



ISSN 2395-0293

KICMA Reach

Peer Reviewed Journal of Commerce & Management

Vol. 9 • No. 2 • July-December 2023

APPROVED BY UNIVERSITY OF KERALA

An Overview of Private Sector Book Publishing Houses in Kerala
Dr. Aby R.L.

e-Job Hunting Applicant Perceptions on Online Application System
Dr. Shiny C.M., Dr. Jithin Benedict & Greeta K. James

Embracing Change: The Role of Agile Leadership in Building Adaptive Organizations
Greeshma Govind & Prof. (Dr.) Reshmi R. Prasad

Impact of Blended Learning on the Work Life Balance of Higher Education Teachers:
A Bibliometric Analysis
Krishnendhu R.A. & Dr. Sumesh G.S.

Tax Incidence Dynamics in Infrastructure Financing: A Holistic Investigation
Sabeena A. & Dr. Sumesh G.S.

Automotive Reverse Logistics & Consumers' Perception on Pre-Owned Cars in Kerala
Shaan R.S., Lakshmi Nair M. & Krishnapriya V.S.

Psychological Contract in the Banking Sector
Vidhya Vijayan P. & Prof. (Dr) Reshmi R. Prasad

Marketing of Agricultural Products in Kerala: VFPCK as a Game Changer
Vishnu R. Nair & Dr. S. Jayadev

KICMA-B. School

Kerala Institute of Co-operative Management (KICMA)
Neyyadam, Thiruvananthapuram, Kerala



KICMA Reach

Peer Reviewed Journal of Commerce & Management

Vol. 9 • No. 2 • July-December 2023

KICMA-B. School

Kerala Institute of Co-operative Management (KICMA)
Neyyadam, Thiruvananthapuram, Kerala
Website: www.kicma.ac.in



KICMA Reach is a bi-annual Publication.

The views expressed by the contributors are their own and the Institute does not accept any responsibility.
All rights reserved. No part of the journal shall be reproduced or copied in any form
by any means without the written permission of the Institute.

SUBSCRIPTION RATES

		India	Abroad	
Annual	Individuals	₹ 300	\$ 50	Bank Draft should be drawn in favour of Editor-in-Chief, KICMA-Reach Payable at Thiruvananthapuram Neyyadam, Thiruvananthapuram-72
	Institutions	₹ 500	& 100	
For Five Years	Individuals	₹ 1250		
	Institutions	₹ 2000		
Single copy	Individuals	₹ 200		
	Institutions	₹ 300		

The opinion expressed in the articles published in KICMA-Reach do not necessarily represent the views of Editor-in-Chief

CONTENTS

An Overview of Private Sector Book Publishing Houses in Kerala Dr. Aby R.L.	5
e-Job Hunting Applicant Perceptions on Online Application System Dr. Shiny C.M., Dr. Jithin Benedict & Greeta K. James	12
Embracing Change: The Role of Agile Leadership in Building Adaptive Organizations Greeshma Govind & Prof. (Dr.) Reshmi R. Prasad	25
Impact of Blended Learning on the Work Life Balance of Higher Education Teachers: A Bibliometric Analysis Krishnendhu R.A. & Dr. Sumesh G.S.	32
Tax Incidence Dynamics in Infrastructure Financing: A Holistic Investigation Sabeena A. & Dr. Sumesh G.S.	39
Automotive Reverse Logistics & Consumers' Perception on Pre-Owned Cars in Kerala Shaan R.S., Lakshmi Nair M. & Krishnapriya V.S.	45
Psychological Contract in the Banking Sector Vidhya Vijayan P. & Prof. (Dr) Reshmi R. Prasad	54
Marketing of Agricultural Products in Kerala: VFPCCK as a Game Changer Vishnu R. Nair & Dr. S. Jayadev	61

EDITOR-IN-CHIEF'S NOTE



Dear Readers,

I am grateful to the editorial team for coming up with 9th edition of the multidisciplinary journal KICMA Reach within the stipulated time. KICMA Reach provides a forum for new advances in the field management and allied areas of Indian researches with multidisciplinary research topics. Our main objective is to strengthen the boundaries of the journal, the reviewer database, and to motivate potential authors. We have taken an initiative in the direction to reshape KICMA Research as per the international standard.

In this issue, we have published research papers and articles from varied topics viz., Psychological Contract, e-Job Hunting, Reverse Logistics, Taxes Shape Infrastructure, Marketing of Agricultural Products, Blended Learning on Work Life Balance, Agile Leadership and Book Publishing in Kerala. These varied research papers and articles will provide a unique experience to the readers.

The research paper titled “Psychological Contract in Banking Sector” identify the relationship between the employer’s and employee’s psychological contracts with the various-dimensions in the context of the private banking sector. “An overview of private sector book publishing houses in Kerala” examines influence of fiction and non-fiction books of a particular geographical area. In the research paper, “Embracing Change: The Role of Agile Leadership in Building Adaptive Organizations”, the researchers have done a comprehensive analysis of case studies and empirical research which unveils the key attributes of agile leaders and their impact on creating cultures of innovation and change readiness.

Through the research paper, “Automotive Reverse Logistics: Consumers’ Perception on Pre-Owned Cars in Kerala”, the researchers did exhaustive research to understand importance of Automotive Reverse Logistics as a winning Supply Chain Strategy in boosting certified used car sales in Kerala when Source of Information acts as a moderator. The research on “e-Job Hunting”, positive and substantial relationship were found between perceived usefulness and perceived enjoyment and the intention to engage the Internet as a tool for job searching.

We sincerely thank all the contributors and readers for their valuable support in raising the level of this prestigious journal to a new standard which has become a widely acknowledged benchmark for all. The KICMA REACH team is highly privileged and grateful to all the authors who have contributed their scholastic work in this issue. I am particularly thankful to Dr Balamuraly S S, Assistant Professor for his relentless efforts for bringing out this issue of the journal. As always, we earnestly look forward for your feedback and valuable inputs to make the next issue too.

Dr. Rajesh S. Pyngavil
Professor & Director
Editor-in-Chief

KICMA - REACH • ISSN 2395-0293 Peer Reviewed Journal of Commerce & Management		VOL. 9 NO. 2 JUL-DEC 2023
DATE OF SUBMISSION 13-12-2023	DATE OF ACCEPTANCE 02-01-2024	

An Overview of Private Sector Book Publishing Houses in Kerala

Dr. Aby R.L.

Abstract

Books are the documented specimens of the scientific, technological and medical advancements of human beings that have been taking place since decades which evolved from the various sources and stages. It is through these books, humans are able to understand the evolutionary, economic and cultural changes that happened throughout the history. Books have the systematic organisation of chapters whose objective is to preserve and provide information in a compendious manner. Book publishing industry in Kerala is scattered all over the state. It includes both private and public sector publishing. Book publishing houses in the private sector have to undertake various interlinked processes and it requires a huge financial investment and better coordination. The functional areas of book publishing industry include acquisition of manuscript, editorial function, printing of book, binding of book, pricing of book and its marketing. Libraries can forecast reader's attitude better as they have direct contact with the readers. Unavailability of required books in libraries are the major reasons for the readers shift from physical book to other online gadgets. The article throws light on the comprehensive appraisal of the operational areas of private book publishing houses. Genres in book publishing industry indicate the type of books published and is commonly known as written genres or literary genres. The type of books published may be broadly classified in to two: fiction books and nonfiction books. Types of books published are greatly influenced by the taste and preference of readers of a particular geographic area.

Keywords: Book Publishing, Private sector book publishing houses, Segments of publishing, Genres of Book Publishing, Manuscripts

Introduction

Books are the systematic organisation of chapters whose objective is to preserve and provide information in a compendious manner. In this twenty first century the opportunities of book publishing both in printed and electronic format is at its peak. The printed books are the most widely accepted medium for presenting and transmitting information and knowledge. The book publishing industry functioning in various states of our country is carried out by both private and public sector. But book publishers in the private sector plays

the dominant role in the industry. Manuscript is the major input for a publishing house. In a publishing house, the role of the publisher begins with the acquisition of the manuscript for publishing and ends when it reaches the ultimate customer i.e. reader. Market success of book publishing depends up on several crucial aspects. The industrial operations in this context consists varied activities like writing, editing, designing, printing, physical distribution, publicity, advertising etc. Return on investment is the driving force behind the successful running of every business organisation. In Kerala book publishing sector is confronted with the problem of declining revenue. Book publishing industry in the state is contributed by both private sector and public sector book publishing houses.

Objectives

1. To evaluate the various factors affecting performance of private book publishing houses in Kerala.
2. To analyze the problems of private book publishing houses in Kerala.

Methodology

The universe for the purpose of the study involves private sector book publishers in Kerala. 471 book publishing houses working in private sector were identified with a common criterion of publication of minimum ten books. For selecting required sample for the study, two stage sampling method was used. In the first stage of the sampling, out of fourteen districts in Kerala five districts were selected on the basis of geographical concentration of publishing houses in the state. The selected districts are Thiruvananthapuram, Kottayam, Ernakulam, Thrissur and Kozhikode. In the next stage, a sample of 157 publishing houses has been selected based on the proportion in which they are spread in different chosen districts and two hypotheses were tested. Statistical tools like discriminant analysis, chi-square test and average were applied for the study. The required secondary data is gathered from website of various book publishing institutions, magazines, journals and from other published sources.

Analysis and Results

1. Segments of Publishing and Influencing factors

Imaginary work of an author comes under the category of fiction books. Some of the authors publish books in the nature of science fiction also. Non-fiction simply means non imaginary work based on facts. A clear classification is difficult as some of the genres of books belong to both fiction and nonfiction work. The table 1.1 presents the details of segments of books published.

Table 1.1
Segments of Publishing

Ownership Pattern and Segments of Publishing			Segments of Publishing		Total
			Fiction	Nonfiction	
Ownership Pattern	Sole Proprietorship	Count	67	18	85
		Per cent.	78.80	21.20	100.00
	Partnership	Count	26	6	32
		Per cent.	81.30	18.80	100.00
	Company	Count	14	8	22
		Per cent.	63.64	36.36	100.00
	Trust	Count	14	2	16
		Per cent.	87.50	12.50	100.00
	Association	Count	2	0	2
		Per cent.	100.00	0.00	100.00
	Total	Count	123	34	157
		Per cent.	78.30	21.70	100.00

Source: Primary data

It is inferred from table 1.1 that out of 157 publishing houses selected for the study, a majority of 78.3 per cent are engaged in the publishing of fiction books, while 21.70 per cent published nonfiction books. Thus, it can be concluded that most of the book publishing houses in Kerala concentrate on fiction book publishing.

DISCRIMINANT ANALYSIS

Discriminant Function Between Fiction Book Publishing Units and Nonfiction Publishing Units

Here the discriminant function between fiction book publishing houses and nonfiction publishing units are made.

H_0 : There is no significant difference in the influencing factors between fiction and nonfiction segments of private book publishing houses in Kerala.

H_1 : There is significant difference in the influencing factors between fiction and nonfiction segments of private book publishing houses in Kerala.

Table 1.2
Eigenvalues

Function	Eigenvalue	of Variance	Cumulative	Canonical Correlation
1	.102 ^a	100.0	100.0	.304
First 1 canonical discriminant function was used in the analysis.				

Table 1.3
Wilks' Lambda

Test of Function(s)	Wilks' Lambda	Chi-square	df	Sig.
	.907	14.736	7	.040

The discriminant function between fiction book publishing houses and nonfiction book publishing houses is found to be significant with χ^2 value of 14.736 ($P=0.04 < 0.05$). Thus, the discriminant function between fiction book publishing units and nonfiction publishing units are valid.

Table 1.4
Structure Matrix

	Function
	1
Labour Factors	.603
Marketing Factors	.528
Economic Factors	-.322
Technical Factors	-.276
Social Factors	.234
Legal Factors	.190
Printing Related Factors	.121
Pooled within-groups correlations between discriminating variables and standardized canonical discriminant functions Variables ordered by absolute size of correlation within function.	

The table 1.4 reveals that the variables with negative coefficient is the dominant factor in fiction book publishing units and those with positive coefficient are dominant in nonfiction publishing units. Thus, technical factors and economic factors are the dominant factors in fiction book publishing units while printing, labour, legal, social and marketing factors are dominating in nonfiction publishing units.

Table 1.5
Functions at Group Centroids

Nature of Publishing	Function
	1
Fiction Book Publishing	-.145
Nonfiction Book Publishing	.697
Unstandardized Canonical Discriminant Functions Evaluated at group mean	

From the centroid function, it can be inferred that fiction book publishing houses have negative centroid value of -.145 and nonfiction publishing units have positive centroid value of .697. This indicates that the variables with negative coefficient are dominant in fiction book publishing industry while the variables with positive coefficient are dominant in nonfiction publishing units.

Table 1.6
Standardized Canonical Discriminant Function Coefficients

	Function
	1
Printing Related Factors	.325
Technical Factors	-.380
Economic Factors	-.451
Labour Factors	.570
Legal Factors	.398
Marketing Factors	.559
Social Factors	-.017

For identifying the influencing factors of publishing units under two categories; the multiple discriminant analysis is applied and from the group centroids matrix it was found that the negative coefficient is for fiction book publishing houses and positive coefficient for nonfiction publishing houses. The standardized Canonical discriminant function coefficient indicated that the higher negative coefficient is -.451 for economic factors while higher positive coefficient .570 for labour related factors. So, it may be concluded that in fiction book publishing unit's economic factors and in nonfiction publishing unit's labour factors plays the vital role.

In the null hypothesis there is no significant difference in the influencing factors between fiction and nonfiction segments of private book publishing houses in Kerala is tested here. This hypothesis is tested with multiple discriminant analysis in which the observed output shows that the Wilks' Lambda characterized by X^2 is found significant at 5 per cent level ($P = .040 < .05$). Therefore the null hypothesis is rejected.

2. Constraints of Book Publishing

There are different limiting factors which adversely affect the smooth functioning of publishing houses in Kerala. These limiting factors or constraints are crucial in determining the quality and quantity of publishing. The constraints of book production may be internal or external. The details of main constraints of book publishing with types of books published are given in table 2.

Table 2
Genres of Books and Constraints of Book Publishing

Genres of Books and Constraints of Book Production Availability of Raw Material Power			Constraints of Book Production					Total	
			Cost of Material	Human Resource	Envi-ron-men-tal				
Genres of Books	Literary	Count	11	11	11	6	2	41	
		Per cent.	26.8	26.8	26.8	14.6	4.9	100.0	
	Academic & Educational	Count	7	11	18	6	3	45	
		Per cent.	15.6	24.4	40.0	13.3	6.7	100.0	
	General Interest	Count	6	11	10	7	0	34	
		Per cent.	17.6	32.4	29.4	20.6	0.0	100.0	
	Scientific Books	Count	2	4	4	2	4	16	
		Per cent.	12.5	25.0	25.0	12.5	25.0	100.0	
	Religious & Others	Count	2	5	10	3	1	21	
		Per cent.	9.5	23.8	47.6	14.3	4.8	100.0	
	Total Per cent.		Count	28	42	53	24	10	157
				17.80	26.80	33.80	15.30	6.40	100.00

Source: Primary data

It is visible from the table 2 that 26.8 per cent of publishing houses in literary area face the main problems of availability of raw material, problem of power and high cost, 40 per cent of academic and educational area and 47.6 per cent of religious and other publishing houses face the problem of high cost, 32.4 per cent of general book publishing houses face the problem of power and 25 per cent of scientific book publishing houses face the problem of power, high cost and environmental issues.

3. Profit and Threat from E-reading

Nowadays people show positive attitude towards e-reading. Reading with the help of an electronic gadget is called e-reading. As mobile phones especially smart phones are becoming part of the life of people in these days instead of buying and carrying a physical book, they use these gadgets for reading purpose also. The table 3.1 depicts the relationship between e-reading and profit of book publishing houses.

Table 3.1
Profit and Threat from E-reading

Yes		Threat from E-reading		Total
		No		
Average Profit	Less than 3 lakhs	37	27	64
	3 lakhs -6 lakhs	28	29	57
	6 lakhs -9 lakhs	8	8	16
	9 lakhs -12 lakhs	6	4	10
	More than 12 lakhs	4	6	10
Total		83	74	157

It can be inferred from the table 3.1 that majority of the book publishing houses 52.9 per cent opined that e-reading is a threat for the industry and it will create problems but 47.1 per cent of book publishing houses in Kerala doesn't consider e-reading as a problem.

H_0 : There is no significant dependence between e-reading and profit of book publishing houses in Kerala.

