is lower than the high single-digit growth observed in December 2019. Analysts at SBI Capital Markets Ltd. stated that the growth was primarily fuelled by a 5.2% increase in pricing and a 2.7% increase in new products. However, this growth was partially counteracted by a 0.3% decline in volumes. With the conclusion of the acute season, a time when the prevalence of specific diseases rises, there may be a decrease in volume growth.



India's Pharmacy Industries See Opportunity Amidst Threats in the COVID-19 Crisis

“Every crisis is an opportunity disguised,” stated John Adams, the second president of the United States. For India's pharmaceutical business, taking this to heart appears to be the way forward. The aftermath of COVID-19 has thrown the industry into chaos, but it may just be the wake-up call it needs to get back on track. The Union cabinet's announcement this weekend to establish bulk medicine parks, as well as other stimulus measures to support domestic industry, has served as a further shot in the arm. Despite its thriving company — India's pharmacy industry is the world's third largest — the corona virus panic highlighted India's Achilles heel early on. For years, Indian pharmaceutical companies have relied on China for raw materials such as active pharmaceutical ingredients (API) such as paracetamol and aspirin, which are used in the production of antibiotics and other essential drugs, as well as key starting materials (KSM), which serve as the foundation for drug formulations. According to a note presented to the Union cabinet at its most recent meeting, “in some specific bulk medications, import dependency ranges from 80% to 100%.” Despite the fact that at least a few of them were also available locally. “While our hands are tied in some items (where) a special mineral is only available in China,” Kushal Suri, head of international business development at Morepen Laboratories, told THE WEEK. “For many products, there are substitutes available in India.” Despite this, Indian pharmaceutical firms were buying them from China. “Twenty years ago, everything was made in India,” Suri continued, “but as Chinese products became cheaper over time, their production in India became completely unviable. “However, with manufacturing closures in China and supply chain disruptions, things have once again gone full circle. “At current rates, these products are now again viable for manufacturing in India,” Suri noted. Last month, rating agency ICRA changed its outlook on the Indian pharmaceutical business from ‘stable’ to ‘negative’ due to disruptions in API and KSM supply and shipping from China. Around 60% of the raw materials used in the Indian pharmaceutical sector were imported, mostly from China. China is the sole provider of several KSMs and accounts for up to 70% of certain APIs.

The Confederation of Indian Industry (CII) has also weighed in on how Chinese shutdowns will affect Indian industry. It highlighted how India's pharmaceutical industry was at a cost disadvantage to China's, and urged the central government to “take active measures by procuring KSMs and APIs, as well as expediting approval processes and obtaining immediate environmental clearances so that Pharma companies can begin manufacturing APIs locally.” However, with manufacturing closures in China and supply

chain disruptions, things have once again gone full circle. “At current rates, these products are now again viable for manufacturing in India,” Suri noted. Last month, rating agency ICRA changed its outlook on the Indian pharmaceutical business from ‘stable’ to ‘negative’ due to disruptions in API and KSM supply and shipping from China. Around 60% of the raw materials used in the Indian pharmaceutical sector were imported, mostly from China. China is the sole provider of several KSMs and accounts for up to 70% of certain APIs. The Confederation of Indian Industry (CII) has also weighed in on how Chinese shutdowns will effect Indian industry. It highlighted how India's pharmaceutical industry was at a cost disadvantage to China's, and urged the government to “take active measures by procuring KSMs and APIs, as well as expediting approval processes and obtaining immediate environmental clearances so that Pharma companies can begin manufacturing APIs locally.

Lack of Supply of Active Pharmaceutical Ingredients or Finished Drug Products from China

Long-term manufacturing closures in China are causing problems for pharmaceutical companies. A majority of raw components required to make finished medications come from China, where several companies have temporarily stopped down due to coronavirus fears. According to the most recent statistics provided by India's medicines regulatory authorities, in the event of a prolonged shutdown in China, 57 APIs of critical antibiotics, vitamins, hormones, and steroids might go out of supply. COVID-19 outbreaks have the potential to cause supply interruptions or shortages of important medicinal items. Disruptions in the supply chain could jeopardise our ability to obtain pharmaceuticals.

Inter-State Transportation Challenges

Another key issue is inter-state transportation challenges. Goa, Baddi, and Sikkim provide a large amount of medication supplies. It has become impossible to contact retailers due to the shutdown. Distributors are also dealing with transportation challenges when it comes to delivering drugs to other states. As part of its newest round of measures to deliver products and services during the corona virus-induced lockdown, the government relaxed requirements. The government exempted private laboratories from the lockdown in order to ensure that lab personnel and sample transportation, as well as the establishment of interim collecting locations, were not hampered. Truck drivers will be required to provide an electronic way bill issued by GST Network, or an invoice, in order to pass through interstate transport.

Measures That Can Be Taken to Keep the Situation under Control

Concerns regarding the potential for disruption in the development and delivery of pharmaceutical items have grown as the new coronavirus spreads across countries. To keep the situation under control, the administration is recommending actions and steps. The government is considering measures to increase API manufacture in the country by providing a conducive environment. To alleviate the shortage, the FDA is collaborating with a domestic manufacturer. The FDA is working to ensure that no shortages of items that cannot be replenished have been found. The government placed restrictions on the sale and distribution of hydroxychloroquine, declaring it an essential medicine to fulfil the needs of any COVID-19 pandemic emergency. As In both laboratory and in-vivo tests, hydroxychloroquine was proven to be effective against coronavirus. Its use in prophylaxis is based on existing evidence of effectiveness as a therapy, which is backed up by preclinical studies. The government has also placed urgent restrictions on the export of diagnostic kits, ensuring that enterprises cannot raise the price of medical devices over what is permissible under any circumstances. This is done to prevent price inflation, which is especially important while a country is fighting a pandemic. The government has taken an important step by lowering the cost of hand sanitizer and surgical masks. Availability, however, is a significant barrier for the general public. The government is also considering how to expand the API industry in the future.

For many years, the pharmaceutical industry's successful approach of placing large bets on a few compounds, extensively pushing them, and turning them into blockbusters worked well, but R&D productivity has dropped, and the environment is changing. Seven significant themes, according to PwC, are altering the marketplace:

- Instances of chronic disease are increasing, placing even greater pressure on already stretched healthcare budgets.
- Healthcare policy-makers and payers are increasingly mandating what doctors can prescribe.
- A growing number of healthcare payers are measuring the pharmaco economic performance of different medicines. A widespread use of electronic medical records will give them the data they need to insist on outcomes-based pricing.
- Boundaries between different forms of healthcare are blurring, as clinical advances render previously fatal diseases chronic and the self-medication sector expands.
- Demand for medicines is growing more rapidly in the emerging economies than the industrialized economies.
- Governments are beginning to focus on prevention rather than treatment, although they have not yet invested very much in pre-emptive measures; and
- Regulators are becoming more cautious about approving truly innovative medicines.

OVERVIEW OF RETAIL PHARMACY IN INDIA

Today, India's pharmaceutical industry is at the forefront of the country's science-based industries, with broad skills in the complicated field of drug manufacturing and technology. The Indian pharmaceutical industry is projected to be valued \$ 4.5 billion and growing at a rate of 8 to 9% per year. In terms of technology, quality, and diversity of medications produced, it rates quite high in the third world. Almost every sort of drug is now created in-house, from simple headache medicines to sophisticated antibiotics and complicated cardiac chemicals. The Indian Pharma Industry, which plays a significant role in encouraging and sustaining development in the vital field of medicines, boasts of excellent producers and numerous units that have been approved by regulatory agencies in the United States and the United Kingdom. In the last 53 years, international firms involved in this sector have supported, assisted, and lead this dynamic development, helping to put India on the global pharmaceutical map. With over 20,000 registered units, the Indian pharmaceutical industry is severely fragmented. In the previous two decades, it has grown dramatically. The top 250 pharmaceutical businesses control 70% of the market, with the market leader accounting for approximately 7% of the total. The market is highly fragmented, with fierce price rivalry and government price control. In India, the pharmaceutical sector supplies over 70% of the country's demand for bulk pharmaceuticals, drug intermediates, pharmaceutical formulations, chemicals, tablets, capsules, orals, and injectibles. The pharmaceutical business in India is made up of approximately 250 big units and 8000 small scale facilities (including 5 Central Public Sector Units). These facilities create a whole spectrum of pharmaceutical formulations, i.e., medications that are ready for patients to consume, as well as around 350 bulk pharmaceuticals, which are substances with therapeutic value that are employed in the manufacturing of pharmaceutical formulations.

REGULATIONS PERTAINING TO RETAIL PHARMACY IN INDIA

- As previously indicated, the retail pharmaceutical channel is currently closed to foreign investment.
- The government has approved 100 percent foreign direct investment in the pharmaceutical industry, which is categorised as single-brand outlets.

- Retail pharmacies are classified as multi-brand stores, and FDI options are currently being considered by the relevant authorities.
- To open a pharmacy store and sell pharmaceuticals in India, you'll need a licence.
- The FDA (Food and Drug Administration) issues licences to anyone who want to work in a retail pharmacy.
- The Food and Cosmetics Act of 1940 governs the issuance of licences.
- The sale of Ayurveda products, on the other hand, does not require a licence.
- In the retail pharmacy business, the shop format and location are significant considerations.
- In terms of size, a minimum carpet area of ten square metres is required.
- One of the essential requirements is the availability of controlled temperatures for drug storage, as the majority of pharmaceuticals lose their potency if not stored at the specified temperatures.
- As a result, we can observe that all of the organised retail pharmacy stores included in this research have emphasised the fact that they operate through locations with adequate storage facilities.