H_1 : There is significant dependence between e-reading and profit of book publishing houses in Kerala.

Table 3.2
Chi-Square Tests

	Value	df	Significance
Pearson Chi-Square	1.870 ^a	4	.760
Likelihood Ratio	1.876	4	.759
Linear-by-Linear Association	.697	1	.404
N of Valid Cases	157		

The statistical analysis based on chi-square (table 3.2) shows that in related with e-reading of people and profit of book publishing houses in Kerala the P value is not significant ($P = .760 > .05$), hence the null hypothesis is accepted

Results

- It is evident that a predominant share of book publishing houses (78.3 per cent) is engaged in the publishing of fiction books. Thus, it can be understood that most of the book publishing houses in Kerala concentrate on the publishing of fiction books.
- The technical and economic factors are the dominant factors in fiction book publishing units while printing, labour, legal, social and marketing factors are dominating in nonfiction publishing units. It is observed that in fiction book publishing unit's economic factors and in nonfiction publishing unit's labour factors plays the vital role.
- The Wilks' Lambda characterized by X^2 is found significant at 5 per cent level ($P = .040 < .05$). It shows that there is significant difference in the influencing factors between fiction and nonfiction segments of private book publishing houses in Kerala.
- Most of the book publishing houses in Kerala considered online publishing as a threat for book publishing. Thus, it is concluded that online publishing is creating problems for book publishing houses in Kerala.
- It reveals that comparatively a good portion (33.8 per cent) of book publishing houses is of the opinion that cost of material is the main constraint confronted by the industry. - It is thus concluded that most of publishing houses in Kerala consider cost of material as their most critical problem.
- Majority of publishing houses in Kerala faces the problem of e-reading.

Recommendations

- Significance of the book publishing industry is very high as it is one of the instruments for the cultural, social and economic development of any society. Since financial crises is one of the major problems of book publishing houses in Kerala, government support and marketing subsidy should be extended to support socially useful publications.
- The interest of the publishers and authors are to be protected for the existence of this crucial industry. But this is questioned by the copyright infringement. The publisher must be vigilant in this aspect and government should strengthen the measures to prevent this.

- The habit of reading books is reducing especially because of e-reading. The Kerala state library council along with non-government organizations should formulate programmes for creating awareness of books.
- The government will have to take steps to ensure availability of material at fair price as cost of material is the main constraint confronted by the industry.

Conclusion

The book publishing industry in Kerala is growing at a healthy rate but the rate of growth is decreasing in the recent period. Because of the series of complicated steps involved in processing the manuscript to a printed book and also the constraints confronted in marketing of books, an author who wishes to spread his message through a physical book may not be able to do it effectively on his own. The publisher undertakes all these activities and makes it possible for the author. Book selling through dealers or book sellers is the preferred method of book marketing among book publishing houses in Kerala and the industry provides direct and indirect employment and lively hood to substantial amount of population. But now a day's online self-publishing is one of the major problems confronted by physical book publishing houses in Kerala. In Kerala, the book publishing industry is carried out by both private and public sector. Profit generation and attainment of competitive advantage are the main striving forces of private sector publishing houses. Along with these main objectives they pave ways for the development of the society. In private sector, economic factors in fiction book publishing unit's and labour factors in non-fiction publishing unit's plays the vital role.

References

- Altbach, P. G., Arboleda, A. A. & Gopinathan, S, (Eds.). (1985). *Publishing in the Third World: Some reflections*. Mansell: Heinemann.
- Anert, F. (2008). *Publishing a Comprehensive view on Children Book*. Book Trust Publishers.
- Butcher, J. (2006). *Butcher's Copy-editing, from 4th edn*. Cambridge University Press. Cambridge.
- Cathychhange (September, 2012). Importance of the English Language in India. *StudyMode.com*.
- Deb, U.K. (1986). *The story of paper; cornerstone of the publishing industry*. National Publishing.
- Debashish, M. (2017). *Indian Publishing: An Area of Darkness* Business Today Blogs. <http://blogs.intoday.in/businessstoday/Indian-publishing-industry-63017.html>.
- Deena, H. (1999). *Books: key to publishing. Book Publishing in India*. The Federation Publishers. New Delhi.
- Jolly, G. S. (2009). *"Book Publishing Management"*. Har Anand Publications Pvt. Ltd. NewDelhi.
- Leahey, E. (2007). Convergence and Confidentiality? Limits to the im.plementation of mixed methodology. *Social Science Research*, 36 (1), 149-58.
- Licher, V. (2010). The Book Industry in Germany: looking back at 2009. *Publishing Research Quarterly*, 26 (1), 46-50.
- Malhotra, D. N.,& Kumar, N. (1980). *Indian publishing since independence*. New Delhi: Bookman's Club.
- Nash, R. (2010). Publishing 2020. *Publishing Research Quarterly*, 26 (2), 115.
- Nichola., Robert., & Bingwins, L. (2010). *The Activities of Book Publishing*. Third edition, Meetwalt Publishers.
- Patrick, F., & Robin, B. (1997). *"Marketing in Publishing"*. London: Routledge Publishers.
- Paul, T. D. (1996), *Pattern of Reading Practice*, Institute for Academic Excellence, 21-25.
- Peacock, J (1995). *"Book Production"*. Blue print Publishers, 215-218.
- Pekka, K., Herbert, M., & Jyrkiwallenius. (2015). *The rocky road to publishing*. Springer publishers.
- Richard, B. (1997). *Ownership Pattern of Publishing*. New Delhi: Merilberry Signature Publishing Co (P)Ltd., 73-79.

KICMA - REACH • ISSN 2395-0293 Peer Reviewed Journal of Commerce & Management		VOL. 9 NO. 2 JUL-DEC 2023
DATE OF SUBMISSION 19-10-2023	DATE OF ACCEPTANCE 05-01-2024	

e-Job Hunting Applicant Perceptions on Online Application System

Dr. Shiny C.M.¹, Dr. Jithin Benedict² & Greeta K. James³

Abstract:

The fast development and growth of the Internet over the past few years has altered how businesses perform their operations, including human resource management. One of the biggest problems for the HR department is to draw in and hire human resources that are qualified and matching the requirements of the organization. Today, the Human Resource Department uses online recruiting as a key instrument. The goal of the current study was to look at how applicants perceived an online application procedure. Through improved efficiency and reduced costs, online recruiting methods give businesses a competitive advantage while also providing job seekers with advantages and prospects. This study looks into how job seekers perceive and act when using the Internet as a source for hiring. The findings showed a positive and substantial relationship between perceived usefulness and perceived enjoyment and the intention to engage the Internet as a tool for job searching. According to the survey, online job site designers should include more practical features or tools to aid consumers in their job searches. The paper offers advice on how job searchers might use the internet as a job search tool to get employment.

Keywords: Online Job Seekers, E-recruitment, Online Application System, Internet Recruitment, Perception

Introduction

Online application systems are for jobs or careers. To meet the demands of all different sorts of job searchers, they provide a variety of positions. They serve as a conduit between employers and job seekers. Job providers advertise open positions and the kind of candidates they seek, and job seekers advertise the kinds of positions they are seeking for. The online application method searches through the needs of both employers and job seekers to identify the most suitable match. Online application systems significantly contribute to increasing employment and simplify the hiring process. There are countless online application systems, and each one offers the job seeker attempting to cut search tools with limitations to suit their interests. To find the greatest candidates, top companies connect with online application systems. Companies offer thorough job descriptions so that applicants can choose them appropriately. Despite these benefits, using an online application system carries some risk. Among the most frequent issues

¹ Professor & Director, Sri Venkateswara College of Computer Applications and Management, Ettimadai

² Asst. Professor, Albertian Institute of Management, Kochi

³ Student, Albertian Institute of Management, Kochi

that job seekers encounter are the risks associated with uploading personal information and receiving spam emails. For these services, the online application system charges a fee. Employees must pay a fee to upload their resumes to the website, and businesses must pay a fee to post jobs. Insecurity and suspicion have been raised in the minds of job seekers by the advent of less trustworthy job portals and job portal fraud, yet this hasn't stopped them from using these online application systems.

By assessing applicant responses to a functioning Internet-based recruitment website using a sizable sample of applicants from three different European countries, the current study aimed to contribute to these crucial and emerging issues. However, it is crucial to review the trend toward applicant recruitment via websites by major organizations as well as the findings of prior research into applicant reactions to web-based recruitment and selection procedures before outlining the specifics of this study.

Literature Review

E-recruitment process starts by posting vacancies on the corporate website or on an online recruitment vendor's website, and allows applicants to send their resumes electronically through the e-form or email (Galanaki, 2002) hence e-recruitment enables the firm to perform the tasks swiftly and improves the process (Tong and Sivanand, 2005). One of the outcomes of the growth of e recruitment technologies is that applying for jobs has become simpler and more streamlined (SHRM, 2007). E-recruitment emerges as a handy and advantageous method over traditional methods of recruitment (Tong and Sivanand 2005). As advancement of technology facilitates the processes and operations of companies enhances their performances, as now global companies are using an advancement in e-recruitment by using (.dot) .jobs domain, which offers dedicated company recruitment websites to direct job seekers to gain access easily to the openings of vacancies. The .jobs domain is unique since organizations register part of their corporate name in the .jobs domain, e.g., www.shrm.jobs. This domain provides a simple, fast and consistent method for the HRM community to communicate the exact online destination of their organization's job page to job seekers using the Internet (SHRM, 2007).

Sneha Singh et al. (2017) and her team studied on E- Recruitment in which a new dimension of human resource management in India was researched. This article uses relevant literature to identify how to adopt online and explains how the benefits of online adoption affect the timing and cost of containment. Human resource efforts to attract and retain talented people are one of the most important competitive advantages. HR management, like all other areas, has advanced to a high level and is ideal for organizational and personal development. To attract potential candidates from the hiring process, online recruitment aids in the transition of human resource management to electronic human resource management. E-recruitment contributes to the bright future of the employment sector, which is expanding year after year. There are some positive aspects and limitations, such as rural issues in India, low education population issues, solid trust, and face-to-face interview trust, but on the bright side, education's power will diminish.

Rozy Rani (2016) studied E-Recruitment and its impact on job seekers: A contemporary approach to this survey suggests that developers of online work sites need to provide the site with features and other tools to help users finish their work. This article gives job seekers a perspective on the use of the Internet as a job search tool to search for jobs. The main conclusion of this survey is that job seekers also benefit from the Internet age and start looking for them on the Internet. Job seekers can easily find ads for websites, work groups, and portals. This is a way to save time and is useful for those looking for work. Some employment portals also provide resume creation services so that job seekers can benefit from them.

Florea, Nicoleta Valentina and Badea, Mihaela (2013) stated that with the increased use of online facilities most of the job applicants are using online systems in their job search and trying to gather full information about all employment opportunities available in organizations. Employers are generally using online systems to attract even passive job seekers, preferably those who are employed but are not sincerely or actively looking for a new job or job change. Although e recruitment is getting used more and more widely by most of the employers, there is a great uncertainty of job acceptance among job applicants at the end of offer after interview. Along with this, researchers in this study find out that still most applicants are using newspaper advertising, placement agencies for unemployed persons or listing the job advertisements

on radio or TV and with this they are using e recruitment with online systems. Basically job seekers are not fully dependent on e recruitment till now, along with this they are using traditional approaches also. Author even did one survey in this study which indicates that with the increased use of internet and online systems, this e recruitment is not the only or most preferable source of job search by job seekers. This study found that many applicants or job seekers still rate employee referrals and personal recruitment as a more favorable and preferential tool than the Internet or online search because they can gather realistic information about the organization from the current employees for the decision of entry in a particular organization. It says that e recruitment cannot be ignored this time as it is providing wide information but the job search process still consists of all traditional approaches which are regularly monitored to provide most required results to job seekers. It states that e recruitment should be more integrated with other recruitment methods which all are getting used in the employment market overall so, it is also advisable to update websites properly or on a time to time basis.

Braddy et al. (2006) empirically studied that online recruitment websites of the organization can influence the perception of job seekers towards the organization attributed to usability of the website. Along with website usability, other variables such as familiarity, favorability and impression of the organization were taken for the study. The study lays emphasis on website usability and attractiveness. The respondents for the study were undergraduate students of psychology at southeastern university. An exploratory research was conducted in which 48 students were asked to perform the role of job seeker and review the websites. Four websites were randomly selected from fortune 500 companies. Post getting instructions in the laboratory, these student respondents were asked to fill the questions about those selected company websites. Pre pre-task survey was conducted and some questions asked were how favorable is your impression about the company, what is your evaluation about the overall image as an employer, and the respondents answered some group of questions for attraction towards organization. After completing the pre task survey, the post task survey was completed. The results of the study reflected that after accessing the selected website from the fortune 500 list for recruitment, there was an incremental change in the respondent's familiarity, impression, image and attractiveness of the organization as an employer. In congruence with the previous research, the study reflected empirically there is a positive relationship between website usability, favorability and impression of the organization.

Table 1
Summary of Major Literatures Reviewed

SI No.	TITLE OF THE ARTICLE/ THESIS	AUTHORS	YEAR OF STUDY	MAJOR CONSTRUCTS DISCUSSED
1	Impact Of Online Job Portals And Social Media On Recruitment Among Job Seekers With Reference To Chennai	Deepthi. M	2020	This article mainly discusses on the factors like Information availability, information content, information quality, easiness, security & privacy, career opportunities and its impact on social media recruiting
2	E Recruitment Practices Perspective Of Job Seekers And Employers	Aswal, Navita	2021	The study discusses how the following factors easy to apply, specific search of jobs, large number of opportunities, wider geographic search, quick responses affect the e- recruitment practices
3	Impact Of Online Recruitment On Organizational Attractiveness Among Job Applicants	Wadhawan, Seema	2020	This study is about the impact of online recruitment on the factors of attention, comprehension, acceptance, retention, aversion.

4	E-Recruitment: The Effectiveness Of The Internet As A Recruitment Source	Erica R. Marr	2007	Study lingers around effectiveness of internet as a recruitment source, the majors variables used in the study are attention/ad placement, comprehension, useful information gained, interest in job
5	Perception Of Fresh Graduates Towards Job Portal Sites	Anagha Prakash, Rajiv Nair	2019	This study is about the impact of prospective career opportunities, information quality, perceived usefulness, system quality, perceived ease of use and extended services.
6	A Study On E-Recruitment From The Perspective Of Job Seekers - A Literature Review	Dr. M. Robinson, K. Perumal	2021	Authors have tried to understand the perspective of job recruiters from the speakers with response time, cost of hiring, information availability, recruitment lead time, salary & experience
7	Impact Of E-Recruitment And Job-Seekers Perception On Intention To Pursue The Jobs	Naveed R. KHAN Marinah AWANG Arsalan Mujahid GHOURI	2013	Authors have tried to understand about Advertisement Placement, Advertisement Information, Interest in the Job
8	E-Recruitment: The Changing Paradigm Of Job Seekers' Perception	Nameirakpam Chetana	2016	Study lingers around cost effectiveness, time saving, extensive search, reliability of the data, security and confidentiality of data
9	Examining Job Seekers' Perception And Behavioral Intention Toward Online Recruitment: A Pls Path Modelling Approach	Hamed Azad Moghaddam, Sajad Rezaei, Muslim Amin	2015	This study is about the impact of attractiveness, competitiveness, overall organizational performance

Objectives of the Study

- To identify the information availability in the perceptions of an online application system.
- To observe the information quality in the perceptions of an online application system.
- To analyse the ease of use in the perceptions of an online application system.
- To analyse the security in the perceptions of an online application system.
- To explore the number of opportunities in an online application system.

Conceptual Framework and Research Hypotheses

There is a behavior change of job seekers with respect to the usage of social media. The applications through the job portals and social media have more relevance than imagined because of a wide range of intricacies job seekers and employers experience while considering the specific kind of special jobs, which needs an intensive knowledge, experience, and expertise. These specific limitations and constraints do not answer all the intricacies of the job application system as they are aimed, because the researcher does not get ample time to consider Social networking services (SNS) to play a prominent role in the applicants previous life of the college and school days. Though Social Networking Sites are the latest inventive methods to examine the candidate's background and they are very new events in the media study, it is of great concern for the employers. This is because the work on the subject of SNS have specifically used to enhance the system for retaining the labor market for both new and traditional job vacancies.