Overview of the Company

When Dr. Madhukar Gangadi came across a World Health Organization research claiming that India is responsible for up to 30% of the world's bogus pharmaceuticals, he realized he had to act. Dr. Gangadi, a medical doctor by training and a natural entrepreneur, set out to create a company that would eliminate the danger of purchasing drugs. Med Plus was the end product. In February 2006, the first Med Plus pharmacy opened its doors in Hyderabad. Med Plus now has approximately 1100 pharmacy locations across India, serving over 1,30,000 clients every day. The goal of this pharmaceutical retail chain expanded as the company grew. Med Plus now aspires to be the initial point of contact for routine medical care. This network has introduced cutting-edge diagnostic lab services that can help with the prevention, identification, and treatment of a variety of ailments. It also began clinic services to alleviate the pain of locating a qualified physician. These services are referred to as their "Community Care" initiative. In the organized retail pharmacy industry, Med Plus has nearly a 35 percent market share. In this category, the corporation generates around 700 crores in annual revenue. Three elements run across all Med Plus services: quality, convenience, and affordable prices. At Med Plus, you can rest assured that the drugs you buy are genuine, that the lab testing you get is accurate, and that the doctors you visit with are qualified. Med Plus offers the

Indian client cost, convenience, and the assurance of 100 percent authentic drugs. Med Plus is quickly expanding in India to provide people with simple access to high-quality medicines at reasonable prices. Their locations are only a few steps from your front door, and they will, of course, deliver to your home if you request it. Med Plus also offers inexpensive pricing, such as a 10% discount on medicines, a 30% discount on lab testing, and even free lab testing vouchers with prescription purchases to help you save even more money. Med Plus, established in Hyderabad, India, is the fastest-growing retail pharmacy business in the world. Med Plus hopes you appreciate shopping at Med Plus as much as it enjoys providing services to you. Their 65,000 employees are ready to assist you at any time, and they are available 365 days a year.

Pharmacy: Medicines are delicate commodities in the pharmacy. They will not work successfully if they are not created in the right conditions. They will lose their efficacy if not stored at the proper conditions. Unfortunately, it has been shown that up to 30% of the pharmaceuticals produced in India may be counterfeit or inferior. To make matters worse, despite the Drugs and Cosmetics Act requiring the storage of pharmaceuticals below 25°C, approximately 75% of unbranded medical shops do not have air conditioning. Why jeopardise your health? MedPlus is a unique company. MedPlus was created to make purchasing drugs safer for consumers. Only reputable medicines from the most renowned manufacturers are sourced and sold. Air conditioning and refrigeration units are used in each of our 600 locations to ensure that your medicines stay factory fresh and perform as expected. Even highly qualified pharmacists are employed to give you with excellent customer service. MedPlus didn't only make your medicines safer; it went above and above. MedPlus also made them more affordable and accessible. All of our medicines are sold at a 10% discount off the MRP at MedPlus. MedPlus also provides free home delivery, free healthcare camps, and a variety of other discounts. And, with 600 locations across the country and over 25,000 medications, there's a MedPlus near you that has everything you need.

Sourcing Drugs: Quality ingredients and manufacturing procedures are the foundations of quality medicines. Only the most trustworthy manufacturers are sold by MedPlus: well-known brands with a long track record, as well as companies that manufacture to world-class standards. What is the significance of this? With roughly 20,000 medicine producers in India, buyers may find it difficult to distinguish between a good company and a mediocre one. To save money, unethical manufacturers make pharmaceuticals in plants that do not meet permitted standards, reduce the amount of active ingredient in a medicine, and introduce substances that should never have been in the first place. The lack of purity and efficacy in a pharmaceutical as a result

can put a consumer's health at risk. Unfortunately, in many cases, these subpar medications are sold with the retailer's knowledge. In order to get a bit extra money, the shop accepts these drugs and sells them to unwitting customers. Doctors may be compensated for referring patients who have been prescribed problematic medications by the reseller. MedPlus will never take chances with your health. MedPlus inspects each company's product before it is placed to our shelves, and it is only added once MedPlus is satisfied with it. MedPlus also requires that all customers get a computer-generated bill from us. This assures that you will never be sold a medicine that the business has not approved. In addition, doctors are not compensated for pharmacy referrals by MedPlus.

Storage of Medications: Reputable manufacturers go to considerable lengths to guarantee that your medicines are produced in the best possible conditions and to the highest possible standards. Regrettably, those medicines can then be sold through retail pharmacies that do not take the same precautions to keep the medicines in a safe atmosphere. In a normal chemist, hot and humid weather can degrade drugs, rendering them unusable well before their expiration date. Because the deterioration is not readily apparent on the pill, people may unwittingly acquire an ineffective medicine. To prevent this, India's Drug and Cosmetics Act requires that most pharmaceuticals be stored below 25 degrees Celsius. Perishable drugs, such as insulin, are considerably more temperature sensitive and must be stored in a cool environment. However, only a few medical shops have the essential technology to keep drugs "healthy" in a climate-controlled environment. MedPlus is dedicated to ensuring the safety and efficacy of your medications. Each MedPlus location is completely air conditioned. This chilly air is distributed around the shop via fans, ensuring that each medicine is treated similarly. Injections and live vaccines are also stored in refrigerators in every outlet.

Opportunity for Suppliers: Medicines are extremely fragile. They will not work successfully if they are not created in the right conditions. They will lose their efficacy if not stored at the proper conditions. Unfortunately, it has been shown that up to 30% of the pharmaceuticals produced in India may be counterfeit or inferior. To make matters worse, despite the Drugs and Cosmetics Act requiring the storage of pharmaceuticals below 25°C, approximately 75% of unbranded medical shops do not have air conditioning.

Why Jeopardise Your Health?

MedPlus is a unique company. MedPlus was created to make purchasing drugs safer for consumers. Only reliable medicines from the most reputed producers are sourced and sold by MedPlus. Every one of our 600 locations has air conditioning and refrigeration systems to keep your

medicines fresh and working as they should. MedPlus even has highly educated pharmacists on staff to give you with excellent customer service. MedPlus didn't only make your medicines safer; it went above and above. MedPlus also made them more affordable and accessible. All of our medicines are sold at a 10% discount off the MRP at MedPlus. MedPlus also offers free home delivery, free healthcare camps, and a variety of other cost-cutting options. And, with 600 locations across the country and over 25,000 medications, there's a MedPlus near you that has everything you need.



SWOT Analysis

Strengths

- Low cost of Distribution.
- Large pool of installed capacities.
- Efficient technology for large number of Generics.
- Large pool of skill technical manpower.
- Increasing liberalizing of government policies.

Weaknesses

- Fragmentation of installed capacities.
- Low technology level of capital goods of this section.
- Non-availability of major intermediaries for bulk drugs.
- Very low key R&D.
- Low share of India in world pharmaceutical production (1.2% of world production but having 16.1% of world's population).
- Very low level of Biotechnology in India and also for New Drug Discovery Systems.
- Lack of experience in International Trade.
- Low level of strategic planning for future and also for technology for-casting.

Opportunities

- Aging of the word population.
- Growing income.
- Growing attention for health.
- New diagnoses and new social diseases.
- Spreading point of market is far away.
- Net therapy approaches.
- New delivery system.
- Spreading attitude for soft medication (OTE drugs).
- Spreading use Generic drugs.
- Globalizations.
- Easier international trading.
- New markets are opening.
- COVID-19 Lockdown.

Threats

- Containment of rising health care cost.
- High Cost of discovering new product and fewer discoveries.
- Stricter registration procedure.
- High entry cost in newer markets.
- High cost of sale and marketing.
- Competition, particularly from generic products.
- More potential new drugs and more efficient therapies.

What is the Definition of a Sales Promotion?

Sales promotion is an important part of the promotion mix in marketing. It focuses on increasing the value of an organization's products or services in order to encourage potential customers to buy them. One of the five elements of the promotional mix is sales promotion (Advertising, personal selling, direct marketing, and publicity/public relations are the other four components of the promotional mix). To enhance customer demand, drive market demand, or improve product availability, marketers use media and non-media marketing communication for a pre-determined, limited time. Contests, discounts, freebies, and loss leaders, as well as point-of-purchase displays, premiums, prizes, product samples, and rebates, are all examples. "The purpose of sale promotion is to stimulate, motivate, and influence the purchase and other desired behavioural responses of the firm's customers." "Sales Promotion incentive offering and interest creating activities are generally shot term marketing events other than advertising, Personal Selling, Publicity, and Direct Marketing. The purpose of sale promotion is to stimulate, motivate, and influence the purchase and other

desired behavioural responses of the firm's customers." Sales Promotions provide a clear incentive to act by delivering additional value beyond what is included into the product at its regular price. These transitory incentives are frequently presented at a time and location when a purchase decision is being made. Sales promotions are not only widespread in today's competitive industry, but they are also expanding at a rapid rate. These promotions are a form of direct bribery. Despite their simplicity, sales promotions are a complex marketing tool with countless creative possibilities limited only by the imagination of promotion strategists. 'Extra purchase value' and 'below the line selling' are two terms used to describe sales promotion.

Promotional Sales Techniques

There are three different sorts of sales promotion tactics. The following are —

Pull Strategy - The draw strategy aims to persuade customers to 'pull' things from the business. It entails utilising marketing communication as well as efforts such as seasonal discounts, financial incentives, and so forth.

Push Strategy - The push strategy aims to get the product out from the corporation and into the hands of the customers. It entails persuading intermediary channels to push merchandise from distribution networks to end users through promotional and personal marketing activities. This strategy entails employing strategies tailored to resellers, merchants, dealers, distributors, and agents.

Hybrid Plan - To sell a product with the least amount of opposition, a hybrid sales promotion strategy employs both the pull and push strategies. It entails luring customers with special coupons as well as providing merchants with incentives to sell the brand's items.

Sales Promotions

What are they and How Do They Work?