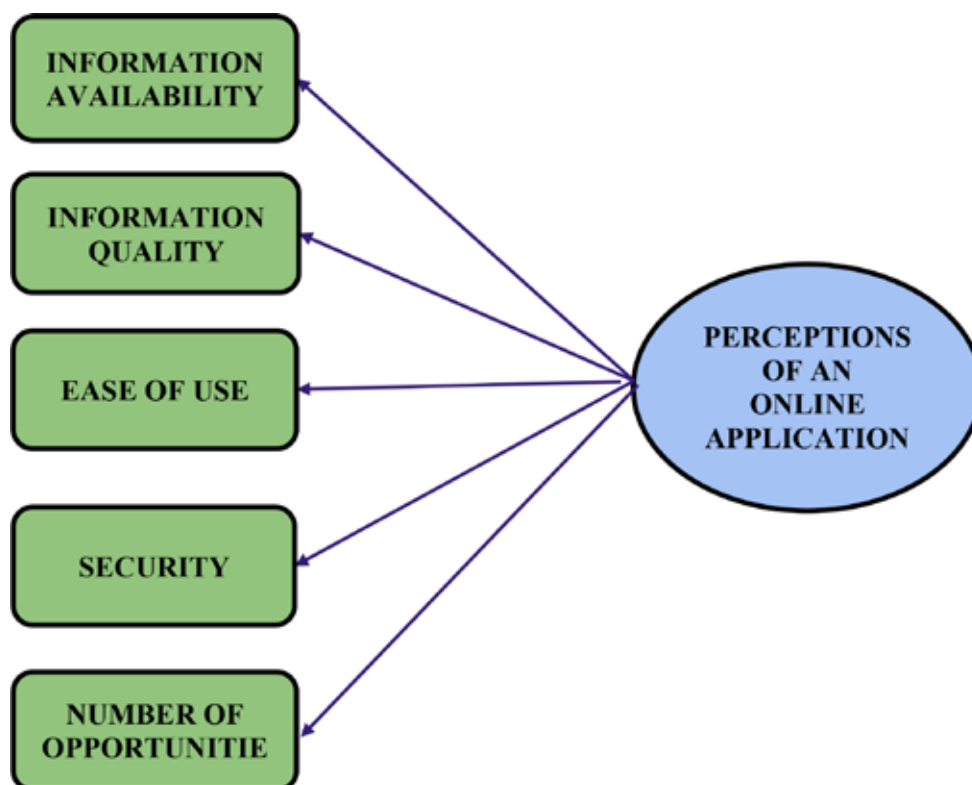


Figure 1
Proposed model of the study

Hypothesis

H1: There exists a relationship between information availability (IA) and perceptions of an online application system (POAS)

H2: There exists a relationship between information quality (IQ) and perceptions of an online application system (POAS)

H3: There exists a relationship between ease of use (EOU) and perceptions of an online application system (POAS)

H4: There exists a relationship between security (SY) and perceptions of an online application system (POAS)

H5: There exists a relationship between number of opportunities(NO) and perceptions of an online application system (POAS)

Research Methodology

The type of research methodology used in this study for collecting data is Descriptive research. In this study the convenience sampling technique is adopted. The information is collected through questionnaires from 200 candidates who have experience in using online application systems. The questionnaire was framed in such a way that contains multiple choice questions, Likert scale method has been used for collecting the data, which is a method of measuring either positive or negative response to a statement. Respondents are advised to indicate whether they agree or disagree to the statement on a 5 point scale ranging from strongly agree (1) to strongly disagree (5) were used. In this study the researcher adopted a convenience sampling technique. After collecting the data, it has been analyzed with the help of tools like Percentage Analysis, Coorelation, regression, and ANOVA.

Data Analysis And Discussions

Table 2
Demographic Profile

Category		Number	Percentage
Gender			
	Female	92	46%
	Male	106	53%
	Others	2	1%
	Total	200	100%
Age			
	15 - 20	36	18%
	20 - 25	65	32.5%
	25 - 30	50	25%
	30 - 35	35	17.5%
	35 Above	14	7%
	Total	200	100%
Education			
	Grade 12 (or equivalent)	22	11%
	Diploma (or equivalent)	76	38%
	Undergraduate degree	69	34.5%
	Postgraduate certificate from university	31	15.5%
	Others	2	1%
	Total	200	100%
Employment status			
	Permanent employment	38	19%
	Part-time employment	62	31%
	Unemployed	44	22%
	Student	48	24%
	Other	8	4%
	Total	200	100%
Position			
	Full- time	61	30.5%
	Part- time	81	40.5%
	Ongoing	33	16.5%
	Fixed- term	16	8%

	Other	9	4.5%
	Total	200	100%
Experience Of the Respondents			
	0 - 2	84	42%
	2 - 4	60	30%
	4 - 6	33	16.5%
	6 - 8	12	6%
	8 Above	11	5.5%
	Total	200	100%
Websites used			
	Naukri.com	49	24.5%
	Timesjob.com	38	19%
	Placementindia.com	48	24%
	Linkedin	65	32.5%
	Total	200	100%

Correlations

Table 3
Perceptions of an Online Application System and Information Availability

Correlations			
		POAS_SUM	IA_SUM
POAS_SUM	Pearson Correlation	1	.405**
	Sig. (2-tailed)		<.001
	N	200	200
IA_SUM	Pearson Correlation	.405**	1
	Sig. (2-tailed)	<.001	
	N	200	200

** . Correlation is significant at the 0.01 level (2-tailed).

H1: There exists a relationship between information availability (IA) and perceptions of an online application system (POAS)

From the above table the correlation between Perceptions of an online application system and Information availability is .405, which means that correlation between the variables is positive. The P value is 0.01, which is a relationship between these two variables.

Hypothesis 1 was accepted as the p-value was less than 0.05, and correlation coefficient is .405, therefore information availability (IA) and online application system (POAS) are positively related.

Table 4
Perceptions of an Online Application System and Information Quality

Correlations			
		POAS_SUM	IQ_SUM
POAS_SUM	Pearson Correlation	1	.504**
	Sig. (2-tailed)		<.001
	N	200	200
IQ_SUM	Pearson Correlation	.504**	1
	Sig. (2-tailed)	<.001	
	N	200	200
**. Correlation is significant at the 0.01 level (2-tailed).			

From the above table the correlation between Perceptions of an online application system and Information quality is .504, which means that correlation between the variables is positive. The P value is 0.01, which is a relationship between these two variables.

H2: There exists a relationship between information quality (IQ) and perceptions of an online application system (POAS)

Hypothesis 2 was accepted as the p-value was less than 0.05, and correlation coefficient is .504, therefore information availability (IQ) and online application system (POAS) are positively related.

Table 5
Perceptions of an online application system and ease of use

Correlations			
		POAS_SUM	EOU_SUM
POAS_SUM	Pearson Correlation	1	.440**
	Sig. (2-tailed)		<.001
	N	200	199
EOU_SUM	Pearson Correlation	.440**	1
	Sig. (2-tailed)	<.001	
	N	199	199
**. Correlation is significant at the 0.01 level (2-tailed).			

From the above table the correlation between Perceptions of an online application system and ease of use is .440, which means that correlation between the variables is positive. The P value is 0.01, which is a relationship between these two variables.

H3: There exists a relationship between ease of use (EOU) and perceptions of an online application system (POAS)

Hypothesis 3 was accepted as the p-value was less than 0.05, and correlation coefficient is .440, therefore information availability (EOU) and perceptions of online application systems (POAS) are positively related.

Table 6
Perceptions of an online application system and security

Correlations			
		POAS_SUM	SY_SUM
POAS_SUM	Pearson Correlation	1	.418**
	Sig. (2-tailed)		<.001
	N	200	200
SY_SUM	Pearson Correlation	.418**	1
	Sig. (2-tailed)	<.001	
	N	200	200
**. Correlation is significant at the 0.01 level (2-tailed).			

From the above table the correlation between Perceptions of an online application system and security is .418, which means that correlation between the variables is positive. The P value is 0.01, which there is a relationship between these two variables.

H4: There exists a relationship between security (SY) and perceptions of an online application system (POAS)

Hypothesis 4 was accepted as the p-value was less than 0.05, and correlation coefficient is .418, therefore Security (SY) and perceptions of online application systems (POAS) are positively related.

Table 7
Perceptions of an online application system and number of opportunities

Correlations			
		POAS_SUM	NO_SUM
POAS_SUM	Pearson Correlation	1	.470**
	Sig. (2-tailed)		<.001
	N	200	200
NO_SUM	Pearson Correlation	.470**	1
	Sig. (2-tailed)	<.001	
	N	200	200
**. Correlation is significant at the 0.01 level (2-tailed).			

From the above table the correlation between Perceptions of an online application system and number of opportunities is .470, which means that correlation between the variables is positive. The P value is 0.01, which is a relationship between these two variables.

There exists a relationship between number of opportunities (NO) and perceptions of an online application system (POAS).

Hypothesis 5 was accepted as the p-value was less than 0.05, and correlation coefficient is .470, therefore number of opportunities (NO) and perceptions of online application systems (POAS) are positively related.

Regression Analysis

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	176.252	1	176.252	38.754	<.001 ^b
	Residual	900.503	198	4.548		
	Total	1076.755	199			
a. Dependent Variable: POAS_SUM						
b. Predictors: (Constant), IA_SUM						

Coefficients ^a						
Model	B	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		Std. Error	Beta			
1	(Constant)	6.147	.682		9.018	<.001
	IA_SUM	.338	.054	.405	6.225	<.001
a. Dependent Variable: POAS_SUM						

Interpretation

From the above table the P value is .001, which is less than 0.05. So the relationship between these variables is significant. The coefficient value from the table is also less than 0.05. So it is also significant.

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.405 ^a	.164	.159	2.13260
a. Predictors: (Constant), IA_SUM				
b. Dependent Variable: POAS_SUM				

Interpretation

The R-square value .164, indicates that 16.4% of the variance in Perceptions of an online application system is addressed by the predictor variable Information Availability. Hence the independent variable only contributes 16.4% to the dependent variable.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	273.526	1	273.526	67.426	<.001 ^b
	Residual	803.229	198	4.057		
	Total	1076.755	199			
a. Dependent Variable: POAS_SUM						
b. Predictors: (Constant), IQ_SUM						

Coefficients ^a						
Model	B	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		Std. Error	Beta			
1	(Constant)	4.830	.679		7.110	<.001
	IQ_SUM	.426	.052	.504	8.211	<.001

a. Dependent Variable: POAS_SUM

Interpretation

From the above table the P value is 001, which is less than 0.05. So the relationship between these variables is significant. The coefficient value from the table is also less than 0.05. So it is also significant.

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.504 ^a	.254	.250	2.01413

a. Predictors: (Constant), IQ_SUM

b. Dependent Variable: POAS_SUM

Interpretation

The R-square value .254, indicates that 25.4% of the variance in Perceptions of an online application system is addressed by the predictor variable Information quality. Hence the independent variable only contributes 16.4% to the dependent variable.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	207.690	1	207.690	47.365	<.001 ^b
	Residual	863.817	197	4.385		
	Total	1071.508	198			

a. Dependent Variable: POAS_SUM

b. Predictors: (Constant), EOU_SUM

Coefficients ^a						
Model	B	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		Std. Error	Beta			
1	(Constant)	5.486	.715		7.677	<.001
	EOU_SUM	.378	.055	.440	6.882	<.001

a. Dependent Variable: POAS_SUM

Interpretation

From the above table the P value is 001, which is less than 0.05. So the relationship between these variables is significant. The coefficient value from the table is also less than 0.05. So it is also significant.

Model Summary ^b				
Model	R	R Square	Adjusted RSquare	Std. Error of theEstimate
1	.440 ^a	.194	.190	2.09401
a. Predictors: (Constant), EOU_SUM				
b. Dependent Variable: POAS_SUM				

Interpretation

The R-square value .194, indicates that 19.4% of the variance in Perceptions of an online application system is addressed by the predictor variable ease of use. Hence the independent variable only contributes 19.4% to the dependent variable.

Findings

The research findings present a comprehensive overview of the demographic and experiential characteristics of the respondents, shedding light on their preferences and perceptions regarding online recruitment. Among the respondents, 53% were male, and 46% were female, indicating a relatively balanced gender distribution within the sample. Notably, the majority of respondents (33.5%) fell within the age group of 20-25 years.

In terms of educational background, 38% of the respondents held diplomas, reflecting a diverse range of educational qualifications. Additionally, the study identified that 31% of the participants were part-time workers, while 24% were students, showcasing the varied employment statuses within the surveyed population.

Work experience emerged as a significant factor, with 42% of the 200 respondents possessing 0-2 years of experience. This finding underscores the prevalence of relatively early-career professionals in the study sample. Furthermore, a notable trend was observed regarding the preferred platform for professional networking, as 32.5% of respondents commonly used LinkedIn.

The study revealed a positive perception of online application systems, with a majority of respondents expressing agreement with the notion that these systems are more systematic. In terms of recruitment sources, 46.2% of respondents considered the internet as the most effective platform for job search compared to other sources.

The research also highlighted that 49% of the participants believed that online recruitment sources consistently communicated information about job opportunities. This emphasizes the significance of online platforms in maintaining transparency and accessibility in the recruitment process.

Overall, the findings indicate a significant relationship between the dependent variable (perceptions and preferences related to online recruitment) and the independent variables (demographic and experiential characteristics). This comprehensive understanding of respondent profiles and attitudes contributes valuable insights to the ongoing discourse on the effectiveness and acceptance of online recruitment practices

Conclusion

The study provides valuable insights into the dynamics of online recruitment, emphasizing the positive attitudes of job seekers towards utilizing online platforms for employment opportunities. Job portals and social media sites offer a plethora of job options, presenting both opportunities and challenges for seekers. Despite the abundance of options, finding the right job remains a significant challenge. The research underscores the positive inclination of job seekers towards online recruitment, particularly among final graduates and students, who perceive it as a cost-effective and efficient means for career exploration.

Distinct professional statuses exhibit varying perspectives on the cost effectiveness, reliability, and security of online job recruitment. The findings highlight that security and reliability significantly influence job seekers and current employees in choosing online recruitment as their preferred method. Job seekers and current employees use online recruitment to search for further opportunities and growth. Security and reliability act as the cause to use online recruitment for the job seekers and current employees. The success of e recruitment relies on the good weight of individuals which in turn affect intention to use. Thus individuals have a positive perception to use e-recruitment as it acts as a primary medium to advancement of employment opportunities and extensive search for growth. Evidently, the success of e-recruitment hinges on individual preferences, impacting the intention to use these platforms. Ultimately, individuals exhibit a positive perception of e-recruitment as a primary medium for accessing extensive opportunities, facilitating career growth, and offering a reliable and secure pathway for job exploration. The study contributes valuable insights to the ongoing discourse on the effectiveness and acceptance of online recruitment practices, shaping the future landscape of employment opportunities and career advancement.

References

- Ahmad, M., & Lodhi, S. (2015). Impact of Social Media on Job Search: A Case of Karachi. *International Journal of Scientific and Research Publications*, 5(11), 628-633. Retrieved from Link
- Anagha Prakash, Rajiv Nair. (2019). Perception of Fresh Graduates Towards Job Portal Sites.
- Aswal, Navita. (2021). E-Recruitment Practices: Perspective of Job Seekers and Employers.
- Braddy, P. W., et al. (2006). Influence of online recruitment websites on job seekers' perceptions of organizations.
- Chauhan, D., & Chaturvedi, I. (2013). Efficacy of Job Portals and Social Media on Organizational Business. *International Journal of Advanced Research in Management and Social Sciences*, 2(7), 170-181. Retrieved from Link
- Calculoglu, E. (2013). Social Media in Recruitment. Faculty of Humanities Theses. Retrieved from Link
- Deepthi, M. (2020). Impact of Online Job Portals and Social Media on Recruitment Among Job Seekers with Reference to Chennai.
- Dr. M. Robinson, K. Perumal. (2021). A Study on E-Recruitment from the Perspective of Job Seekers - A Literature Review.
- Florea, N. V., & Badea, M. (2013). Online facilities and job applicants: Integrating e-recruitment with traditional approaches.
- Galanaki, E. (2002). E-recruitment process: Posting vacancies on corporate and online recruitment vendor websites.
- Girard, A., & Fallery, B. (2013). E-recruitment: New Practices, New Issues. Published: Jan 18, 2013, ILO, 2016. Retrieved from Link
- Hamed Azad Moghaddam, Sajad Rezaei, Muslim Amin. (2015). Examining Job Seekers' Perception and Behavioral Intention Toward Online Recruitment: A PLS Path Modeling Approach.
- Joubert, P. R. (2013). Job Seekers' Perceptions About The Pnet Website As An E-Recruitment Tool Within South Africa, 1-109.
- Karim, M. R., Miah, S., & Khatun, A. (2015). E-Recruitment in Practice: A Study on Jobseekers' Perception in Bangladesh. Available at: Link
- Lee, I. (2005). The Evolution of E-Recruiting. *Journal of Electronic Commerce in Organizations*, 3(3), 57-68. <https://doi.org/10.4018/jeco.2005070104>
- Marr, E. R. (2007). E-Recruitment: The effectiveness of the internet as a recruitment source. Thesis submitted in the school of management, faculty of business, Queensland University of Technology.
- Marr, E. R. (2007). E-Recruitment: The Effectiveness of the Internet as a Recruitment Source.
- Nameirakpam Chetana. (2016). E-Recruitment: The Changing Paradigm of Job Seekers' Perception.
- Naveed R. Khan, Marimah Awang, Arsalan Mujahid Ghouri. (2013). Impact of E-Recruitment and Job-Seekers Perception on Intention to Pursue The Jobs.
- Naveed, K. A., & Marimah. (2016). Impact Of E-Recruitment And Job-Seekers Perception On Intention To Pursue The Jobs, 11(1), 48-57.
- Rozy Rani. (2016). E-Recruitment and its impact on job seekers: A contemporary approach.
- Singh, S., et al. (2017). E-Recruitment in India: Adoption, timing, and cost implications. Society for Human Resource Management (SHRM). (2007). The growth of e-recruitment technologies and its impact on job application simplicity.
- Tong, T. W., & Sivanand, C. (2005). E-recruitment: Improving the recruitment process.
- Wadhawan, Seema. (2020). Impact of Online Recruitment on Organizational Attractiveness Among Job Applicants.

KICMA - REACH • ISSN 2395-0293 Peer Reviewed Journal of Commerce & Management		VOL. 9 NO. 2 JUL-DEC 2023
DATE OF SUBMISSION 18-12-2023	DATE OF ACCEPTANCE 02-01-2024	

Embracing Change: The Role of Agile Leadership in Building Adaptive Organizations

Greeshma Govind¹ & Prof. (Dr.) Reshmi R. Prasad²

Abstract

In today's dynamic and fast-evolving business landscape, organizations are continually confronted with the imperative to adapt to change. This study explores the pivotal role of agile leadership in fostering adaptability within organizations. It delves into the principles and practices of agile leadership, emphasizing its significance in driving organizational agility, responsiveness, and resilience. Drawing upon a comprehensive analysis of case studies and empirical research, this study unveils the key attributes of agile leaders and their impact on creating cultures of innovation and change readiness. Furthermore, it sheds light on the strategies and approaches employed by agile leaders to inspire teams, facilitate learning, and drive continuous improvement. As businesses face increasingly unpredictable challenges, this study offers valuable insights for leaders, executives, and researchers seeking to harness the power of agile leadership to build adaptive organizations capable of thriving in the face of change.

Keywords: Agile Leadership, Organizational Adaptability, Change Management, Leadership Competencies, Innovation.

Introduction

In an era defined by relentless change, where technological advancements, shifting market dynamics, and global disruptions have become the new norm, organizations face an unprecedented challenge – the imperative to adapt or risk obsolescence. The concept of “change” has transcended its conventional boundaries, evolving into a pervasive force that touches every facet of business and society. In this dynamic environment, the ability to embrace and effectively navigate change has emerged as a fundamental determinant of an organization's success and longevity. Central to this capacity for change lies the concept of “agile leadership.” Agile leadership represents a paradigm shift in the way organizations are led and managed. It emphasizes a proactive and responsive approach to leadership that is capable of surviving in turbulence but thriving amidst it. At its core, agile leadership is predicated on fostering adaptability and resilience within an organization, enabling it to not merely react to change but to harness its potential for innovation and growth. This study embarks on a comprehensive exploration of the multifaceted

¹ Research Scholar, Mahatma Gandhi College, Trivandrum

² Principal, All Saints' College, Trivandrum

relationship between change, agile leadership, and the development of adaptive organizations. The researcher delves into the principles, strategies, and practices that underpin agile leadership, uncovering its pivotal role in shaping organizational cultures that are inherently change-ready. Through a synthesis of empirical research, case studies, and real-world insights, the study aims to shed light on the transformative power of agile leadership in steering organizations through the uncharted waters of constant change. On navigating the complexities of a rapidly evolving business landscape, it becomes increasingly evident that agile leadership is not a mere luxury but a strategic imperative. It is the compass that guides organizations toward not just surviving change but thriving amidst it. The study will dissect the components of agile leadership, explore its manifestations in diverse industries, and reveal its potential to drive innovation, foster resilience, and propel organizations toward a future where change is not a threat but a wellspring of opportunity.

Statement of the Problem

In today's dynamic business environment, organizations grapple with the pervasive challenge of adapting and thriving in the face of unceasing change. The traditional notion of 'change' as an occasional event has evolved into an ever-present and relentless force that shapes the landscapes of business, technology, and society. Yet, many organizations find themselves confronted by a formidable problem: how to effectively embrace and navigate change. This problem manifests in various ways, including resistance from individuals and entrenched organizational cultures, leading to reluctance to adopt new strategies, technologies, or operational methods. This resistance breeds organizational inertia, stifling progress and innovation. Additionally, traditional leadership models, which were historically grounded in stability and predictability, often struggle to provide the dynamic guidance required in a world characterized by continuous change. Leaders may face difficulties in inspiring and mobilizing their teams to navigate change effectively. To excel in an era where change is not an exception but the norm, organizations must cultivate adaptive capabilities that go beyond mere reaction to change, proactively leveraging it for innovation and growth. The study aims to delve into the concept of agile leadership and its potential to serve as a linchpin in driving organizational adaptability, fostering innovation, and nurturing resilience in the face of relentless change, offering insights and solutions to these pressing challenges."

Review of literature

Rafael Lorenz, Luzius Bäckert, and Johannes Heck's article "Principles of Operational Agility: A Case Study of a Swiss Telecommunication Company" (2020) examines operational agility principles within a Swiss telecommunications company. The study explores key facets like responsiveness and adaptability, illustrating how these concepts manifest within the telecommunications sector. By employing a real-world case study, their study likely offers practical insights into applying operational agility, shedding light on challenges and applications within this industry.

Bachmann, Kurzmann, Gutierrez, and Neyer's in their article "The Paradox of Agility: Reduce Formalization? Introduce Formalization!" (2020) explores the complex interplay between formalization and agility in organizational settings. Through an extensive analysis on agile management the study uncovers the challenges organizations face in reconciling the need for reduced formalization to boost agility while recognizing the benefits of formal structures for efficiency. This study provides valuable insights into strategies for navigating this paradox, offering practical guidance for businesses striving to optimize their operations in today's dynamic environments.

The article by Appelbaum, Calla, Desautels, and Hasan (2017) titled "The Challenges of Organizational Agility: Part 1" explores the multifaceted challenges that organizations face in their pursuit of agility. The study provides valuable insights into the complexities of achieving agility within an organization and delves into various dimensions of agility, including adaptability, responsiveness, and innovation, and highlights the interconnected challenges associated with each. They emphasize the critical role of leadership, culture, and employee engagement in fostering organizational agility. Overall, the study serves as a foundational piece for understanding the obstacles and considerations involved in enhancing agility,

setting the stage for further exploration into agile leadership's role in addressing these challenges and building adaptive organizations.

The study by Baker and Thomas (2007) titled "Agile Principles as a Leadership Value System" investigates the integration of agile principles within corporate IT cultures. The study delves into the concept of agile as a value system rather than just a set of methodologies, highlighting its impact on leadership practices within IT organizations. The study also explores how agile principles permeate organizational cultures and influence decision-making processes and also underscores the significance of agile as a transformative force in IT leadership, shedding light on its enduring influence and adaptability within corporate environments. As agile continues to evolve and shape leadership practices, this study provides essential insights into its integration as a value system, contributing to the broader discourse on agile leadership and organizational adaptability.

The study by Crocitto and Youssef (2003) titled "The Human Side of Organizational Agility" delves into the crucial role that human factors play in achieving organizational agility. Focusing on the intersection of human resources and agility, the study explores how employee engagement, empowerment, and adaptability are essential components in building agile organizations and emphasizes that it is not only systems and processes but also the people within an organization who drive agility. By recognizing the significance of the human side of agility, this work underscores the importance of leadership practices that foster a culture of adaptability, collaboration, and innovation, providing a foundation for future research into agile leadership's role in nurturing these critical human aspects of organizational agility.

Scope of the Study

The scope of "Embracing Change: The Role of Agile Leadership in Building Adaptive Organizations" likely encompasses an exploration of the impact and significance of agile leadership within organizational adaptability. This study is expected to delve into how leaders drive and facilitate change, focusing on the adoption of agile methodologies to foster adaptability within organizations. The study analyses the characteristics and behaviours exhibited by agile leaders, examining their role in promoting a culture of flexibility, innovation, and responsiveness to change. Additionally, it might investigate the relationship between agile leadership and organizational structures, processes, and outcomes, aiming to offer insights into how leaders can effectively steer their organizations towards greater adaptability in dynamic business environments.

Methodology

The article is based on data collected from secondary sources, predominantly from drawing the ideas and arguments from various books, articles, reports, and journals.

Results and Discussions

The study's scope, centred on investigating the influence of agile leadership competencies within organizations, has yielded significant results and illuminating discussions. The study successfully identifies a set of pivotal agile leadership competencies, including adaptability, effective communication, collaboration, innovation, and the capacity to nurture a culture of continuous improvement. These competencies are fundamental to understanding the dynamic interplay between agile leadership and an organization's ability to respond to change, foster innovation, and thrive in today's rapidly evolving environments. The findings underscore the critical role of these competencies in driving organizational adaptability. Organizations led by individuals who possess robust agile leadership competencies exhibit a notable advantage in their response to change. These leaders demonstrate a remarkable ability to pivot strategies swiftly, make well-informed decisions under dynamic circumstances, and effectively mobilize teams. Consequently, the impact of agile leadership is not confined to individual leadership practices; rather, it permeates the very fabric of the organization, instilling a culture of adaptability, openness to change, and a willingness to experiment. The implications of our research extend beyond the realm of theoretical insights. The identified agile leadership competencies offer valuable guidance for leadership development programs

within organizations. By leveraging these findings, organizations can design and implement targeted programs aimed at nurturing agile leadership competencies among their leaders. These programs can focus on enhancing skills related to communication, adaptability, and innovation, thus preparing leaders to navigate change and foster innovation effectively. Furthermore, the study sheds light on the synergy between agile leadership and effective change management. Agile leaders emerge as highly effective change agents within their organizations, bridging the gap between leadership practices and the successful implementation of organizational change initiatives. This synergy underscores the practical applications of agile leadership in managing and navigating change, which is crucial in today's fast-paced business landscape. A central outcome of study is the transformation of organizational culture. Organizations led by agile leaders tend to cultivate cultures characterized by adaptability, openness to change, and a propensity for experimentation. This cultural transformation is a hallmark of agile leadership's impact and holds significant implications for overall organizational success in dynamic and competitive environments. Looking ahead, the study suggests promising directions for future research. Subsequent investigations can delve deeper into the specific strategies and interventions that organizations can employ to develop agile leadership competencies among their leaders. Additionally, exploring the contextual factors that influence the effectiveness of agile leadership within different industries and organizational sizes can provide a nuanced understanding of how agile leadership operates within diverse organizational landscapes. In sum, the study advances the understanding of the role of agile leadership in building adaptive organizations, contributing to the ongoing discourse on leadership practices in a rapidly changing world.

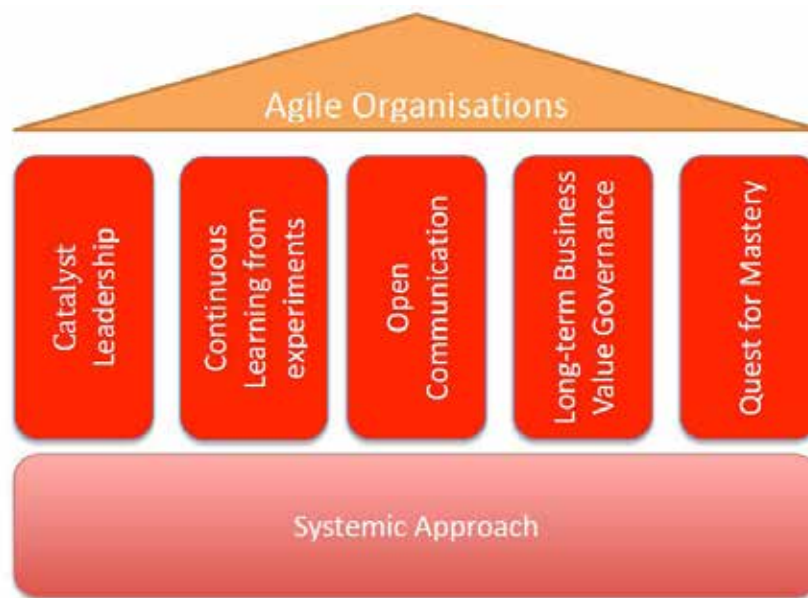
Figure 1
The five key drivers of agile leadership



Source: Mcg partners.

These drivers collectively form the cornerstone of agile leadership, enabling leaders to navigate complex environments, foster innovation, and drive organizational adaptability. **Integrity:** Upholding strong ethical standards and consistency in actions fosters trust and credibility within teams. It establishes a foundation for transparent and accountable leadership. **Innovation:** Encouraging creativity, risk-taking, and a culture that values new ideas and experimentation fuels continuous improvement and adaptability. **Urgency:** Embracing a sense of urgency allows agile leaders to respond promptly to changes or opportunities, promoting swift decision-making and action. **Engagement:** Actively involving and empowering team members through open communication and collaboration is pivotal. Engaged teams are more motivated, aligned, and resilient in the face of challenges. **Decision-Making:** Agile leaders are adept at making informed decisions swiftly. They balance information, intuition, and collaboration to ensure effective and timely choices.

Figure 2
Characteristics of Agile organisation



Source: Agile alliance

These characteristics collectively define the ethos of an agile organization, fostering an environment that values adaptability, learning, collaboration, and sustainable growth.

Top of Form

Catalyst Leadership: Agile organizations are guided by catalyst leaders who inspire, enable, and empower their teams rather than dictate instructions. They foster a culture of collaboration, innovation, and adaptability. **Continuous Learning from Experiments:** Embracing a culture of experimentation and learning from failures is crucial. Agile organizations encourage trying new approaches, analysing outcomes, and iteratively improving based on insights gained. **Open Communication:** Transparent, open, and effective communication is fundamental in agile organizations. It facilitates information sharing, encourages collaboration, and ensures alignment across teams and hierarchies. **Long-Term Business Value Governance:** Agile organizations prioritize long-term value over short-term gains. They establish governance structures that focus on sustainable growth, strategic objectives, and customer-centricity, ensuring that decisions align with overarching business goals. **Quest for Mastery:** Individuals in agile organizations are encouraged to continuously enhance their skills and expertise. They are driven by a desire for mastery, seeking opportunities for growth, development, and refinement of their craft.

Discussions

Competencies Driving Organizational Adaptability: The identified agile leadership competencies align with the scope of understanding how these competencies impact an organization's ability to adapt. These competencies serve as a foundation for leadership practices that foster adaptability.

Leadership Development Implications: The findings have significant implications for leadership development programs. Organizations can use these findings to design and implement programs aimed at nurturing agile leadership competencies among their leaders. Such programs can focus on training in communication, adaptability, and innovation.

Change Management and Agile Leadership: The research highlights the synergy between agile leadership and effective change management. Agile leaders are better equipped to manage and navigate

organizational change initiatives. This discussion emphasizes the practical applications of agile leadership in change management scenario.

Organizational Culture as a Key Outcome: The transformation of organizational culture emerges as a key outcome of agile leadership competencies. This discussion explores how a culture of adaptability and innovation contributes to organizational success in dynamic environment.

Future Research Directions: Expanding on these findings, future research can explore precise methodologies and interventions enabling organizations to cultivate agile leadership capabilities. Moreover, investigating contextual elements that shape the efficacy of agile leadership across diverse industries and varying organizational scales presents a compelling trajectory for further exploration.

In summary, the study's results and discussions align with the scope of examining the impact of agile leadership competencies on organizational adaptability. The identified competencies serve as a foundation for leadership practices that facilitate adaptability, innovation, and cultural transformation within organizations, paving the way for a more comprehensive understanding of the role of agile leadership in building adaptive organizations.