According to who the campaign is aimed at, sales promotions can be split into two sorts. The following are:

- Promotion of Consumer Purchases.
- The term "consumer sales promotion" refers to sales promotion tactics that are aimed at end users.
- Customers may, for example, receive a 20% discount on selected products.
- Consumer-oriented promotion's primary goal is to enhance sales by acquiring new clients and seducing existing ones.

Push Strategies

Pushing Techniques: A push approach is persuading trade intermediary channel members to use promotional efforts to “push” the product through the distribution channels to the end consumer. The product is promoted by the corporation through a reseller, who then advertises it to another reseller or the end user.

- There is a lack of brand clutter or identity.
- There is no way to differentiate products.
- The promotion budget is limited.
- Low brand loyalty.
- Marketing channels are brief and to-the-point.
- There is no way to get access to advertising media.

Pull Approach: A marketing strategy aimed at getting customers to “pull” a product from a manufacturer via the marketing channel. The corporation concentrates its marketing communications efforts on customers in the hopes of generating consumer interest and demand for the product.

- There is a strong sense of brand identification.
- There is a high level of brand loyalty.
- Promotional costs are substantial.
- The product is categorised as a high-involvement product.
- There is a sense that the products are distinct.
- Self-service retail, i.e. supermarket culture, is included in retail.

Research Methodology Adopted for the Purpose of Study

Statement of the Problem

The purpose of this project is to study the Sales Promotion Strategy that can be taken up by Med-Plus in the future and during COVID-19 Pandemic and also find out which strategy would be effective to increase the sales of the product sold by Med-plus.

Scope of the Study

The main purpose of the study is to know the Marketing Activities carried out and to fulfil the customer’s preference and expectations. The study will help us know as to which promotional strategy would be more effective to increase the sales of Med-Plus products in the future and also during COVID-19 Lockdown and increase the sales of the company.

Objectives of the Study

- To Study the Pharmaceutical industry in India.
- To understand the marketing strategies of Med-plus.

- To Study the customers perception towards various Sales Promotion Strategies in Hubli.

Research Design

Based on the objective of the study, the descriptive research method is used. The descriptive study is taken up when the researcher is interested in knowing the sales promotion and how it is done in the market, the conclusion is arrived from the collected data and statistical tool was used to analyze the data collected from the survey.

Research design is Descriptive as it describes the characteristics of population or presentation of answer for the questions like where, when, and how it is related to a field. The study will present the as it exists.

Type of Research

The research design followed is Descriptive Research:

Descriptive research is descriptive studies may be characterized as simply the attempt to determine, describe or identify what is, while analytical research attempts to establish why it is that way or how it came to be it is to be considered because it describes the characteristics of the Respondents as to how and when they heard about the brand.

Type of Data

• Primary Data

Primary data are the data that are collected to help solve a problem or taken advantage of an opportunity on which decision must be taken. The main method of collecting primary data is survey method, there are different types of survey techniques for example mail survey, Internet survey and telephone survey.

• Secondary Data

Secondary data are data that were developed for some purpose other than helping to solve the problem at hand. After identifying and defining the research problem and determining

Population

Research was mainly subjected to the Customers of pharmaceutical Industry which included all the Customers who uses the products and medicines.

Sample Area

It consists of Customers of Hubli City.

Sample Size

50

Sample Technique

Sampling technique is convenience sampling in which it was taken into consideration the customers we who were willing to respond easily. Sampling technique used for the project is nonprobability sampling because of the time and resources available for the project.

Data Collection

- *Data Collection Instrument:* Research instrument was Questionnaire with structured set of questions in Google Forms which were to measure which instrument is more effective to increase the purchase of product.
- *Data Sources:* The source of data used was mainly primary with help of questionnaire in Google Form and Secondary data for further completion of project from websites etc.

Data Plan Analysis

For data analysis Statistical Package for the Social Sciences (SPSS) was used and the Descriptive statistical tools such as Bar Charts, Linker Scale and Rating Scale were used for Analysis or Data.

Limitations

- It was restricted to Hubli city only.
- The study was restricted for 2 two months.

Time Duration of Study

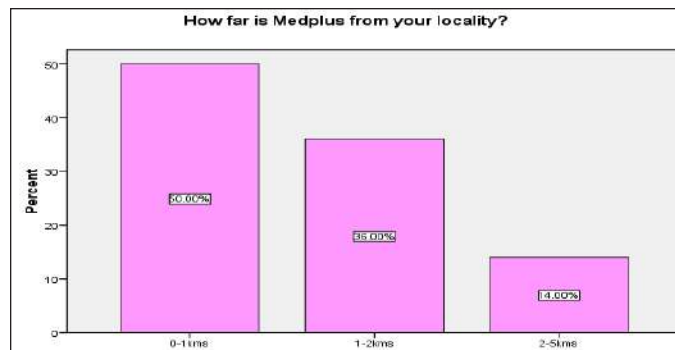
60 days

Data Analysis and Interpretation

1. How far is Med-Plus from your Locality?

Table 1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-1 kms	25	50.0	50.0	50.0
	1-2 kms	18	36.0	36.0	86.0
	2-5 kms	7	14.0	14.0	100.0
	Total	50	100.0	100.0	



Graph 1

Interpretation: From the above Table 1 and Graph 1, it is observed that out of all the 50 respondents 50% of the respondents said it is 0-1kms from their Locality, 36% of the respondents said it is 1-2kms from their Locality, 14% of the respondents said it is 2-5kms from their Locality. Thus, it is interpreted that Majority of respondents said Med-plus 0-1kms from their Locality.

2. Do you Purchase from Med-Plus?

Table 2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	43	86.0	86.0	86.0
	No	7	14.0	14.0	100.0
	Total	50	100.0	100.0	



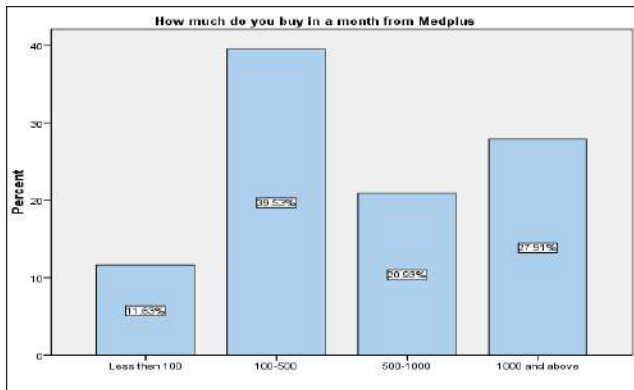
Graph 2

Interpretation: From the above Table 2 and Graph 2, it is observed that out of all the 50 respondents 86% of the respondents of said they Purchase from Med-Plus and 14% of the respondents of said they do not Purchase from Med-Plus. Thus, it is interpreted that Majority of respondents said they Purchase from Med-Plus.

1) How much do you buy in a month from Med-Plus? (In Rs)

Table 3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 100	5	11.6%	11.6%	11.6
	100-500	17	39.5%	39.5%	51.2
	500-1000	9	20.9%	20.9%	72.1
	1000 and above	12	27.9%	27.9%	100.0
	Total	43	100.0%	100.0%	



Graph 3

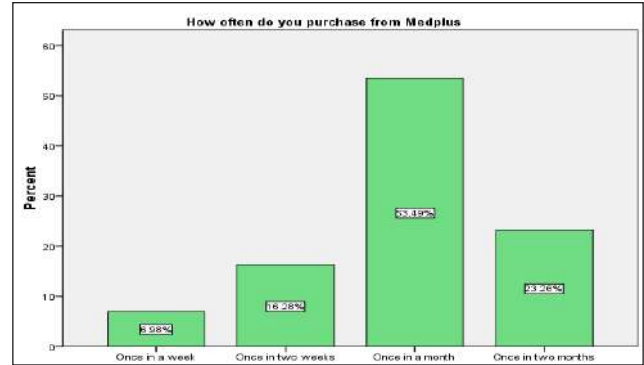
Interpretation: From the above Table 3 and Graph 3, it is observed that the respondents who said they Purchase from Med-Plus 11.6% of the respondents buy less than 100 in a month from Med plus, 39.5% of the respondents buy between 100-500 in a month from Med plus, 20.9% of the respondents buy between 500-1000 in a month from Med plus and 27.9% of the respondents buy 1000 and above in a month from Med plus.

Thus, it is interpreted that Majority of respondents buy between 100 to 500 in a month from Med plus.

2) How often do you Purchase from Med-Plus?

Table 4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Once in a week	3	7.0%	7.0%	7.0
	Once in two weeks	7	16.3%	16.3%	23.3
	Once in a month	23	53.5%	53.5%	76.7
	Once in two months	10	23.3%	23.3%	100.0
	Total	43	100.0%	100.0%	



Graph 4

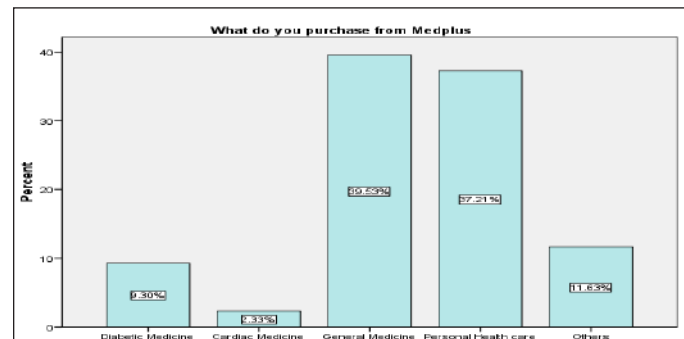
Interpretation: From the above Table 4 and Graph 4, it is observed that the respondents who said they Purchase from Med-Plus 7% of the respondents purchase once in a week from Med plus, 16.3% of the respondents purchase once in two weeks from Med plus, 53.5% of the respondents purchase once in a month from Med plus and 23.3% of the respondents purchase once in two months from Med plus.

Thus, it is interpreted that Majority of respondents Purchase from Med plus Once in a month from Med plus.

3) What do you purchase from Med-Plus?

Table 5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diabetic Medicine	4	9.3%	9.3%	9.3
	Cardiac Medicine	1	2.3%	2.3%	11.6
	General Medicine	17	39.5%	39.5%	51.2
	Personal Health care	16	37.2%	37.2%	88.4
	Others	5	11.6%	11.6%	100.0
	Total	43	100.0%	100.0%	



Graph 5

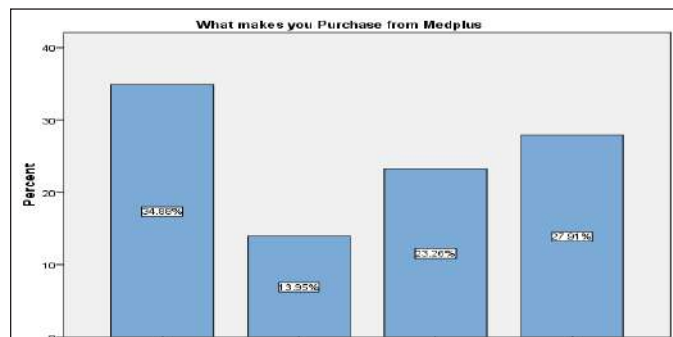
Interpretation: From the above Table 5 and Graph 5, it is observed that the respondents who said they Purchase from Med-Plus 9.3% of the respondents Purchase Diabetic Medicine from Med plus, 2.3% of the respondents Purchase Cardiac Medicine from Med plus, 39.5% of the respondents Purchase General Medicine from Med plus, 37.2% of the respondents Purchase Personal Health Care from Med plus and 11.6% of the respondents Purchase other things from Med plus.

Thus, it is interpreted that Majority of respondents Purchase General Medicines from Med plus.

4) What makes you purchase from Med-Plus?

Table 6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Reasonable Price	15	34.9%	34.9%	34.9
	Service Quality	6	14.0%	14.0%	48.8
	Availability of Stores	10	23.3%	23.3%	72.1
	Availability of Product Range	12	27.9%	27.9%	100.0
	Total	43	100.0%	100.0%	



Graph 6

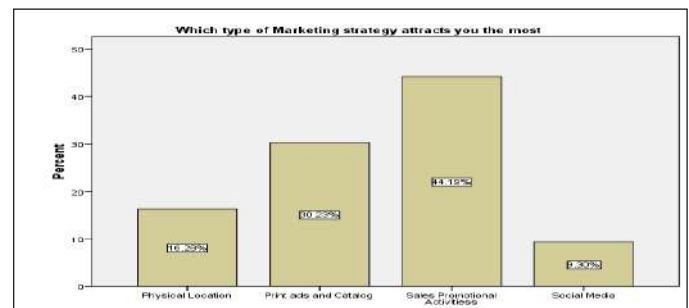
Interpretation: From the above Table 6 and Graph 6, it is observed that the respondents who said they Purchase from Med-Plus 34.9% of the respondents purchase due to Reasonable Price, 14% of the respondents purchase due to Service Quality, 23.3% of the respondents purchase due to Availability of Store and 27.9% of the respondents purchase due to Availability of Product range in the Store.

Thus, it is interpreted that Majority of respondents Purchase from Med Plus due to Reasonable Price.

5) Which type of Marketing Strategy attracts you to visit Med-Plus?

Table 7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Physical Location	7	16.3%	16.3%	16.3
	Print ads and Catalog	13	30.2%	30.2%	46.5
	Sales Promotional Activities	19	44.2%	44.2%	90.7
	Social Media	4	9.3%	9.3%	100.0
	Total	43	100.0%	100.0%	



Graph 7

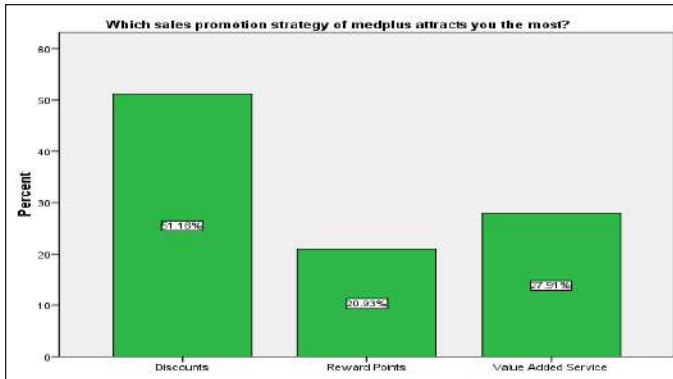
Interpretation: From the above Table 7 and Graph 7, it is observed that the respondents who said they Purchase from Med-Plus 16.3% of the respondents said Physical Location is the Marketing Strategy attracts them to visit Med-Plus, 30.2% of the respondents said Print Ads and Catalog is the Marketing Strategy attracts them to visit Med-Plus, 44.2% of the respondents said Sales Promotion Activities is the Marketing Strategy attracts them to visit Med-Plus and 9.3% of the respondents said Social Media is the Marketing Strategy attracts them to visit Med-Plus.

Thus, it is interpreted that Majority of respondents said Sales Promotional Activities attract them the most to visit Med plus.

6) Which Sales Promotion Strategy of Med-Plus attracts you the most?

Table 8

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Discounts	22	51.2%	51.2%	9.3
	Reward Points	9	20.9%	20.9%	11.6
	Value Added Service	12	27.9%	27.9%	51.2
	Total	43	100.0%	100.0%	



Graph 8

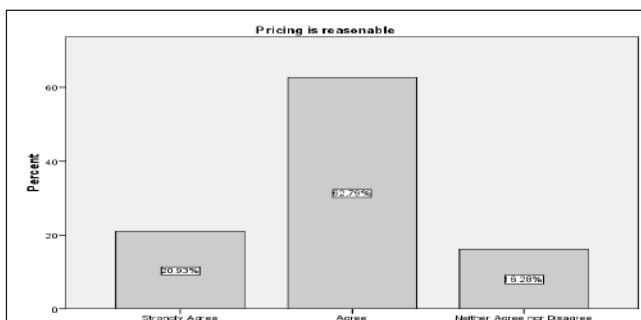
Interpretation: From the above Table 8 and Graph 8, it is observed that the respondents who said they Purchase from Med-Plus 51.2% of the respondents said Discount is the Sales Promotion Strategy of Med-Plus that attracts them the most, 20.9% of the respondents said Reward Points is the Sales Promotion Strategy of Med-Plus that attracts them the most and 27.9% of the respondents said Value Added Service is the Sales Promotion Strategy of Med-Plus that attracts them the most.

Thus, it is interpreted that Majority of respondents said Discount is the Sales Promotion Strategy of Med-Plus that attracts them the most

7) Is the Pricing reasonable?

Table 9

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	9	20.9%	20.9%	20.9
	Agree	27	62.8%	62.8%	83.7
	Neither Agree nor Disagree	7	16.3%	16.3%	100.0
	Total	43	100.0%	100.0%	



Graph 9

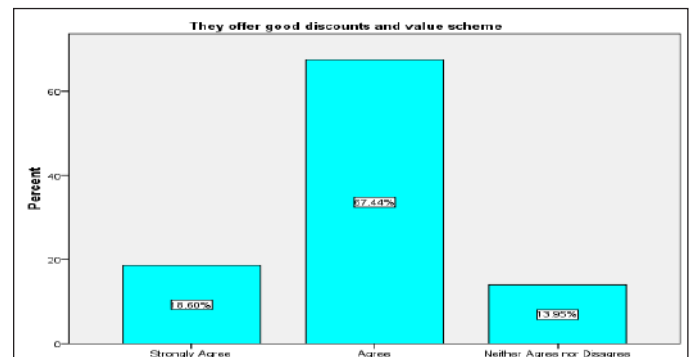
Interpretation: From the above Table 9 and Graph 9, it is observed that the respondents who said they Purchase from Med-Plus 20.9% of the respondents Strongly Agree that Pricing is Reasonable, 62.8% of the respondents Agree that Pricing is Reasonable, 16.3% of the respondents Neither Agree nor Disagree that Pricing is Reasonable.

Thus, it is interpreted that Majority of respondents said that Agree that Pricing is Reasonable.

8) Do they offer very good discounts and value scheme?

Table 10

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	8	18.6%	18.6%	18.6
	Agree	29	67.4%	67.4%	86.0
	Neither Agree nor Disagree	6	14.0%	14.0%	100.0
	Total	43	100.0%	100.0%	



Graph 10

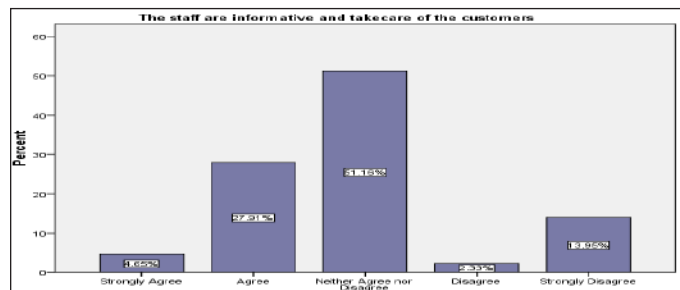
Interpretation: From the above Table 10 and Graph 10, it is observed that the respondents who said they Purchase from Med-Plus 18.6% of the respondents Strongly Agree that the offer very good discounts and value scheme, 67.4% of the respondents Agree that they offer very good discounts and value scheme, 14% of the respondents Neither Agree nor Disagree that the offer very good discounts and value scheme.

Thus, it is interpreted that Majority of respondents said that Agree that they offer very good discounts and value scheme.

9) Are the staff informative and take care of the customers?