Findings

The findings of the research presented in this study illuminate the critical role of agile leadership in shaping organizational adaptability and response to change. Through a comprehensive examination of leadership competencies, this study has identified a set of key agile leadership competencies that serve as the bedrock for building adaptive organizations. These competencies encompass adaptability, effective communication, collaboration, and a resolute focus on innovation. They are fundamental to the leadership practices that facilitate organizational adaptability and the ability to thrive in dynamic environments.

Notably, the impact of agile leadership on an organization's response to change is profound. Organizations led by individuals who exhibit these agile competencies display a remarkable capacity to respond to change effectively. These leaders demonstrate agility in pivoting strategies, making informed decisions, and responsively mobilizing teams when confronted with dynamic challenges. This finding underscores the pivotal role of leadership in navigating change, positioning agile leaders as critical change agents within their organizations.

Cultural transformation emerges as another significant outcome of agile leadership practices. The study demonstrates that organizations led by agile leaders are more likely to cultivate cultures characterized by adaptability, openness to change, and a willingness to experiment. The influence of leadership in shaping organizational culture and fostering a climate of innovation cannot be understated. In the context of leadership development, the findings emphasize the potential of leadership development programs in nurturing agile leadership competencies. These programs are instrumental in preparing leaders to navigate change, instilling competencies such as adaptability, effective communication, and innovation. The study underscores the practical implications of investing in leadership development as a means to bolster agile leadership within organizations.

Furthermore, the study identifies a significant synergy between agile leadership and effective change management. Agile leaders are adept at bridging the gap between leadership practices and the successful implementation of organizational change initiatives. This synergy highlights the tangible applications of agile leadership in the realm of change management, offering a robust approach to leading organizations through transformation. While agile leadership competencies remain critical across industries, the study suggests that industry-specific considerations may influence the relative importance of these competencies. The findings underline the need for organizations to tailor their leadership practices to their unique industry contexts, even while recognizing the enduring value of agile leadership principles. In conclusion, the findings presented in this study contribute to a nuanced understanding of the role of agile leadership in building adaptive organizations. They underscore the practical implications for leadership development, change management, and organizational culture, offering valuable insights for organizations seeking to thrive in today's rapidly changing business landscape.

Conclusion

In conclusion, the study presents a comprehensive exploration of the vital role played by agile leadership in fostering organizational adaptability and effectively navigating the complexities of change. The study, firmly rooted in the identification and analysis of key agile leadership competencies, has yielded valuable insights that carry profound implications for both theory and practice. At its core, this research underscores the indispensable nature of specific agile leadership competencies, including adaptability, effective communication, collaboration, and innovation. These competencies form the bedrock upon which adaptive organizations are constructed, and they are intrinsically linked to the organization's ability to respond to change, cultivate an innovative culture, and foster an environment conducive to adaptability. One of the central findings highlights the transformative influence of agile leadership on organizational culture. Organizations guided by agile leaders are more inclined to develop cultures characterized by their willingness to embrace change, experiment, and remain adaptable in the face of evolving circumstances. This cultural shift is a testament to the lasting impact of agile leadership practices, as they seep into the very fabric of the organization. Moreover, this also underscores the potential of leadership development programs as effective tools for nurturing agile leadership competencies. These programs hold the potential to prepare leaders to excel in change management, develop adaptability, and champion a culture of innovation within their organizations. The synergy identified between agile leadership and effective change management positions agile leaders as influential change agents. They bridge the gap between leadership practices and the successful implementation of organizational change initiatives. This synergy underscores the practical applications of agile leadership, offering a robust framework for guiding organizations through transformative processes. While the study emphasizes the enduring value of agile leadership principles, it also acknowledges the influence of industry-specific considerations on the relative importance of these competencies. Organizations are encouraged to tailor their leadership practices to their unique industry contexts while ensuring they remain grounded in the agile leadership principles that drive adaptability and innovation.

In sum, the findings offer practical insights for organizations navigating today's rapidly changing and competitive landscapes. Agile leadership, as characterized by these competencies, emerges as a critical catalyst for adaptability, innovation, and successful change management. The study serves as a stepping stone for future research, guiding further investigations into the development of agile leadership competencies and their contextual applicability within diverse organizational environments.

In essence, the study advances our understanding of the fundamental role of agile leadership in constructing adaptive organizations, underscoring its practical implications for leadership development and the achievement of organizational excellence in a world characterized by constant change.

References

- Anderson, D. J., & Anderson, L. A. (2010). *Beyond Change Management: How to Achieve Breakthrough Results Through Conscious Change Leadership*. Pfeiffer.
- Beck, K., Beedle, M., Van Bennekum, A., et al. (2001). *Manifesto for Agile Software Development*. [Online] Available at: <https://agilemanifesto.org/> (Accessed on [Insert Access Date]).
- Brown, J. S., & Duguid, P. (2002). *The Social Life of Information*. Harvard Business Review Press.
- Covey, S. R. (1989). *The 7 Habits of Highly Effective People*. Free Press.
- Goleman, D. (2006). *Emotional Intelligence: Why It Can Matter More Than IQ*. Bantam Books.
- Katzenbach, J. R., & Smith, D. K. (1993). *The Wisdom of Teams: Creating the High-Performance Organization*. Harvard Business Review Press.
- Kotter, J. P. (2012). *Leading Change*. Harvard Business Review Press.
- McGrath, R. G., & MacMillan, I. C. (2000). *The Entrepreneurial Mindset: Strategies for Continuously Creating Opportunity in an Age of Uncertainty*. Harvard Business Review Press.
- Senge, P. M. (2006). *The Fifth Discipline: The Art & Practice of The Learning Organization*. Doubleday.
- Sutherland, J. (2014). *Scrum: The Art of Doing Twice the Work in Half the Time*. Crown Business.

KICMA - REACH • ISSN 2395-0293 Peer Reviewed Journal of Commerce & Management		VOL. 9 NO. 2 JUL-DEC 2023
DATE OF SUBMISSION 01-11-2023	DATE OF ACCEPTANCE 11-01-2024	

Impact of Blended Learning on the Work Life Balance of Higher Education Teachers: A Bibliometric Analysis

Krishnendhu R.A.¹ & Dr. Sumesh G.S.²

Abstract

Purpose: By outlining the few research on “Impact of blended learning on the work life balance of higher education teachers” that has been done, this study tries to fill the research gap.

Design: The dimension database was used to retrieve the research data. The time period under study is from 2018 through 2022. Research has been done on citation analysis based on authors, documents, organizations, and countries. Utilizing the free and open-source VOS viewer, the data is analysed.

Findings: According to the results of the bibliometrics study, the Australia is the country with the most publications in this area. Singala, Mariamma, Su, Yu-Sheng, Lin, and chien-Liang were the authors of the study’s most noteworthy paper. With 300 citations, University of Malaya is the organisation with the most number. The year 2022 has the most publications.

Value: This paper presented the publication patterns and citation trends for Impact of blended learning on the work life balance of higher education teachers. As a result, this work will be helpful to emerging scholars in this field.

Keywords: Blended Learning, Work Life Balance, Higher Education Teaching, VOS Viewer, Citation Analysis

Introduction

The last few years have registered a dramatic increase in Internet use in education and a continued investment by educational institutions to increase the integration of technology components into their course offerings. While many have embraced the introduction of online components on the academic experience, some fear that online courses lack the interaction component so critical to the traditional academic experience (Bailey & Morais, 2005). An efficient online learning platform is becoming a significant auxiliary teaching tool for blended learning in higher education, demonstrating its strong teaching advantages. As educators expect to obtain better teaching results through the combination of online teaching techniques and traditional face to face teaching in classroom, it is necessary to understand

¹ Research Scholar, PG Department of Commerce and Research Centre, Mahatma Gandhi College, Trivandrum

² Assistant Professor, Dept. of commerce, VTM NSS College, Dhanuvachapuram, Trivandrum, (corresponding author)

how the online platform influences the learning process(Gao et al., 2020).Therefore, the purpose was to explore the influence of blended learning in the work life balance of higher education teachers.

The use of bibliometrics analysis, which is now widely used, substantially simplifies determining what research is required in each field. It is a field that aids in the evaluation of research by assisting in the review of publications on a particular issue. In the discipline of Bibliometrics, quantitative approaches are employed to analyse and evaluate the impact of research output. Bibliometrics can be used to track the publications and citations of an individual researcher, a research group, an institution, a nation, or a particular field of study. This shows how research has been influenced, improves it, demonstrates its benefits, and offers suggestions for future study ideas. The impact of a scientific topic is regularly investigated using Bibliometrics tools. This study attempted to bibliometrically analyse the impact of blended learning on the work life balance of higher education teachers.

Research Objectives

- To consolidate the literature on “Impact of blended learning on the work life balance of higher education teachers”
- To determine the trends associated with Impact of blended learning on the work life balance of higher education teachers”
- By outlining the few research on “Impact of blended learning on the work life balance of higher education teachers” that has been done, this study tries to fill the research gap.

Literature Review

(Bliuc et al., 2012) This paper presents teachers’ experiences of using blended learning in vocational education. The population of the study was teachers involved in designing and teaching using blended learning from a major Australian vocational education provider. The key finding of this study is that teachers develop qualitatively different conceptions of blended learning, as well as qualitatively different approaches to both teaching and design for blended learning in the context of vocational education.

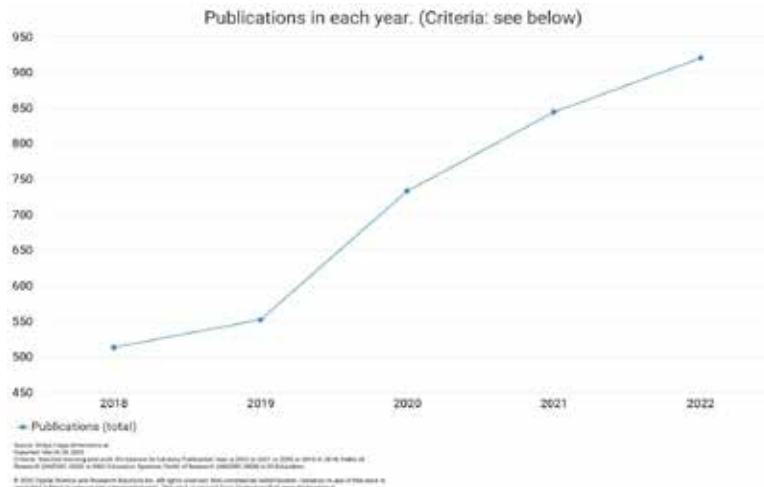
(Hashemi, 2020) investigated how blended learning affects both the teaching and learning of the English language. It discovered that the four skills of English language such as reading, writing, speaking, and listening are all possible to enhance through blended learning. (Ellis et al., 2006) this paper presents The findings and recommendations of a qualitative research on teacher conceptions of blended learning and teaching, as well as connections between these conceptions and methods for designing blended learning experiences. The findings indicate a relationship between teacher conceptions of blended learning that highlight the use of technological media as one method of achieving learning outcomes and supporting students’.

Research Methodology

Step 1: Articles published in all journals that were accessible in “dimensions database” were included in the proposed review of the literature. Looked at the Dimension papers from 2018 through 2022. The keyword “blended learning and work life balance” was used for content searches.

Step 2: 3562 relevant published studies on Impact of blended learning on the work life balance of higher education teachers have been extracted in.csv format from the Dimension database. A free and open-source VOS viewer was used for data analysis and to find out the most relevant keywords and co-authorship network diagrams.

Figure 1
Publication Year



Source: dimensions database

Figure 1 depicts the overall trend of publications in “ Impact of blended learning on the work life balance of higher education teachers “ during the past few years. The majority of Dimension articles appeared in 2022. (920 publications). However, there was a notable increase in the production of academic publications between 2018 and 2022. The abundance of “ Impact of blended learning on the work life balance of higher education teachers “ publications is a sign of the field’s substantial level of acceptance and significance.

Bibliometrics Analysis:

For bibliometrics analysis, the study has one main section called citations. Additionally, Citations sub divided into author, country -specific publications and organisation. In order to provide clarity, these divisions have been divided into subcategories.

Bibliometrics analysis of citation

Citations are being used more frequently as crucial success indicators in research strategy and within the research system. Citations are frequently interpreted as demonstrating the caliber or excellence of the research. Citations demonstrate the intellectual standing of a publication, author, or piece. A citation is when a piece of writing expressly thanks another and that other work includes a thorough reference or citation inside its list. Authors with a large number of citations are regarded as influential in their areas of study, and journals are ranked according to the number of citations they receive. Citations are used by academic institutions as feedback to evaluate a publication’s significance and contribution to a subject. Down below The density diagram shows the most commonly referenced research writers in “Impact of blended learning on the work life balance of higher education teachers” with at least 5 citations.

Authors

Table 1
Most Relevant Author in Terms of Citation

Author	Document	Citations
Singala, Mariamma	3	1061
Su, Yu- Sheng	2	66

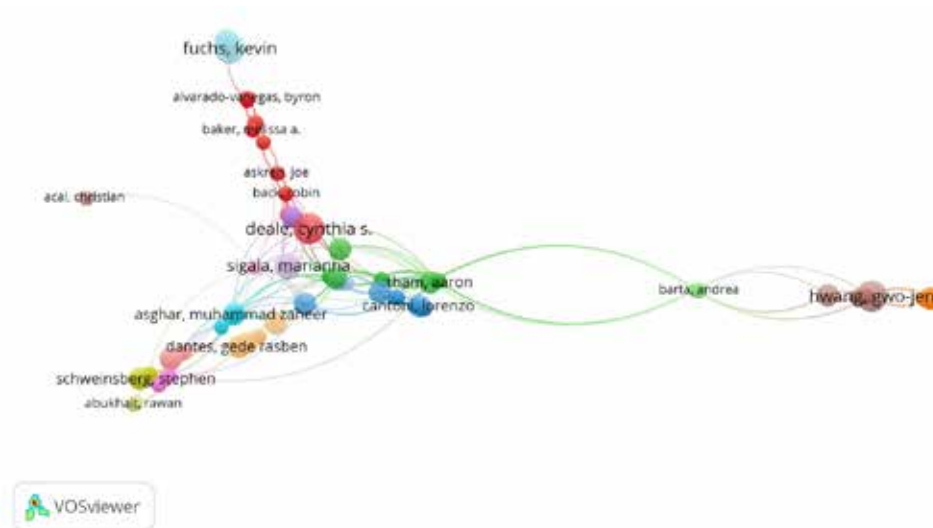
Lin, chien-Liang	2	66
Quin, Hanquin	2	59
Hsu, Liwei	2	21
Agiyawaah, Elizabeth	2	21
Deale, Cynthia S	4	17
Gamor, Emmanuel	1	15
Babu baiden, Frank	1	15
Tham, Aaron	2	9

Sources(s): Analysis output

Table 1 displays the writers who have received the most citations for their work on the topic of “impact of blended learning on the work life balance of higher education teachers.” Because each author approaches the subject from a different angle, their publications demonstrate a great deal of progress in this field. Through the execution of several empirical tests and the analysis of the results, these authors have improved the groundwork for future investigations. Table 1 lists the most active authors on the topic of “impact of blended learning on the work life balance of higher education teachers” from 2018 to 2022. Deale, Cynthia S. was the most productive author in terms of publications, having contributed four publications. Singala, Mariamma who contributed three articles came in second to in Deale, Cynthia S terms of publications.

The citations of an author’s work can be used to gauge their impact and authority on the subject. The authors who have been quoted the most on the topic of “impact of blended learning on the work life balance of higher education teachers” are listed in Table 1 as Singala, Mariamma, Su, Yu-Sheng, Lin, and chien-Liang, in that order (1061,66 and 66 citations).

Figure 1
Citation analysis of authors



Sources(s): Analysis output

Figure 1 displays the writers’ citation evaluation. Authors with at least five citations are analysed in the density plot above. There were eighteen clusters displayed, each with a unique tint. Henrich Joseph, who is in the red cluster and has four papers with the most citations, has seventeen citations overall.