Table 11

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	2	4.7%	4.7%	4.7
	Agree	12	27.9%	27.9%	32.6
	Neither Agree nor Disagree	22	51.2%	51.2%	83.7
	Disagree	1	2.3%	2.3%	86.0
	Strongly Disagree	6	14.0%	14.0%	100.0
	Total	43	100.0%	100.0%	



Graph 11

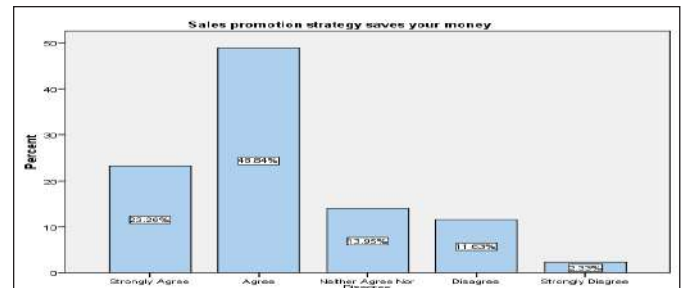
Interpretation: From the above Table 11 and Graph 11, it is observed that the respondents who said they Purchase from Med-Plus 4.7% of the respondents said they Strongly Agree that the staff are informative and take care of the customers, 27.9% of the respondents said they Agree that the staff are informative and take care of the customer, 51.2% of the respondents said they Neither Agree nor Disagree that the staff are informative and take care of the customer, 2.3% of the respondents said they Disagree that the staff are informative and take care of the customers, 14% of the respondents said they Strongly Disagree that the staff are informative and take care of the customers.

Thus, it is interpreted that Majority of respondents said that they neither agree nor disagree that the staff are informative and take care of the customers.

10) Do the Sales promotion strategy saves your money?

Table 12

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	10	23.3%	23.3%	23.3
	Agree	21	48.8%	48.8%	72.1
	Neither Agree Nor Disagree	6	14.0%	14.0%	86.0
	Disagree	5	11.6%	11.6%	97.7
	Strongly Disagree	1	2.3%	2.3%	100.0
	Total	43	100.0%	100.0%	



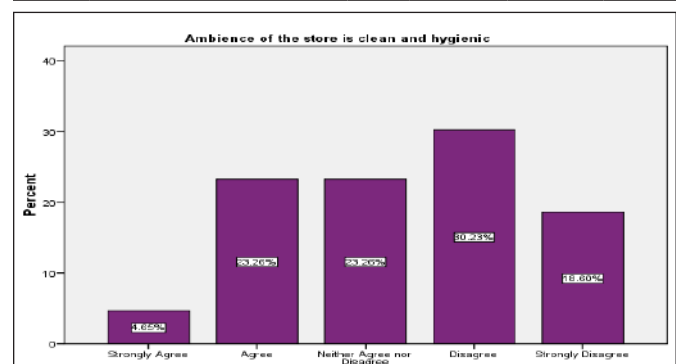
Graph 12

Interpretation: From the above Table 12 and Graph 12, it is observed that the respondents who said they Purchase from Med-Plus 23.3% of the respondents said they Strongly Agree that the Sales promotion strategy saves your money, 48.8% of the respondents said they Agree that the Sales promotion strategy saves your money, 14% of the respondents said they Neither Agree nor Disagree that the Sales promotion strategy saves your money, 11.6% of the respondents said they Disagree that the Sales promotion strategy saves your money and 2.3% of the respondents said they Strongly Disagree that the Sales promotion strategy saves your money. Thus, it is interpreted that Majority of respondents said that they agree that the Sales promotion strategy saves your money.

11) Does the Ambience of the store is clean and hygienic?

Table 13

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	2	4.7%	4.7%	4.7
	Agree	10	23.3%	23.3%	27.9
	Neither Agree Nor Disagree	10	23.3%	23.3%	51.2
	Disagree	13	30.2%	30.2%	81.4
	Strongly Disagree	8	18.6%	18.6%	100.0
	Total	43	100.0%	100.0%	



Graph 13

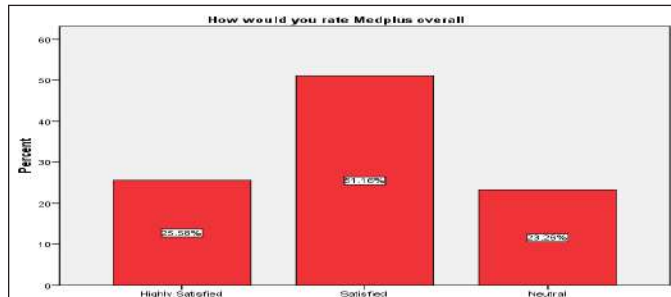
Interpretation: From the above Table 13 and Graph 13, it is observed that the respondents who said they Purchase from Med-Plus 4.7% of the respondents strongly Agree that the Ambience of the store is clean and hygienic, 23.3% of the respondents Agree that the Ambience of the store is clean and hygienic, 23.3% of the respondents neither agree nor disagree that the Ambience of the store is clean and hygienic, 30.2% of the respondents Disagree that the Ambience of the store is clean and hygienic and 18.6% of the respondents Strongly Disagree that the Ambience of the store is clean and hygienic.

Thus, it is interpreted that Majority of respondents said that they disagree that the Ambience of the store is clean and hygienic.

12) How would you rate Med-Plus overall?

Table 14

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Satisfied	11	25.6%	25.6%	25.6
	Satisfied	22	51.2%	51.2%	76.7
	Neutral	10	23.3%	23.3%	100.0
	Total	43	100.0%	100.0%	



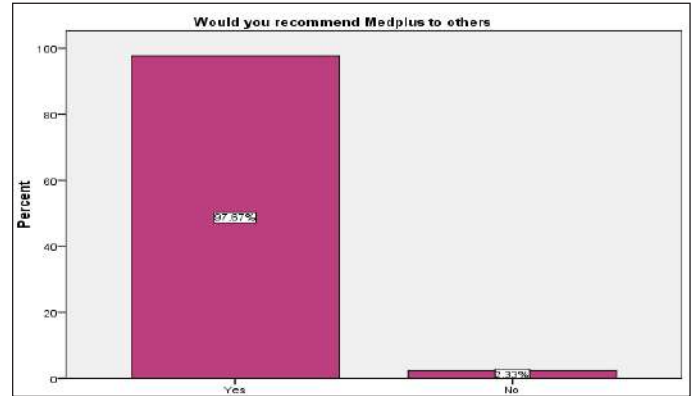
Graph 14

Interpretation: From the above Table 14 and Graph 14, it is observed that the respondents who said they Purchase from Med-Plus 25.6% of the respondents rated Med-Plus overall as Highly Satisfied, 51.2% of the respondents rated Med-Plus overall as Satisfied, 23.3% of the respondents rated Med-Plus overall as Neutral. Thus, it is interpreted that Majority of respondents rated Med-Plus overall Satisfied.

13) Would you recommend Med-Plus to other?

Table 15

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	42	97.7%	97.7%	97.7
	No	1	2.3%	2.3%	100.0
	Total	43	100.0%	100.0%	



Graph 15

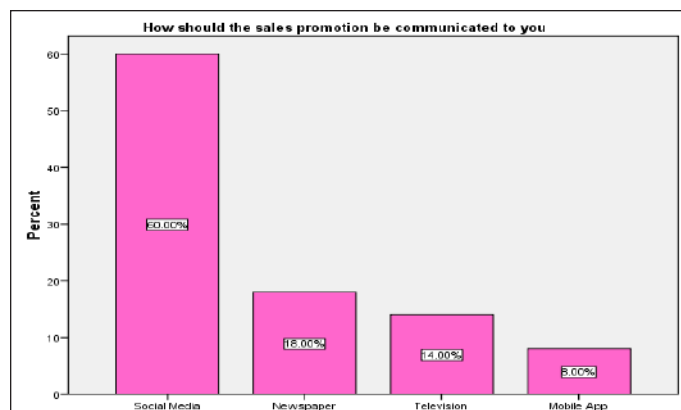
Interpretation: From the above Table 15 and Graph 15, it is observed that the respondents who said they Purchase from Med-Plus 97.7% of the respondents would like to recommend Med-Plus to other and 2.3% of the respondents would not like to recommend Med-Plus to other.

Thus, it is interpreted that majority of the respondents would recommend Med-Plus to others.

14) How should the Sales Promotion be communicated to you?

Table 16

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Social Media	30	60.0	60.0	60.0
	Newspaper	9	18.0	18.0	78.0
	Television	7	14.0	14.0	92.0
	Mobile App	4	8.0	8.0	100.0
	Total	50	100.0	100.0	



Graph 16

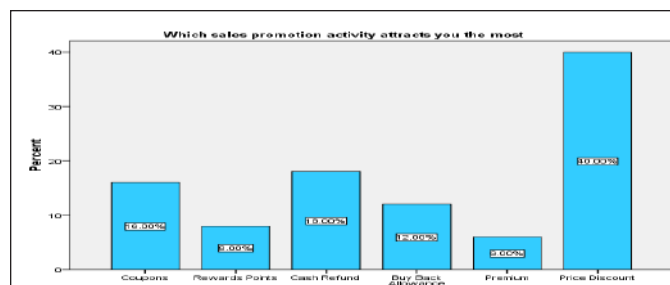
Interpretation: From the above Table 16 and Graph 16, it is observed that out of all the 50 respondents 60% of the respondents said that the Sales Promotion be communicated to them through Social Media, 18% of the respondents said that the Sales Promotion be communicated to them through Newspaper, 14% of the respondents said that the Sales Promotion be communicated to them through Television and 8% of the respondents said that the Sales Promotion be communicated to them through Mobile App.

Thus, it is interpreted that majority of the respondents said Social Media is the best way to communicate to them about the sales promotion.

15) Which Sales Promotion Activity attracts you the most?

Table 17

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Coupons	8	16.0	16.0	16.0
	Rewards Points	4	8.0	8.0	24.0
	Cash Refund	9	18.0	18.0	42.0
	Buy Back Allowance	6	12.0	12.0	54.0
	Premium	3	6.0	6.0	60.0
	Price Discount	20	40.0	40.0	100.0
	Total	50	100.0	100.0	



Graph 17

Interpretation: From the above Table 17 and Graph 17, it is observed that out of all the 50 respondents 16% of the respondents said Coupons is the Sales Promotion Activity that attracts them most, 8% of the respondents said Reward Points is the Sales Promotion Activity that attracts them most, 18% of the respondents said Cash Refund is the Sales Promotion Activity that attracts them most, 12% of the respondents said Buy Back Allowance is the Sales Promotion Activity that attracts them most, 6% of the respondents said Premium is the Sales Promotion Activity that attracts them most and 40% of the respondents said Price Discount is the Sales Promotion Activity that attracts them the most.

Thus, it is interpreted that majority of the respondents Price Discount is the Sales Promotion Activity that attracts them the most.

FINDINGS OF THE STUDY

- From Table 9 and Graph 9, it was found that 20.9% Strongly Agree that Pricing is Reasonable, 62.8% Agree that Pricing is Reasonable and 16.3% Neither Agree nor Disagree that Pricing is Reasonable.
- From Table 10 and Graph 10, it was found that 18.6% strongly Agree that From Table 1 and Graph 1, it was found that 50% said it is 0-1kms from their Locality, 36% said it is 1-2kms from their Locality, 14% said it is 2-5kms from their Locality.
- From Table 2 and Graph 2, it was found that 86% said they Purchase from Med-Plus and 14% of said they do not Purchase from Med-Plus.
- From Table 3 and Graph 3, it was found that 11.6% buy less than 100 in a month from Med plus, 39.5% buy between 100-500 in a month from Med plus, 20.9% buy between 500-1000 in a month from Med plus and 27.9% buy 1000 and above in a month from Med plus

- From Table 4 and Graph 4, it was found that 7% purchase once in a week from Med plus, 16.3% purchase once in two weeks from Med plus, 53.5% purchase once in a month from Med plus and 23.3% purchase once in two months from Med plus.
- From Table 5 and Graph 5, it was found that 9.3% Purchase Diabetic Medicine from Med plus, 2.3% Purchase Cardiac Medicine from Med plus, 39.5% Purchase General Medicine from Med plus, 37.2% Purchase Personal Health Care from Med plus and 11.6% Purchase other things from Med plus.
- From Table 6 and Graph 6, it was found that 34.9% purchase due to Reasonable Price, 14% purchase due to Service Quality, 23.3% due to Availability of Store and 27.9% purchase due to Availability of Product range in the Store.
- From Table 7 and Graph 7, it was found that 16.3% said Physical Location is the Marketing Strategy attracts them to visit Med-Plus, 30.2% said Print Ads and Catalog is the Marketing Strategy attracts them to visit Med-Plus, 44.2% said Sales Promotion Activities is the Marketing Strategy attracts them to visit Med-Plus and 9.3% said Social Media is the Marketing Strategy attracts them to visit Med-Plus.
- From Table 8 and Graph 8, it was found that 51.2% said Discount is the Sales Promotion Strategy of Med-Plus that attracts them the most, 20.9% said Reward Points is the Sales Promotion Strategy of Med-Plus that attracts them the most and 27.9% said Value Added Service is the Sales Promotion Strategy of Med-Plus that attracts them the most.
- The offer very good discounts and value scheme, 67.4% Agree that they offer very good discounts and value scheme and 14% Neither Agree nor Disagree that the offer very good discounts and value scheme.
- From Table 11 and Graph 11, it was found that 4.7% of the respondents said they Strongly Agree that the staff are informative and take care of the customers, 27.9% Agree that the staff are informative and take care of the customer, 51.2% Neither Agree nor Disagree that the staff are informative and take care of the customer, 2.3% Disagree that the staff are informative and take care of the customers and 14% Strongly Disagree that the staff are informative and take care of the customers.
- From Table 12 and Graph 12, it was found that 23.3% Strongly Agree that the Sales promotion strategy saves your money, 48.8% Agree that the Sales promotion strategy saves your money, 14% Neither Agree nor Disagree that the Sales promotion strategy saves your money, 11.6% Disagree that the Sales promotion strategy saves your money and 2.3% Strongly Disagree that the Sales promotion strategy saves your money.
- From Table 13 and Graph 13, it was found that 4.7% strongly Agree that the Ambience of the store is clean and hygienic, 23.3% Agree that the Ambience of the store is clean and hygienic, 23.3% neither agree nor disagree that the Ambience of the store is clean and hygienic, 30.2% Disagree that the Ambience of the store is clean and hygienic and 18.6% Strongly Disagree that the Ambience of the store is clean and hygienic.
- From Table 14 and Graph 14, it was found that 25.6% rate Med-Plus overall as Highly Satisfied, 51.2% of the respondents rated Med-Plus overall as Satisfied, 23.3% of the respondents rated Med-Plus overall as Neutral.
- From Table 15 and Graph 15, it was found 97.7% would like to recommend Med-Plus to other and 2.3% would not like to recommend Med-Plus to other.
- From Table 16 and Graph 16, it was found that 60% said that the Sales Promotion be communicated to them through Social Media, 18% said that the Sales Promotion be communicated to them through Newspaper, 14% said that the Sales Promotion be communicated to them through Television and 8% said that the Sales Promotion be communicated to them through Mobile App.
- From Table 17 and Graph 17, it was found that 16% said Coupons is the Sales Promotion Activity that attracts them most, 8% said Reward Points is the Sales Promotion Activity that attracts them most, 18% said Cash Refund is the Sales Promotion Activity that attracts them most, 12% said Buy Back Allowance is the Sales Promotion Activity that attracts them most, 6% said Premium is the Sales Promotion Activity that attracts them most and 40% said Price Discount is the Sales Promotion Activity that attracts them most.

MAJOR SUGGESTIONS/ RECOMMENDATIONS

- From Finding 11 it has been found that 4.7% Strongly Agree that the staff is informative and take care of the customers, 27.9% Agree 51.2% neither Agree nor Disagree, 2.3% Disagree and 14% Strongly Disagree that the staff are informative and take care of the customers. So it is recommended to Med-Plus that the staff of med-plus must be more communicative with the customers and help the customers in the store regarding the products and service they would like avail and also inform them take care of the customers by informing them about the product availability if ever stock out and also help them out with the prescription prescribed.

- From Finding 13 it was found that 4.7% strongly Agree, 23.3% Agree, 23.3% neither agree nor disagree, 30.2% Disagree and 18.6% Strongly Disagree that the Ambience of the store is clean and hygienic. So it is recommended to Med-Plus that they should keep their ambience of store clean and hygienic as most of them visit Med-Plus and purchase from Med plus and to keep the customers overall satisfied the store needs to be well organized, Clean and comfortable for the customers to visit the store and make purchases.
- From Finding 16 it was found that 60% said that the Sales Promotion be communicated to them through Social Media, 18% Newspaper, 14% said Television, 8% Mobile App. So it is recommended to Med-Plus that they if the sales promotions are taking place it should be communicated to them through Social Media like Facebook, Instagram and YouTube as these are the highly rated Social Platforms and for Newspaper it can be Deccan Herald and Times of India for English and Vijay Karnataka and Sayukhta Karnataka newspaper for Kannada as these are the highly circulated newspaper in Hubli according to the data in IRS Q1 and Q2 2020 and also the all India Social Media Statistics.
- From Finding 17 it has been found that 16% said Coupons is the Sales Promotion Activity that attracts those most, 8% Reward Points, 18% said Cash Refund, 12% said Buy Back Allowance, 6% said Premium and 40% said Price Discount. So it is recommended to Med-Plus that they should continue with their Price Discount Policy and can also take into consideration Coupons and Cash refund policy to attract more customers to their company.

CONCLUSION

Completing this project on Sales Promotional Strategies was a great learning experience for me because it allowed me to learn about the consumers' perspectives on Med-Pus Marketing Strategies and Sales Promotional Strategies. Sales promotion is critical for increasing corporate sales and attracting new clients. To compete in a market with so much competition, every company needs have a solid strategic strategy for marketing. Med-plus is India's second-largest drugstore chain. Med-Plus provides prescription and over-the-counter medications, fast-moving consumer goods (FMCG), vitamins and other nutritional supplements, as well as optical. As a researcher, I wanted to look into the organization's 'Sales Promotion Strategies.' According to the results of the survey, the majority of them said that Med-Plus is close to their home, that they buy general medicine and spend between 100 and 500 rupees on average once a month, that they visit Med-Plus because the prices are

reasonable, that the store's sales promotion strategy, such as discounts, appeals to them the most, and that they believe it will save them money, and that they are generally satisfied with Med-Plus.