Nationality of Publication

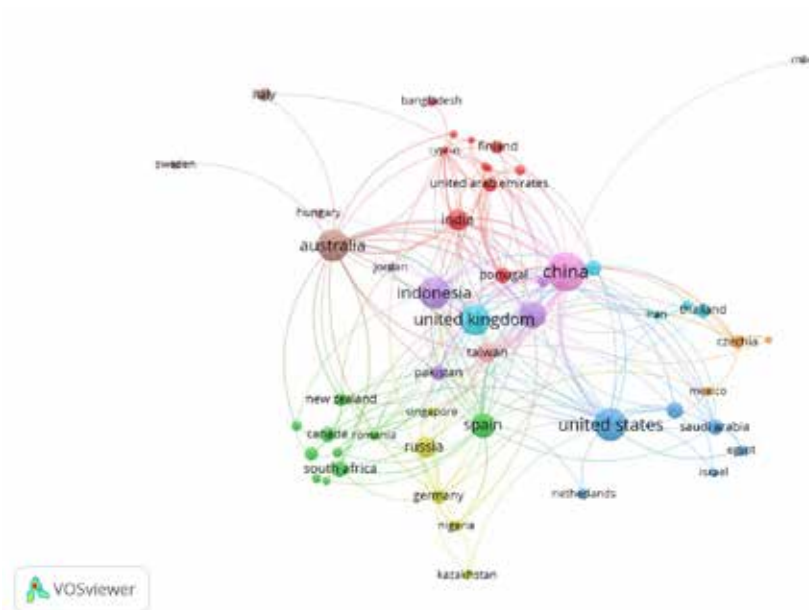
Table 2
Most Relevant Countries in Terms of Citations

Country	Documents	Citations
Australia	87	1684
China	129	1638
United Kingdom	83	1217
Cyprus	5	940
Malaysia	60	916
United States	92	804
Spain	55	687
Indonesia	86	462
Taiwan	33	440
India	41	383
Pakistan	20	368

Source(s): Analysis output

The data presented in Table 2 provides greater clarity regarding the relative contributions made by each nation to the total body of research as well as the degree of international collaboration among researchers. With this data, it is possible to determine which countries publish the greatest research on a particular subject. The data in the table can be used to assess the degree of international collaboration among academics as well as the contribution made by each nation to global research. This information can be used to determine which nations publish the most studies on a particular subject and whether the writers are amenable to working together.

Figure 2
Citation analyses of countries

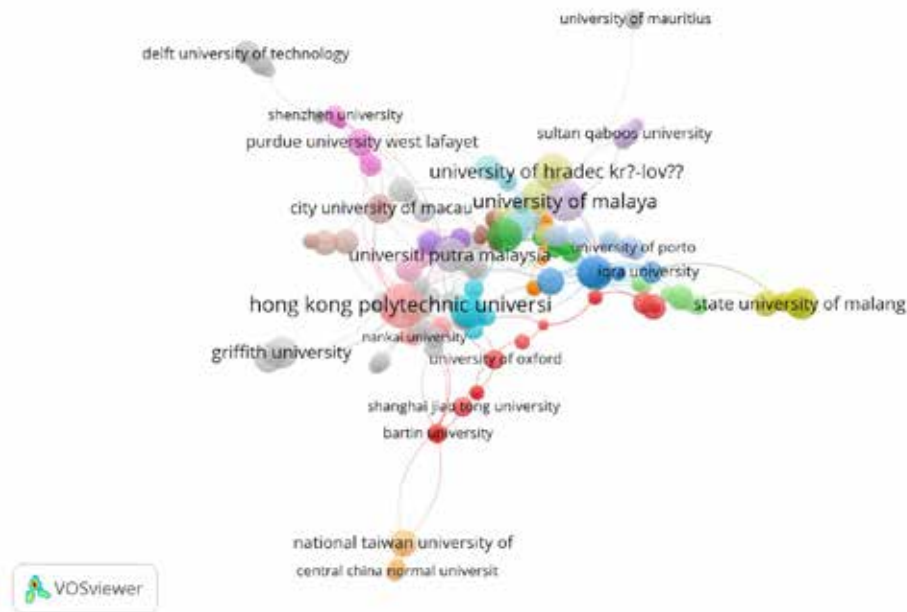


Sources(s): Analysis output

Figure 2 shows the evaluation of the citations analysis by nation. The countries that have published the most on the subject of “impact of blended learning on the work-life balance of higher education teachers” are analysed below. Australia has received the most citations (1684), followed by China (1638 times).

Organization

Figure 3
Citation analysis of Organization



Sources(s): Analysis output

Figure 3 presents the organization's citation analysis. The organization that has been cited the most for its research on the subject of “impact of blended learning on the work-life balance of higher education teachers” is examined in this section. University of Malaya has 300 citations in this article, more than any other organization. University of Granada has 193 citations.

Findings

According to the data, Australia is the top publishing nation, followed by China, the United Kingdom, Cyprus, Malaysia, and the United States. Author-citation analysis revealed that Singala, Mariamma, Su, Yu-Sheng, Lin, and Chien-Liang were the authors of the study's most noteworthy paper. These findings also clearly show that they are mostly from developed countries, indicating that they are the locations where the study is mostly focused. With 300 citations, University of Malaya is the organisation with the most number.

Conclusion

From a global perspective, the bibliometrics analysis provides a comprehensive picture of the publication patterns of the topic “impact of blended learning on the work life balance of higher education teachers” from 2018 to 2022. The current study highlights the important topic of “impact of blended learning on the work-life balance of higher education teachers” and its research trends, which could be useful to professionals and academics. Additionally, a growth in the annual publications is anticipated in the future. The present investigation is broad in scope, and the primary analytical term employed is “impact of blended learning on the work-life balance of higher education teachers.”

References

- Azizan, F. Z. (2010). Blended Learning In Higher Education Institution In Malaysia.
- Bliuc, A.-M., Casey, G., Bachfischer, A., Goodyear, P., & Ellis, R. A. (2012). Blended learning in vocational education: Teachers' conceptions of blended learning and their approaches to teaching and design. *The Australian Educational Researcher*, 39(2), 237–257. <https://doi.org/10.1007/s13384-012-0053-0>
- Campbell, C., Arain, A., & Ceau, M. (2022). Secondary School Teachers' Experiences of Implementing Hybrid Learning and Quadmester Schedules in Peel, Ontario.
- Ellis, R. A., Steed, A. F., & Applebee, A. C. (2006). Teacher conceptions of blended learning, blended teaching and associations with approaches to design. *Australasian Journal of Educational Technology*, 22(3), Article 3. <https://doi.org/10.14742/ajet.1289>
- Gayathiri, R. (2017). A Study on Work Life Balance of University Teachers. University. <https://shodhganga.inflibnet.ac.in:8443/jspui/handle/10603/289249>
- Hashemi, A. (2020). The Effects of Using Blended Learning in Teaching and Learning English: A Review of Literature.

KICMA - REACH • ISSN 2395-0293 Peer Reviewed Journal of Commerce & Management		VOL. 9 NO. 2 JUL-DEC 2023
DATE OF SUBMISSION 01-11-2023	DATE OF ACCEPTANCE 11-01-2024	

Tax Incidence Dynamics in Infrastructure Financing: A Holistic Investigation

Sabeena A.¹ & Dr. Sumesh G.S.²

Abstract

Tax incidence is the study of who ultimately bears the burden of a tax. The legal incidence of a tax is the person or entity that is required to pay the tax to the government. However, the economic incidence of a tax may be different, as the tax may be passed on to others in the form of higher prices or lower wages.. The economic incidence of a tax depends on a number of factors, including the elasticity of demand and supply for the taxed good or service. This paper studies the relation between tax incidence and Infrastructure financing and development. The study uses secondary data.. The impact of tax incidence in infrastructure finance can be significant. Tax incidence in infrastructure financing implies that the ultimate burden of taxes used to finance infrastructure projects may not fall on the people or entities that are legally required to pay them. This is because the tax burden can be shifted to others in the form of higher prices or lower wages. The study conclude by pointing out that the study of tax incidence in infrastructure is helpful to society and government in a number of ways such as to ensure that the tax burden is distributed fairly, promote economic efficiency and reduce the cost of infrastructure projects. The study of tax incidence in infrastructure is a complex and evolving field. However, it is a valuable tool that can be used to improve the fairness, efficiency, and affordability of tax policies

Keywords: Infrastructure, Tax Incidence, Property Tax, Economic Growth, Hidden Costs.

Introduction

Infrastructure is the basic facilities and systems that a country or society needs to function, such as roads, bridges, airports, power grids, water systems, and telecommunications networks. Infrastructure finance is the process of raising money to fund the construction, maintenance, and improvement of infrastructure. There are a variety of ways to finance infrastructure projects, such as Government borrowing, private sector investment, Public-private partnerships, International aid. But the choice of financing method depends on a variety of factors, such as the size of the project, the risk involved, and the availability of funding. Infrastructure finance is an important issue for governments and businesses around the world. A well-funded infrastructure system is essential for economic growth and prosperity.

¹ Research scholar, M.G college, Trivandrum

² Assistant professor in commerce, VTMNSS College, Dhanuvachapuram

Investing in infrastructure has some benefits. First of all Infrastructure projects can create jobs and boost economic activity. Secondly, Well-maintained infrastructure can help businesses to operate more efficiently. Furthermore access to essential services such as water and sanitation can help to reduce poverty. In addition good infrastructure can improve people's quality of life by making it easier to get around, access essential services, and connect with others.

Tax incidence is the study of who ultimately bears the burden of a tax. The legal incidence of a tax is the person or entity that is required to pay the tax to the government. However, the economic incidence of a tax may be different, as the burden of the tax may be shifted to others.

Local governments often play a significant role in financing and managing infrastructure projects within their jurisdictions. This may include roads, bridges, schools, hospitals, public transportation, water supply, and more. Financing these projects locally can have several advantages: first of all local governments have a better understanding of their community's needs and can mold infrastructure projects accordingly and also they are more accountable to their constituents. In addition to that local governments can take decisions more quickly than centralized entities. Local governments are using a variety of finance mechanisms, including property taxes, local bonds, user fees, and public-private partnerships for infrastructure. Tax incidence refers to the distribution of the economic burden of a tax among various groups in the economy.

When considering tax incidence in the context of infrastructure financing, it's important to understand how different types of taxes can affect individuals, businesses, and the overall economy.

- a. **Property Taxes:** These taxes are often used to fund local infrastructure projects. The tax burden naturally falls on property owners, including homeowners and businesses. However, renters may also indirectly bear some of the burden if landlords pass on the tax in the form of higher rents. Zodrow, G. R. (2007). "Rapid increases in residential housing prices coupled with state education aid rules under which the share of state aid declines as local housing property values increase have resulted in significant increases in the local share of education finance".
- b. **Sales Taxes:** Sales taxes can be used to finance infrastructure projects, but they tend to be regressive, it means that higher burden on lower-income individuals who spend a larger proportion of their income on taxable goods and services.
- c. **Income Taxes:** Local income taxes, if levied, can be used for infrastructure financing. The incidence of income taxes depends on the tax rate structure, exemptions, and deductions. Generally, higher-income individuals pay a larger share of their income in taxes.
- d. **User Fees:** Tolls, transit fees, and utility charges, can be used to finance specific infrastructure projects. The incidence of user fees is borne by those who directly use or benefit from the infrastructure.

Tax incidence and infrastructure projects

The impact of infrastructure investment on tax incidence can be both positive and negative. It's crucial to keep in mind that the effect of infrastructure investment on tax incidence can vary depending on the specific project, its funding source, and the overall economic environment.

Responsible planning and management of infrastructure projects are essential to ensure that the positive impacts on tax incidence are realized and that the benefits are distributed fairly among different segments of the population.

Positive impacts of infrastructure projects on tax incidence

Economic Growth and Tax Revenue: By generating employment and boosting economic activity, infrastructure investments may promote economic growth. As the economy grows, tax revenues often increase as well. This can reduce the need for tax rate increases to fund government programs and services, leading to a more equitable distribution of the tax burden.

Property Values and Property Taxes Well-planned infrastructure projects can increase property values in a region. As property values rise, local governments can generate more revenue through property taxes. This can help diversify the tax base and reduce the reliance on other forms of taxation, such as income or sales taxes.

User Fees and Tolls User fees are used to pay for some infrastructure projects, such as toll highways and bridges. This lessens the burden on taxpayers who do not directly benefit from the infrastructure by transferring a large percentage of the expense to those who do (i.e., users).

This is an example of a more fair tax incidence.

Improved Productivity and Business Taxes Better infrastructure can improve the efficiency and productivity of businesses, which can lead to higher profits and, subsequently, increased business tax revenue. This can help fund public services without imposing additional taxes on individuals.

Reduced Maintenance Costs :In addition to these neglected or deteriorating infrastructure can become costly to maintain. By investing in infrastructure maintenance and improvements, governments can reduce long-term maintenance costs, which may otherwise lead to higher taxes to cover these expenses.

Attracting Investment: Regions with well-developed infrastructure can attract more private investment. This can lead to job creation, economic growth, and increased tax revenue, which, in turn, can benefit taxpayers through improved public services or reduced tax burdens.

Reduced Externalities: Infrastructure investments in areas like public transportation can reduce negative externalities, such as traffic congestion and air pollution and it can have indirect benefits on public health and the environment. It potentially reduces the need for healthcare spending and environmental mitigation efforts funded by taxes.

Negative impacts of infrastructure projects on tax incidence

Tax incidence refers to the distribution of the economic burden of taxes among different groups in society. Infrastructure investment can also lead to negative impacts on society. Here are some negative impacts of infrastructure projects on tax incidence. The overall impact of infrastructure investment on tax incidence will depend on a number of factors, including the type of infrastructure investment, the financing method used, and the economic conditions.

1. **Increased Taxation:** Infrastructure funding often requires large financial resources. To raise the required funds, governments may resort to raising taxes, such as sales taxes, property taxes, or income taxes. It may be more difficult for taxpayers, especially those with lower incomes, to absorb the higher tax burden as a result of this.
2. **Regressive Taxation:** In some cases, the taxes used to fund infrastructure projects can be regressive, i.e. they disproportionately affect low-income individuals and households. For example, sales taxes tend to take a larger percentage of income from low-income earners than from high-income earners.
3. **Inequitable Distribution:** The benefits of infrastructure projects, such as improved transportation or utilities, are often distributed unevenly across society. Wealthier individuals or businesses may benefit more from these projects, as they have greater access to resources and can take advantage of new opportunities created by the infrastructure. In contrast, lower-income individuals may not benefit as much but still bear the tax burden.
4. **Impact on Property Values:** Infrastructure projects can lead to changes in property values. For example, the construction of a new highway or public transit system can increase property values in certain areas, leading to higher property taxes for residents. While this may be seen as a positive for property owners, it can be a negative for those who cannot afford the increased tax burden and may be forced to move.

5. **Tax Evasion and Avoidance:** As taxes increase to fund infrastructure projects, some individuals and businesses may seek ways to evade or avoid paying taxes. This can lead to a reduction in tax revenue, forcing the government to either increase taxes further or cut spending on essential services.
6. **Debt Accumulation:** In some cases, governments may choose to finance infrastructure projects through borrowing, which can lead to the accumulation of debt. The repayment of this debt may require future tax increases or reduced public spending, which can negatively affect taxpayers in the long term.
7. **Hidden Costs:** Infrastructure projects can sometimes have hidden costs, such as maintenance and operational expenses that are not fully accounted for during the planning and approval stages. These costs may eventually lead to the need for higher taxes to cover ongoing expenses.

Findings

1. Tax incidence and infrastructure investment are two crucial aspects of fiscal policy and economic development. Understanding the relationship between these two can provide insights into the potential impact of taxes on infrastructure development and vice versa
2. Tax incidence refers to the distribution of the economic burden of a tax among various economic agents, such as consumers, producers, and workers. It is not always easy to determine who ultimately bears the burden of a tax, as it depends on the relative price elasticity of supply and demand for the taxed good or service.
3. The incidence of a tax can be progressive (where high-income individuals bear a larger share of the tax burden) or regressive (where low-income individuals bear a larger share). The design of a tax system can influence its incidence.
4. Tax incidence can affect the efficiency of infrastructure investment. Shifting the tax burden from one group to another can influence economic incentives and distort resource allocation. Governments need to balance efficiency and equity concerns when designing tax and infrastructure policies.
5. Infrastructure investment can have externalities, both positive (e.g., reduced pollution) and negative (e.g., displacement of communities). These externalities can influence tax incidence and should be factored into policy decisions.
6. Many infrastructure projects are funded through local taxes or user fees. The incidence of these taxes can be highly localized, affecting residents and businesses differently.

Suggestions

1. Transparent Cost-Benefit Analysis should be done before approving the infrastructure projects .An evaluation of their possible detrimental effects on tax incidence should be included in this analysis. By identifying these impacts we can make understand whether the project is worth pursuing
2. Implement user fees and tolls for infrastructure services wherever feasible. This can help in shifting the burden of financing the project from general taxpayers to the users of the infrastructure. It ensures that those who benefit most from the infrastructure pay a larger share of the cost.
3. Explore PPPs as a financing option. In PPP arrangements, private entities often contribute significant capital and expertise, reducing the burden on public finances. However, it's necessary to organize these partnerships carefully to ensure that the public's interests are protected.
4. Consider phasing the implementation of infrastructure projects to spread the tax burden over time. This can help to minimize the immediate impact on tax incidence and allow for more gradual adjustments in tax policy.