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ROLE OF EMOTIONAL INTELLIGENCE IN ORGANIZATIONAL CLIMATE OF LOGISTICS SECTOR

M. Fatima Lucia Sheeba*, T. Rita Rebekah**

Abstract *The logistics sector, characterised by high pressure and challenging operational demands, increasingly emphasise the significance of emotional intelligence in shaping the organizational climate. The study aims to explore role of EI on various factors affecting Organizational Climate (OC). It also delves to analyse the effect of managers' EI level in OC. This theoretical review paper identifies the role of EI on OC in a particular focus on its implications with logistics sector. Various dimensions of OC, such as (1) Structure, (2) Responsibility, (3) Reward, (4) Risk, (5) Warmth, (6) Support, (7) Standard, (8) Conflict & (9) Identity were analysed in context with managers Emotional Intelligence. After reviewing a number of literatures and articles, it is observed that there is positive relationship between EI and OC. Manager's EI level plays a significant role in shaping Organizational Climate. Factors such as empathy, understanding others emotions, identifying their capabilities, clear communication and support during challenging situations helps employees to improve their overall performance and have a healthy and harmonious organisation climate. Adding to it, the review suggests to provide training and development program on EI within logistics companies to overcome the stress and burnout due to its highly demanding nature.*

Keywords *Emotional Intelligence, Organisational Climate, Logistics Management, Managers EI, Perception of Employees*

BACKGROUND OF THE STUDY

Logistics managers face a variety of challenges that affects the efficiency and effectiveness of supply chain operations. There is a serious lack of skilled personnel and specialists in the logistic sector in India. The labourers are under-skilled, overworked and lack the desired skill-set to make the process more efficient. Although these challenges were identified, very less efforts have been taken to treat the root cause of the issues faced by logistics companies in India. In logistics industry, there is need for constant management of different teams in order to get the job done. This can be difficult as it has to confirm with each and every department works on the same page. In order to have a well-defined process the manager or leader should possess high EI skills that enables in better management in logistics, a time-bound sector. This paper aims to highlight importance of EI skills in effective management of employees by creating a good organizational climate.

INTRODUCTION

Emotions can have a powerful impact on organisational behaviour and communication. For example Positive emotions like happiness and gratitude can lead to increased

cooperation and teamwork, on the other hand negative emotions like anger and anxiety can lead to conflict and miscommunication. Though Intelligence and emotional intelligence are essential for a successful organisational climate, this study illustrates how emotional intelligence could impact the human-centric practices in boosting the performance with a good organisational climate. The study delves into the concept of emotional intelligence as a major factor that affects organisational climate and to analyse the impression of manager's EI in creating good organisation climate in logistics sector.

The logistic industry in India can easily be called the backbone of any sector in supply chain. Be it the healthcare, hospitality or manufacturing industries, logistic company is one of the most important roles of connecting the organisations to their clients. In logistics everything is time bound. Each process depends on the one predicting age and a minor delay at one stage causes a magnified ripple effect on all the other stages. Every logistics organisations wants to achieve the same target of delivering the products before the expected time. However this does not always go according to the book and as to be expected.

In logistics industry there is a need for constant management of different teams in order to get the job done. This can be

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difficult as a test to confirm with each and every department works on the same page. In order to have a well-defined process the manager or leader should be highly skilled in: a) Identifying the strength and weakness of employees through careful observation on the process of work b) Delegating the right individual with the right task c) Training the employees in upgrading their skills personally and professionally d) Effective communication, that guides the team efficiently and e) Managing conflict among employees, that creates a long run in overcoming any type of challenges prevailing in the organisational climate.

To accomplish the above said managerial aspects, one should develop skills on Emotional Intelligence, also termed as EQ. It is the potential to control one's own emotions and the capacity to control others' emotions, which is one of the key ingredient of a successful manager.

“Organisational climate refers to the atmosphere or environment within an organisation created by the attitudes, behaviours and values of the employees and management.”

“It's the collective perception of the employees about the work environment and it's often reflected in things like communication patterns, leadership styles and employee morale.” Organisational climate depends on various factors such as interpersonal relationships and conflict management, individual autonomy, organisational control

system, organisational structure, Task or relations oriented management, Rewards and punishments, communication and Risk taking.

Managers are supposed to lead employees effectively. The researcher identifies that some of the emotional intelligence skills in managers could enhance productivity objectivity and creativity among the employees.

A leader or manager with high EQ helps the employees to get relieved of their negative emotions such as grievance, conflict, burnouts in a very positive manner. Adding to, they can even understand others emotions he can sort out the stress factors helping them to overcome the situation. This act of empathy and manager makes the environment, a place where employees feel safe and valued.

ORGANISATIONAL CLIMATE

Definitions and its Importance

Organisational climate refers to the atmosphere or environment within an organisation created by the attitudes, behaviours and values of the employees and management it can be described as the overall mode of vibe the workplace, which can greatly impact employee motivation, job satisfaction and productivity.

Type	Explanation
People-Oriented	An organizational climate that emphasizes the importance of caring for each other.
Rule-oriented climate	An organizational climate that prioritizes compliance with organizational rules and regulations for every organizational member.
Innovation-oriented climate	An organizational climate that focuses on implementing innovative working styles and processes to foster creativity and innovativeness at work.
Goal-oriented climate	An organizational climate that is result-driven. Thus, this organizational climate emphasizes the realization of organizational values and perfectionism to attain desirable business outcomes.

Rob Parades, in his article has specified certain categories of Organisational Climate (i.e) People-Oriented, Rule-Oriented Climate, Innovation-Oriented Climate and Goal Oriented Climate.

Arif et al. (2020) some of the factors affecting organisational climate are autonomy, cohesion trust, pressure, support, fairness, recognition etc.

The concept of organisational climate was introduced in the late 1940 and that it has become a very essential metaphor for managing and retaining employees in the organisation, Kumar (2011). The modern firms give top priority to evaluate and understand their employees behaviour and activities and this has brought a lot of attention to understand the organisational climate, Richard and Kevin (1998).

Organisational climate has been characterised by some authors as the interaction of employees with the organisations

current environment. Burkner et al. (1992). Others have categorised organisational climate as a snapshot of an organisation in terms of employees perceptions claiming that organisational climate is more dynamic than culture since individual perceptions can change when events and circumstances in the organisation occur (Obeng et al.)

Dimensions of Organisational Climate

For the past decades the organisational climate determinants have been altered. The researcher identified few dimensions of previous authors. As definition of climate evolved, the dimensions considered by researchers also evolved. The researcher while reviewing literature observed many definitions and concepts placed by different authors. The study focused on examples of organizational climate dimensions as defined by Litwin and Stringer (1968).

Structure: It is defined by the policies roles and procedures of the organisation it serves as the basis of interpersonal relations between supervisors and employees.

Responsibility: It refers to the level of autonomy and decision making authority and power employees have at work.

Rewards: It is identified with the performance of employees and providing fair awards recognising their efforts and dedication towards the work allotted.

Risk: Organisation encouraging employees to explore new ideas without fear of failure at least one environment of creativity and innovation.

Warmth and support: Every human being runs on the emotional belief that they are supported and accepted in every aspect of life especially at workplace. This factor boosts employees leading to confidence and sharing new ideas and opinions without fear of criticism.

Conflict-Management: Every organisation success is based on how the conflict is being handled. Only an effective conflict management system could encourage the employees to work in a very comfortable and goal-oriented path. If mismanaged, it would lead to a place of distrust without co-operation in achieving the tasks.

Types of Climate: Referring to the dimensions considered for the study of organisational climate, researchers aggregated them as particular types of climates.

Emotional Intelligence

The historical roots of EI go back to Alfred Binet and Charles Darwin who came to identify a second type of intelligence, known as “Social Intelligence” or “Practical Intelligence” (Maamari & Majdalani, 2017). Nevertheless, Edward Thorndike was the first to define social intelligence in 1920 (McCleskey, 2014). In early 1970, researchers frequently examined the association between emotions and cognitive processes. Mayer and Salovey coined emotional intelligence in the early 1990s, which Daniel Goleman popularized in 1995 (Beck, 2013). The term “Emotional Intelligence” revolves around the extent of rational emotions, and the perception that emotions lead to higher-level thinking.

Emotional intelligence refers to the ability to recognize, understand, and manage one’s own emotions, as well as the ability to recognize, understand, and influence the emotions of others. It involves empathy, self-awareness, self-regulation, motivation, and social skills, allowing individuals to navigate social complexities, build relationships, and make more informed and compassionate decisions. Emotional

intelligence (EI) is also referred to as emotional quotient (EQ) and emotional intelligence quotient (EIQ).

Four Key Skills of Emotional Intelligence

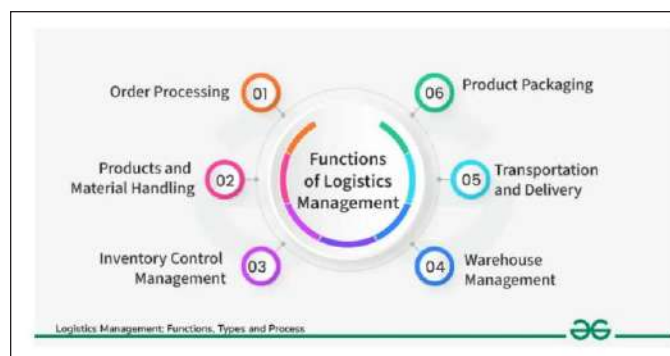
- **Self-Awareness:** The ability to perceive and comprehend your emotions.
- **Self-Management:** The ability to control your emotions so that they do not negatively impact yourself or others.
- **Social Awareness:** The ability to perceive and understand the emotions of others.
- **Relationship Management:** The ability to use the aforementioned skills to successfully create and maintain relationships.

Developing Emotional Intelligence in Managers

Emotional intelligence has a direct impact on leadership effectiveness. Managers with high Emotional Intelligence are well equipped to inspire and motivate their teams, make informed decisions, and create a harmonious work environment. Not every manager is a great people manager and if we do not provide them right inputs to train them to manage their team effectively, it will have adverse impact on growth of the organization. It should create training programs for enhancing self-awareness in managers, which should include engaging in self-reflection, seeking feedback from others, and practicing mindfulness. Cultivating self-regulation skills in managers involves techniques such as stress management, practicing emotional self-control, and developing effective coping mechanisms.

Logistics Management

The process of acquiring, storing, and transporting inventory from one location to another is called Logistics Management. It involves making sure that the products are delivered to the right client, at the right time and place, as well as maintaining track of the resources, stocks, and relevant data.



Logistics Management aims at optimizing the movement and storage of goods, ensuring a smooth flow from suppliers to consumers while minimizing costs and delays. For effective logistics management, it is essential to have seamless coordination of various processes such as procurement, production, warehousing, transportation, and distribution.