5. If an infrastructure project is expected to have a substantial negative impact on tax incidence, then implement targeted tax reforms. Similar to adjusting tax rates or exemptions to ensure that the burden is distributed more equitably among different income groups.
6. Implement or strengthen social safety networks to protect vulnerable populations from the negative impacts of infrastructure projects. This can include direct cash transfers, subsidies, or targeted assistance programs to help those most affected.
7. Earmarked taxes can be considered for implementing infrastructure projects. This can ensure that the costs associated with the project are borne by those who benefit from it while protecting other areas of the budget.
8. Focus on improving the efficiency of tax collection and government spending. By reducing waste and inefficiencies in the tax system and government operations, we can lessen the need for additional taxation to fund infrastructure projects.
9. Involve the stakeholders, including taxpayers, community groups, and experts, to collect input and evaluate the potential impacts of infrastructure projects on tax incidence. This can help to identify concerns timely and explore alternative financing mechanisms.
10. Create a long-term infrastructure plan that reflects the overall fiscal impact and tax implications of multiple projects over time. This can help to ensure that infrastructure development aligns with broader fiscal objectives.
11. Continuously monitor and evaluate the impact of infrastructure projects on tax incidence. If negative impacts arise, be prepared to adjust tax policies or project priorities accordingly.
12. Look for alternative funding sources, such as grants, bonds, or international financing, to reduce the dependence on local taxes for infrastructure financing

Conclusion

The impact of infrastructure investment on tax incidence is a multifaceted and dynamic relationship that carries significant implications for both the economy and society. The impact of infrastructure investment on tax incidence plays a critical role in financing infrastructure projects. These projects, which are indispensable for economic growth and development require extensive funding, and the burden of financing them can fall on various stakeholders, including taxpayers, investors, and the government. Understanding tax incidence is crucial for policymakers and economists to make informed decisions about how to allocate the costs of infrastructure projects.

When taxes, like fuel taxes or tolls, are levied on particular businesses or infrastructure-related activities, the cost may be passed on to consumers in the form of increased prices. People with lower incomes, who spend a bigger percentage of their income on necessities like food and shelter, may be disproportionately impacted by this. Contrarily, taxes on capital gains or corporate earnings may have an effect on investors and companies, which might have an influence on job creation and economic expansion.

The tax policies should be designed in an equitable and efficient manner, taking into account the potential burden on various stakeholders. Furthermore, it is essential to take into account the larger economic advantages that infrastructure investments may bring about, like enhanced mobility, elevated productivity, and employment possibilities. The cost of infrastructure projects may often be reduced by using innovative funding methods like public-private partnerships (PPPs), user fees, or attracting private sector investments. These methods can reduce the financial burden on taxpayers and ensure that those who use toll roads or receive public services or otherwise directly benefit from the infrastructure pay for it.

In brief, the relationship between infrastructure improvements and tax incidence has a wide range of faces and characteristics. Policymakers must carefully analyse the tax system, taking into consideration the distributional impact on different groups, and look into other funding options to ensure that infrastructure

development is both sustainable and beneficial to society as a whole. These elements must be balanced if economic growth is to be encouraged and citizen quality of life improved.

References

- Ahmad, Ismail, Z., & Halim, H. A. (2016) „Awareness and Perception of Taxpayers Towards Goods and Services Tax (GST) Implementation“, *International Journal of Academic Research in Business and Social Sciences*, 6(11), pp. 2222-6990.
- Bhattacharya (1990.)Macro-Economic Policy for the poor, Planning Department, Govt. of Karnataka, September
- Nicholas, J. C. (1987). Impact exactions: Economic theory, practice, and incidence. *Law and Contemporary Problems*, 50(1), 85-100.
- Dorband, Jakob, M., Steckel, J. C., & Ward, H. (2022). Double progressivity of infrastructure financing through carbon pricing—Insights from Nigeria. *World Development Sustainability*, 1, 100011.
- Chanzdavarkar, A. (1994). *Infrastructure Finance*. Development.
- Poole, R. W. (2011). *Transportation Infrastructure Finance and Innovation Act (TIFIA) Policy Brief*. April.
- Unnikrishnan, N., & Kattookaran, T. P. (2020). Impact of Public and Private Infrastructure Investment on Economic Growth: Evidence from India. *Journal of Infrastructure Development*, 12(2). <https://doi.org/10.1177/0974930620961477>
- Oates, W.E. (2007). „„On the Theory and Practice of Fiscal Decentralization““, *Key Issues in Public Finance*, Harvard University Press, (forthcoming).
- Zodrow, G. R. (2007). The property tax incidence debate and the mix of state and local finance of local public expenditures. *CES ifo Economic Studies*, 53(4), 495-521.

KICMA - REACH • ISSN 2395-0293 Peer Reviewed Journal of Commerce & Management		VOL. 9 NO. 2 JUL-DEC 2023
DATE OF SUBMISSION 07-11-2023	DATE OF ACCEPTANCE 31-12-2023	

Automotive Reverse Logistics & Consumers' Perception on Pre-Owned Cars in Kerala

Shaan R.S.¹, Lakshmi Nair M.² & Krishnapriya V.S.³

Abstract

Smart products and smart manufacturing processes are the key to a sustainable future for industries ubiquitously and it is possible by the communion of progressive technological innovations. Usually industrial sectors try to sell their products using extensive market research, captivating product design, brainy product development, World Class Manufacturing processes and delighting customers with their efficient service. It is undoubtedly true that each and every product manufacturing segment brings a unique challenge which cannot be answered by the conventional methods adapted by many organizations. Hence organizations are forced to transform their business processes by embracing the colossal benefits of science and technology. Innovation is the key behind every action from designing a product to manufacturing it in efficient manner using Computer-Integrated Manufacturing (CIM), Enterprise Resource Planning (ERP), along with Industrial Internet of Things (IIoT). The key difference between Industry 4.0 and Industry 5.0 is that the former focused mainly on bringing mass productivity and performance through the use of intelligence between devices and applications, which is termed as machine learning, whereas the latter accentuate to bring the exceptional creativity of human experts to team up with hefty, smart and accurate machinery. It is believed that the Industry 5.0 will bring back the glorious human touch to manufacturing industry in the form of cognitive thinking. In the fourth industrial revolution, automotive market emerged as a pioneer business segment. Lean approaches in automotive manufacturing and Reverse Logistics will be the key in industry 5.0 to minimize waste. In this paper, it is attempted to find the importance of Automotive Reverse Logistics as a winning Supply Chain Strategy in boosting certified used car sales in Kerala when Source of Information acts as a moderator.

Keywords: *Supply Chain Strategy, Consumers Perception, Green Supply Chain, Automotive Reverse Logistics, Pre-owned cars*

Introduction

It is undoubtedly true that each and every product manufacturing segment brings a unique challenge which cannot be answered by the conventional methods adapted by many organizations. Hence organizations

¹ Asst. Professor, Dept. of MBA, Mohandas College of Engineering & Technology
² Asst. Professor, Dept. of MBA, Mohandas College of Engineering & Technology
³ Dept. of MBA, Mohandas College of Engineering & Technology

are forced to transform their business processes by embracing the colossal benefits of science and technology. How to be little different from the crowd and how to delight a customer, organizations are in a hectic run to find solutions to these queries. The needs of the organizations are to make use of their employees and machineries to perform the assigned tasks with utmost efficiency. It is indisputable to state that the prime objective of industrial transformation is to offer top quality products and services to the needy. Innovation is the key behind every action from designing a product to manufacturing it in efficient manner using Computer-Integrated Manufacturing (CIM), Enterprise Resource Planning (ERP), along with Industrial Internet of Things (IIoT). The key difference between Industry 4.0 and Industry 5.0 is that the former focussed mainly on bringing mass productivity and performance through the use of intelligence between devices and applications, which is termed as machine learning, whereas the latter accentuate to bring the exceptional creativity of human experts to team up with hefty, smart and accurate machinery.

Economic Revolutions

The First Industrial Revolution, which can be traced back to the 1780s, began with the production of mechanical power using water, steam, and fossil fuels. In the 1870s, the second phase of the Industrial Revolution came with electrical energy, which was used by the industrialists in assembly lines propelled mass production. The Third Industrial Revolution introduced the idea of automation to the manufacturing industries in the 1970s through the use of electronics and information technologies (IT). The Internet of Things (IoT) and cloud computing are used in the fourth phase of the revolution to create so-called cyber-physical systems, which serve as a real-time link between the virtual and physical worlds. Industry 4.0 has not yet developed to its full potential, but many industry innovators and technology leaders are already anticipating the Fifth Industrial Revolution which is expected to bring autonomous manufacturing with human touch.

According to the famous historian, E.H. Carr, change is certain, success is not. The evolution of Industrial Revolution is illustrated in the figure.1, clearly states that Manufacturers around the globe are competing to meet the ever increasing and escalating consumer needs and wants. To satisfy and cater such mounting current demands, production lines must be adaptable, brainy, and extremely flexible. Top players in the market strongly believe that the integration must be achieved between business and industrial output. It is possible only with the significant improvement in industrial processes and strategies. Additionally, it can only be accomplished through integrating different aspects of a business, such as suppliers, production lines, and clients.

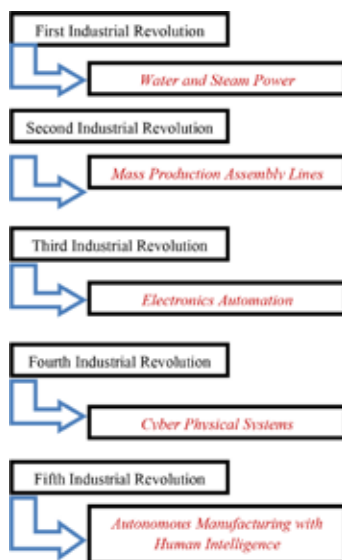


Fig.1
Stages of Industrial Revolutions (adapted from Saeid Nahavandi, 2019)

Literature Review

Literature review on Industrial revolutions clearly states that these changes are primarily driven by disruptive technological breakthroughs that made profound influence in the manufacturing sector and also the way in which customer demands were met. Industry 4.0, also known as the fourth industrial revolution aimed to bring higher level of automation and intelligence through the increasing adoption of advanced manufacturing technologies, digitalization, and information and communication technology (ICT) [1]. The prime focus in Industry 4.0 was to leverage the effectiveness and efficiency of manufacturing processes with the communion of new technologies, it failed to accentuate the human aspects and sustainable development of the society [2–4]. Even though, the key areas such as sustainability, green supply chain and circular economy were partially addressed in Industry 4.0, systematic conceptual developments to address the dilemmas mounting in these areas were missing. It is expected that the highlighted missing links will be addressed in Industry 5.0 and the concepts of sustainability, human centricity and resilience will be given importance. To achieve Industrial and technological goals without compromising the socio-economic and environmental performance, the fifth industrial revolution is considered as inevitable [2,3]. The key pillars of Industry 5.0 are bio economy, sustainability, personalization, and human-machine collaboration [12]. It is believed that in the fifth phase of industrial revolution, the dual integration is possible between machine intelligence and human intelligence in a hefty collaborative environment [13,14].

Strategic Supply Chain

The illimitable progress made in Science and Technology is treated as a great gift to the mankind only when it is beneficial for the socioeconomic development. It is necessary that the so called the technological transition must be in a sustainable manner without hampering human beings and the society [3]. The swelling concerns of people and society throughout the industrial revolution gave rise to Industry 5.0, which is expected to propel human centered innovations. In 2015, Michael Rada [32] has introduced the idea of “Industrial Upcycling. This idea strongly accentuates the cooperation between humans and new technologies like industrial robots, 3D printers for a sustainable and innovative environment.

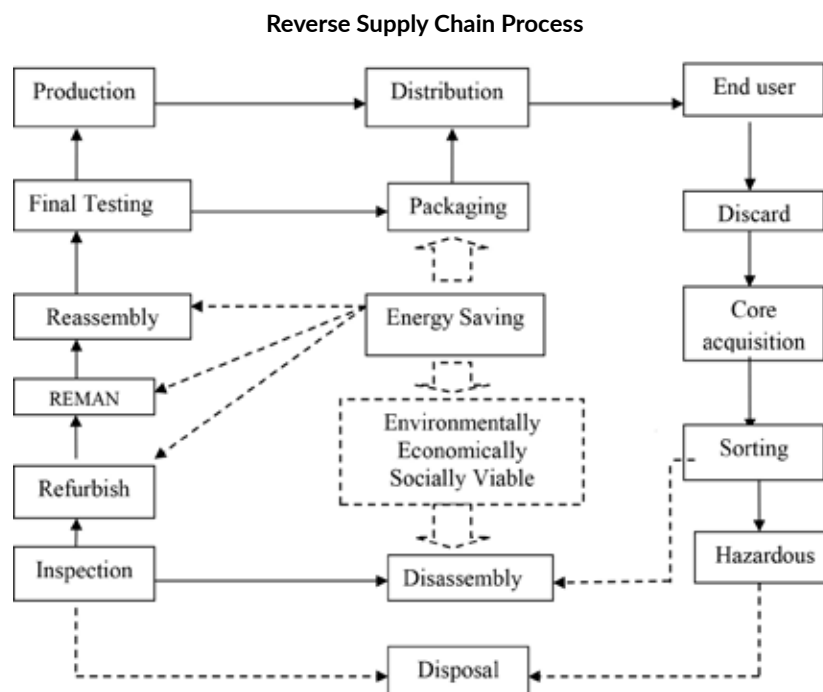


Fig. 1
Reverse Supply Chain Process (Adapted from Guide, J, R and Van Wassenhove, (2002)

Research Gap

After conducting preliminary review of literature, the researchers has recognized some major research gaps, which should be addressed with at most importance. Predominant studies have accentuated the lucrative area related to reverse logistics and automotive remanufacturing, but ignored the consumers perception angle. Prime factors which are vital in influencing customers to go with the purchase decision of used cars and the role of source of information as a moderator. By identifying this gap, this study conceptualized both automotive reverse logistics and consumers perception towards used cars in Kerala with the help of selected variables. Inquisitive attempt has been made to build a model, which can bring an imperative relation among the variables such as buyer behaviour, quality information, customer satisfaction and purchase decision which will be handy in clearly understanding consumers perception levels in selecting a used car.

Statement of Research Problem

Consumers buying process can be treated as an impugned activity because of the uncertainty factor associated with in that activity. It is just like a black box, consumers hide their perception towards making a purchase decision and the challenge before all manufacturers, sellers and managers is to probe and propel them to make purchase decision in favour of their product. India is an emerging leader in vehicle penetration, consumption and after-market operations. Huge volume of sales is happening every year and it is ever increasing. The competitions among the automotive players are incisive and brainy strategies are implemented to conquer buyers mind. Used car segment offer illimitable opportunities for automotive manufacturers, dealers and independent traders and they are aware of this unambiguous fact that Kerala's used car market is raving in nature, lucid understanding of consumers' mind will bring resilient results. The major dilemma in this segment exists here is to understand consumers judgment towards selecting a used cars, role and source of information and its influence, and the purchase decision process.

Objectives of the Study

- To study the moderating effect of Source of Information on Buyer Behavior and Purchase Decision of Used cars among consumers.
- To know the moderating effect of Source of Information on Purchase Decision and Customer Satisfaction Relationships.
- To identify the moderating effect of Source of Information on Purchase Decision and Quality Information Relationships.

Research Process

This research work flows through different stages starting from identifying the importance of the topic, preliminary search for the information and later extensive literature survey, followed by framing objectives, selection of variables for the study and the development of a model, the theoretical framework. Substantial literature review helped to ruminate and bring out the reminiscent nature of this research topic. Interviews with the Industry experts and Pioneers in the respective field added much impact to the study which helped to identify and understand research problems unambiguously. This process helped to frame the objectives to conduct the study.

Research Design

The quality of research solely depends on the research design, which clearly states the set of methods, procedures used in data collection, measurement and analysis of data carried out to specify the research problem. Different ways are there to classify the research design in the form of descriptive, correlational, experimental, semi experimental, review and meta analytic. From these the researcher should identify the apt model which is either fixed or flexible manner to conduct the study. The fixed structure design is theory driven in nature and the major purpose of this present study is to identify the role of automotive

reverse logistics and consumers perception towards the selection of used cars in Kerala. The relationship among the selected variables such as, consumers attitude towards used cars, quality information, customer satisfaction and purchase decision will be studied in this research work. The relationship between the listed variables will be presented with the help of a model and the study follows descriptive research mode.