Some of the important tasks of logistics management are Order processing, products and material handling, inventory control management, warehouse management, transportation and delivery and product packaging. It also involves efficient planning and implementation, control of the flow, storage of goods, services and information from origin to consumption.

Effective logistics management should possess efficient transport systems for a cost-effective, planning ahead, appropriate and updated technology tailored to the sector, prioritised communication, better customer service and persistence in improving the management system.

Types of Logistics Management

- *Inbound Logistics*: “The practice of carrying out transportation between businesses and their suppliers is known as Inbound Logistics.”
- *Outbound Logistics*: “The transportation of completed goods from manufacturing sites or warehouses to final consumers is known as Outbound Logistics”.
- *Reverse Logistics*: “The management of goods moving from the final customer back to the manufacturer or merchant is referred to as Reverse Logistics.”
- *Third Party Logistics (3PL Logistics)*: “The term “third-party logistics,” also abbreviated as “3PL,” describes the practice of outsourcing the management, warehousing, and fulfillment of e-commerce logistics to an outside company. An important aspect of efficient logistics management is Third-party Logistics (3PL)”.
- *Fourth Party Logistics (4PL)*: “Fourth-Party Logistics (4PL) involves assigning one external supplier to handle all aspects of the supply chain management, from assessment to execution.”
- *Ecological Logistics*: “It is the Process of deciding on and putting into effect ecologically friendly rules and procedures to reduce the environmental impact that logistics”.

Navigating Emotional Intelligence in Organisational Climate

(O. Tintaru et al., 2021) focused on the relationship between employees emotional intelligence and the experience of organisational climate the study demonstrated that

emotional intelligence had positive impact on organisational climate, which means that employees had with higher scores of emotional intelligence experienced more positive organisational climate.

Results showed that EI plays a strong and positive impact on OC, which is a necessity to enable bureaucratic structures that lead to better problem-solving and decision-making methods (Reed, 2005).

Nargis Neha Shakeel Ahmed observed through his study that there is a strong association between emotional intelligence organisational climate and organisations citizenship behaviour. He also added that the scholastic skills and professional skills are not just sufficient to gain progress in some months shop roles and emotional intelligence can contribute a noticeable role in the progress of an establishment.

DISCUSSIONS

Emotions are temporary states designed to help us face a complex world. They help us make better decisions and bring joy to life if carefully handled. Everyone feels better when they are allowed to release emotions and be present in the moment to real-time reality.

Matthew Larsen Morava (2024) in his article, he states that all humans are born with an innate emotional intelligence. Babies begin to read basic emotions (anger, sadness, surprise fear, joy) starting at six months. The author states that “Any emotional intelligence training is just a rediscovery or a getting in connect with the innate talents, practising unused muscles, learning to open ourselves up to intuitions having the courage to feel again.”

Jocelyn Stange (2021) underwent research to understand employee emotions and how they restate to employee engagement at work. Researcher identified few positive emotions that affects employees at Organisation, those are feeling valued, happiness, camaraderie, excitement, engagement, belonging, confidence, pride, flow. Some of the negative emotions include burnout, stress, aggression, pessimism, anxiety, depression, anger, isolation.

Impression of Managers Emotional Intelligence in Organisational Climate at Logistics Sector

• Organisation Structure

The designation ‘manager’ in itself is located in the hierarchical structure of the Organization. All levels of management perform planning, organising, directing and controlling.

Top level managers include Directors, President, Vice President, CEO and other similar positions.

Middle level managers include general managers, branch managers and department managers all of whom are accountable to the top level management for the functions of the departments.

First level managers include supervisors, section leads, foremen and similar positions they focus on controlling and directing.

EQ factors such as self-awareness and self-management are essential for an effective manager. It helps them to motivate others and understand the emotional cues of people around them. Self-motivated managers have an internal drive. These emotionally intelligent managers understand the true meaning of their positions and provide motivation, support, constructive criticisms that enhance employee's growth as well as attain Organisational goals. This positive act directly impacts the perception of employees towards the Organisation.

- *Responsibility*: In an organisation where change is inevitable, emotional intelligent managers can lead employees effectively by understanding their strengths and weakness and delegating the task with good communication. Managers must be aware of what they are doing and what they can do to manage their employees. It makes employees more responsible, efficient, innovative, productive and creative. It leads to a good Organisational Climate where employees feel secured with their abilities.
- *Reward*: Managers ability to recognise employee's emotions and perspectives enables them to identify their achievements, recognition on their progress of work. When the employees are awarded for their successful accomplishment in task, for any innovation and creativity at work, helps the employees to feel more dedicated and valued in their Organisation. And this factor reduces employee turnover in logistics sector.
- *Risk-Taking*: The environment of logistics industries is complicated and demanding as it has a complex run around. So having qualified technical and communication abilities is one thing and having emotional intelligence is another managers should be able to maintain awareness of themselves and relationships with their team members. If an employee is encouraged by the manager to explore new ideas without fear of failure or consequences, they won't hesitate to act quickly or take calculated risks, leading to an atmosphere of creativity and innovation.
- *Warmth & Support*: Empathy is a vital feature that a manager should have. Being socially aware lets one

communicate with the team better while improving the chemistry with them. As a manager practising empathy in order to provide warmth and support to the employees in the organisation boosts their productivity and keep them motivated increasing the positive atmosphere of an organisational climate.

- *Conflict Management*: Highly Emotional intelligent managers can handle conflicts with more sensitivity. They practise empathy, promote understanding and resolution. Personal grudges exist at work employees productivity gets affected when they have a personal grudge against their co-workers and even the managers. It's hard to resolve a problem if you are having difficulty in knowing what the conflict is. One must know the emotion of the people involved in the problem to address the issue effectively. Applying emotional intelligence in conflict with solution involves active listening, regulating emotions and providing win-win solutions. As a consequence they can build strong relationships and enhance performance of the team.
- *Identity*: Managers should not be the only ones who have to possess EQ. Employees performance is not only affected if their leaders have EQ. Managers with EQ can also help their employees improve their personality, identity and efficiency by setting a good example in the organisation improving workplace morale.

Qualities of Highly Emotionally Intelligent Managers

- They stay positive and manage difficult situations successfully.
- Make thoughtful decisions.
- They keep the emotions under control and discuss sensitive issues maturely and thoughtfully.
- Empathetic towards workers.
- They have a strong positive influence on the team.
- Are calm under pressure.
- They know how to earn the respect of clients and employees.
- Listen more often than they speak.
- Can admit the mistakes and learn from them.

Emotional intelligence has been studied extensively in business settings over the last decade.

Managers and executives are always held responsible for success and failures of the organisation.

CONCLUSION

In this study, it is observed that many literatures prove that there is a strong association existing between emotional intelligence and organisational climate. High emotional intelligent managers are considered as assets to the organization. Their moral behaviour, act of empathy, assigning tasks after careful understanding of their ability and practice of stability and persistence in handling relationship with the co-workers, especially in this time-bound sector, make them more responsible and accountable to the task assigned, motivating them to perform better thereby creating a healthy work environment. Recognition for their progress in work, support and guidance during challenging situations and providing training programmes in enhancing their skills creates good perception among employees towards the organization. Organizations that prioritize the development of emotional intelligence in their managers benefit from improved employee performance, enhanced communication, and a positive organizational climate. By providing training program on emotional intelligence, organizations can build cohesive teams, retain top talent, and achieve long-term success in today's complex business landscape.

By developing emotional intelligence persistently, people managers can elevate their leadership effectiveness and create a positive impact on both their teams and the overall organisation. Therefore manager's EI at workplace is the main factor that moulds employee perception towards good Organisation Climate.

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Census of India. (2001). India at a glance – Statistics on demographic and socio-economic characteristics. Retrieved December 10, 2009, from <http://www.censusindia.gov.in>

Journal Article

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Newspaper Article with Author

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Report

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St.Xavier's College is run by the Jesuits (Society of Jesus) in the name of society of St.Francis Xavier, a body registered under the Societies Registration Act, (S.No.3 of 1920-21) having its office at Palayamkottai. The College was started in 1923 by dedicated French Jesuit Missionaries in Palayamkottai. In recognition of its service and to increase its efficiency and still further, autonomy was conferred on St.Xavier's College with effect from June 1987 The College was accredited with Five Stars by the National Assessment and Accreditation Council (NAAC) on 17th April 2000. The College was re-accredited with 'A' Grade by NAAC in April 2006. UGC conferred on the College the status of "College with Potential for Excellence" in 2004 and for the second time in 2010. The college was again re-accredited in the third cycle with "A" Grade by NAAC with CGPA 3.50 in the year 2012. The college was re-accredited with 'A++' Grade by NAAC in September 2019 and with a CGPA of 3.66, during the fourth cycle of accreditation under NAAC.

XIBA was started in August 2012 as the

Department of Master of Business Administration, approved by AICTE and to Manonmaniam Sundaranar University, Tirunelveli. Xavier Institute of Business Administration (XIBA) offers a 2-year Master's programme (M.B.A.). It is a Jesuit B School run by Jesuits of Tamil Nadu, who run LIBA Chennai, XLRI-Jamshedpur, XIM – Bhuvaneshwar and JIM –Trichy. XIBA has elevated as Research Centre in Business Administration in the Year 2019. XIBA is in a lush green environment inside the St. Xavier's College and has a team of well qualified and highly dedicated faculty, is led by Jesuit priests, who together strive towards holistic development of the students. XIBA since then has grown in strength and is actively working with Industries in this region to develop future leaders who are driven by Excellence and Ethics. XIBA has produced over 400 managers and has admitted its 9th Batch of students in July 2021.

The core of XIBA education lies in forming leaders who make a difference positively in the lives of people in its every activity, be it academic or non-academic. XIBA aims at formation of character of students.

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