Nature and Sources of Data

This study exclusively depends on the rectitude of primary and secondary data, and the resources related to reverse supply chain, automotive reverse logistics, consumers buying behavior, used car evaluation and selection, were sourced from various publications, journals, special reports and conference proceedings in the respective area. Primary data were collected from consumers who have visited the main stream Automotive players used car show rooms in Kerala with the help of a well- structured questionnaire.

Population of the Study

The consumers of used cars purchased from major automotive manufacturers outlets and those who are interested in buying used cars are the factual population of the study. The sample collection process has been conducted at three revenue districts, from Thiruvananthapuram, Ernakulam and Kozhikode, which epitomizes the south, central and north areas of Kerala respectively.

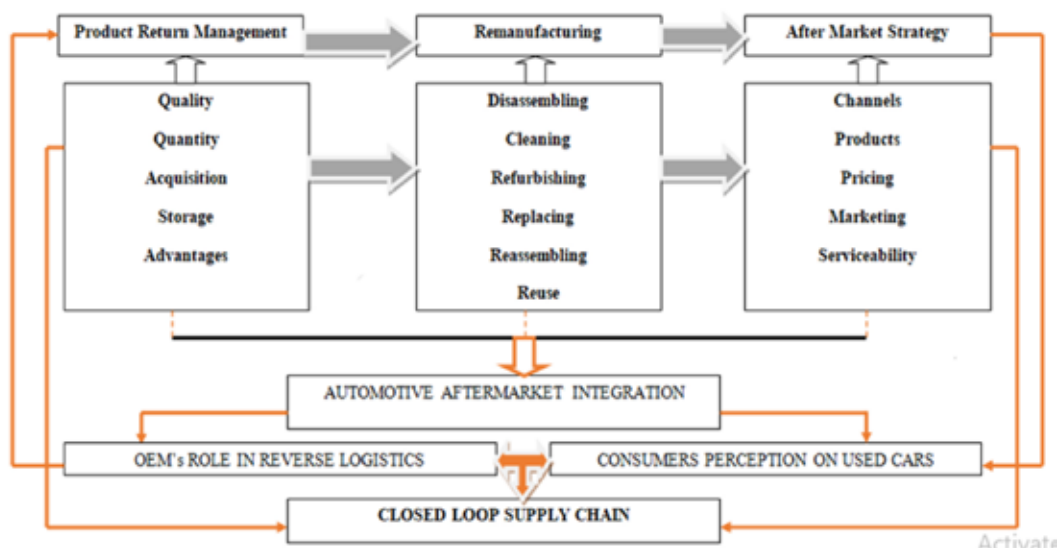
Problem Formulation

This research study attempted to find answers to the listed queries:

RQ1: To what extent the source of information is critical in selecting used cars?

Analysis and Discussion

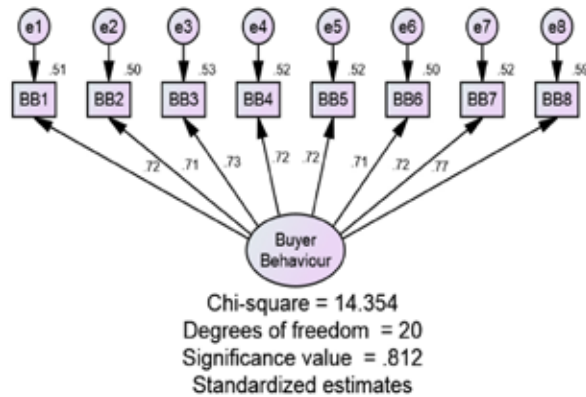
Conceptual Framework for Automotive Reverse Logistics



Structural Equation Modelling (SEM)

Structural Equation Modelling (SEM) has been employed in this research to test the automotive reverse logistics and consumers' perception on used cars model developed as part of the study. Confirmatory Factor Analysis was carried out using AMOS in order to assess the reliability, convergent validity, discriminant validity, nomological validity and unidimensionality of the constructs in the proposed model.

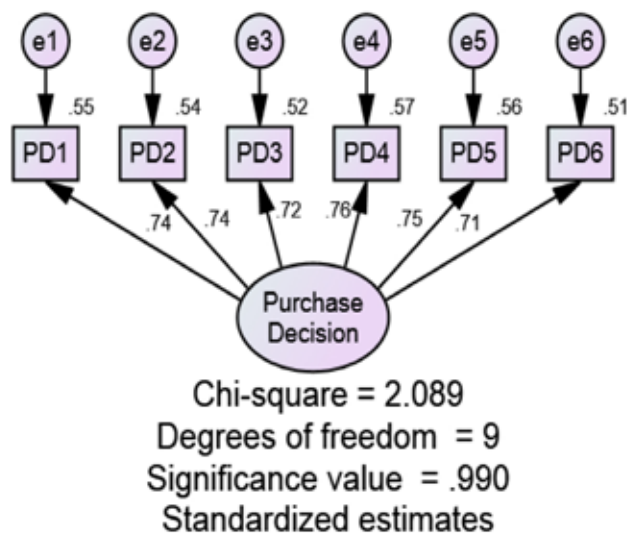
Individual CFA Summary for the Latent Construct Buyer Behaviour



Convergent Validity and Reliability Analysis of the Latent Construct Buyer Behavior

Variable	Item code	Standardized Regression Weight (>0.5)	Average Variance Extracted (≥0.5)	Cronbach's Alpha (≥0.7)	Composite Reliability (≥0.7)	Squared Multiple Correlations (<0.5)	Remarks
Purchase Decision	PD 1	0.739	0.542	0.876	0.876	0.546	The required level is achieved
	PD 2	0.736				0.542	
	PD 3	0.723				0.522	
	PD 4	0.758				0.575	
	PD 5	0.749				0.560	
	PD 6	0.711				0.506	

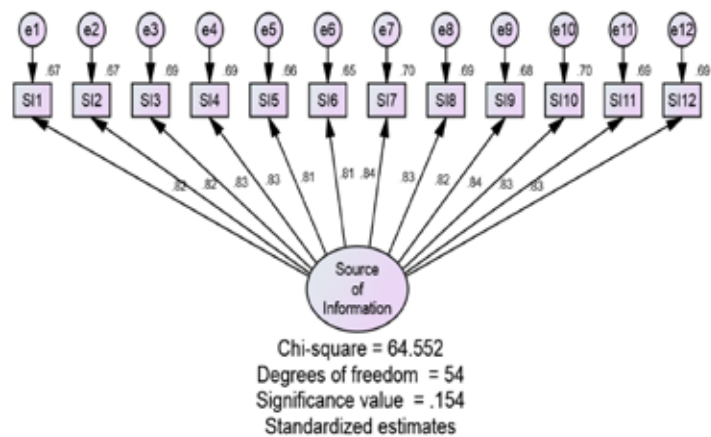
Individual CFA Summary for the Latent Construct Purchase Decision



Convergent Validity and Reliability Analysis of the Latent Construct Purchase Decision

Variable	Item code	Standardized Regression Weight (>0.5)	Average Variance Extracted (≥0.5)	Cronbach's Alpha (≥0.7)	Composite Reliability (≥0.7)	Squared Multiple Correlations (<0.5)	Remarks
Purchase Decision	PD 1	0.739	0.542	0.876	0.876	0.546	The required level is achieved
	PD 2	0.736				0.542	
	PD 3	0.723				0.522	
	PD 4	0.758				0.575	
	PD 5	0.749				0.560	
	PD 6	0.711				0.506	

Individual CFA Summary for the Latent Construct Source of Information



Convergent Validity and Reliability Analysis of the Latent Construct Source of Information

Variable	Item code	Standardized Regression Weight (>0.5)	Average variance Extracted (≥0.5)	Cronbach's Alpha (≥0.7)	Composite Reliability (≥0.7)	Squared Multiple Correlations (<0.5)	Remarks
Source of Information	SI 1	0.818	0.682	0.963	0.963	0.669	The re-quired level is achieved
	SI 2	0.820				0.673	
	SI 3	0.831				0.690	
	SI 4	0.829				0.687	
	SI 5	0.813				0.661	
	SI 6	0.809				0.655	
	SI 7	0.839				0.703	
	SI 8	0.830				0.689	
	SI 9	0.825				0.680	
	SI 10	0.838				0.702	
	SI 11	0.828				0.685	
	SI 12	0.830				0.689	

Moderating effect of Source of Information on the Relationship between - Buyer Behavior and Purchase Decision.

According to the Results, the relationship between **Buyer Behavior and Purchase Decision** is significant under High SI's ($\beta=0.586$, $p<0.001$) and Low SI's ($\beta=0.509$, $p<0.001$) based on a significant difference in the χ^2 statistics ($\Delta \chi^2= 305.089$, $p<0.01$) and also with difference in β . Therefore the study concluded that **Relationship between - Buyer Behavior and Purchase Decision** is strengthening if the **Source of Information** is highly relevant and weakening if the relevance of **Source of Information is very low**. Hence SI's act as a moderator in the relationship between Purchase Decision and Buyer Behavior.

Moderating effect of Source of Information on Purchase Decision - Customer Satisfaction Relationships.

According to the Results, the relationship between Purchase Decision - Customer Satisfaction is significant under High SI's ($\beta=0.679$, $p<0.001$) and Low SI's ($\beta=0.429$, $p<0.001$) based on a significant difference in the χ^2 statistics ($\Delta \chi^2= 280.617$, $p<0.001$) and also with difference in β . Therefore, the study concluded that Relationship between Purchase Decision -Customer Satisfaction Relationships is strengthened under a high Source of Information and weakened under low Source of Information. Hence. Source of Information act as a moderator in the relationship between Purchase Decision on Buying Behavior.

Moderating effect of Source of Information on Purchase Decision - Quality Information Relationships.

According to the Result, the relationship between Purchase Decision - Buying Behavior is significant under High SI's ($\beta=0.574$, $p<0.001$) and Low SI's ($\beta=0.509$, $p<0.001$) based on a significant difference in the χ^2 statistics ($\Delta \chi^2= 276.259$, $p<0.001$) and also with difference in β . Therefore the study concluded that **Relationship between Purchase Decision and Quality Information Relationships** is strengthened under a high **Source of Information** and weakened under low **Source of Information**. Hence **Source of Information** acts as a moderator in the relationship between Purchase Decision on Buying Behavior.

Conclusion

The study explored the consumers' behaviour in the case of pre owned cars in Kerala. In order to understand the effect of different determinants of buying behaviour the entire study is done using the factual framework on the same. The results obtained from the model indicate a good fit. It become evident that the Source of Information (SI) is the most important determinant of the buying intention for pre owned cars.

Pillars of Industry 5.0 and the future towards sustainability

- Additive manufacturing
- AR
- Autonomous robots
- Big Data analytics
- Cloud Connectivity
- Cyber Security
- Horizontal and vertical system integration
- IoT and Simulation and digital twins

References

Alexa, L., Pîslaru, M., & Avasilcăi, S. (2022). From industry 4.0 to industry 5.0—an overview of European union enterprises. In *Advances in Sustainability Science and Technology* (pp. 221–231). doi:10.1007/978-981-16-7365-8_8

- Azarian, M., Yu, H., & Solvang, W. D. (2021). Correction to: Integrating additive manufacturing into a virtual industry 4.0 factory. In *Lecture Notes in Electrical Engineering. Lecture Notes in Electrical Engineering* (pp. C1–C1). doi:10.1007/978-981-33-6318-2_94
- Azarian, M., Yu, H., Solvang, W. D., & Shu, B. (2020). An introduction of the role of virtual technologies and digital twin in industry 4.0. In *Lecture Notes in Electrical Engineering. Lecture Notes in Electrical Engineering* (pp. 258–266). doi:10.1007/978-981-15-2341-0_32
- Barreto, L., Amaral, A., & Pereira, T. (2017). Industry 4.0 implications in logistics: an overview. *Procedia Manufacturing*, 13, 1245–1252. doi:10.1016/j.promfg.2017.09.045
- Carayannis, E. G., Dezi, L., Gregori, G., & Calo, E. (2022). Smart environments and techno-centric and human-centric innovations for industry and society 5.0: A quintuple helix innovation system view towards smart, sustainable, and inclusive solutions. *Journal of the Knowledge Economy*, 13(2), 926–955. doi:10.1007/s13132-021-00763-4
- Carr, E. H., & Haslam, J. (1980). *From Napoleon to Stalin and Other Essays*. Macmillan London; London, UK.
- Demir, K. A., Döven, G., & Sezen, B. (2019). Industry 5.0 and human-robot co-working. *Procedia Computer Science*, 158, 688–695. doi:10.1016/j.procs.2019.09.104
- Nardo, D., & Yu, M. (n.d.). Special issue “industry 5.0: The prelude to the sixth industrial revolution”. *Appl. Syst. Innov.*
- Donthu, N., Kumar, S., Mukherjee, D., Pandey, N., & Lim, W. M. (2021). How to conduct a bibliometric analysis: An overview and guidelines. *Journal of Business Research*, 133, 285–296. doi:10.1016/j.jbusres.2021.04.070
- Doyle-Kent, M., & Kopacek, P. (2020). Industry 5.0: Is the manufacturing industry on the cusp of a new revolution? In *Lecture Notes in Mechanical Engineering. Lecture Notes in Mechanical Engineering* (pp. 432–441). doi:10.1007/978-3-030-31343-2_38
- Efthymiou, O. K., & Ponis, S. T. (2021). Industry 4.0 technologies and their impact in contemporary logistics: A systematic literature review. *Sustainability*, 13(21), 11643. doi:10.3390/su132111643
- Elangovan, U. (n.d.). *Industry 5.0: The Future of the Industrial Economy*. Boca Raton, FL, USA: CRC Press.

KICMA - REACH • ISSN 2395-0293 Peer Reviewed Journal of Commerce & Management		VOL. 9 NO. 2 JUL-DEC 2023
DATE OF SUBMISSION 19-10-2023	DATE OF ACCEPTANCE 02-01-2024	

Psychological Contract in the Banking Sector

Vidhya Vijayan P.¹ & Prof. (Dr) Reshmi R. Prasad²

Abstract

The study is being conducted to identify the relationship between the employer's and employee's psychological contracts with the sub-dimensions of transactional psychological contract, relational psychological contract, balanced psychological contract, and transitional psychological contract in the context of the private banking sector in Thiruvananthapuram. The research is explanatory in nature. A structured questionnaire was used to collect the data for the research, and employees from private sector banks like Federal Bank, South Indian Bank, and ICICI were selected for the purpose. The study found a significant association between all the sub-dimensions of the psychological contract except the balanced psychological contract. The study also reveals that the employers have a higher focus on transactional and transitional obligations, whereas the employees are fonder of relational and balanced psychological contracts.

Keywords: Transactional Contract, Relational Contract, Balanced Contract, Transitional Contract, Banking Sector.

Introduction

The banking sector is one of the fastest-growing industries in the country, and it is one of the most sought-after options by job seekers. The banking system and its proper functioning create a healthy economy. Banks are the backbone of the economic development of a country. India has one of the strongest banking and financial sectors with different kinds of categorization, including public and private banks. At present, there are twelve public sector banks and twenty-one private sector banks in India that try to transform the way banking is done in the country. Both public- and private-sector banks play a vital role in the development and growth of India's economic structure, and one of the important and inevitable factors behind the performance of these banks is the effort and dedication of their employees. In this period of cut-throat competition, the success and survival of every kind of business depend upon their human resources. The level of satisfaction and commitment of employees are crucial in every industry, including the banking sector. One of the most important concepts contributing to employee wellbeing is the psychological contract. A psychological contract is a set of reciprocal promises held by the employees

¹ Research Scholar, PG Department of Commerce and Research Centre, Mahatma Gandhi College, Trivandrum
² Principal & Professor, All Saints' College, Trivandrum, (corresponding author)

with respect to their obligations to the employer and their expectations of returns from their employer (McLean Parks, Kidder, and Gallagher, 1998). When this exchange relationship becomes attractive to the employees, they show greater commitment, lower turnover intentions, and better performance (Shore et al., 2009), and when their expectations do not correspond with reality, they show dissatisfaction and a lack of organizational commitment (Rousseau, 1998). The present study is an attempt to analyse the psychological contracts that exist in the new generation of private sector banks.

Literature Review

Psychological contracts are individuals' beliefs regarding reciprocal obligations in a dual relationship such as employment (Rousseau 1989). Roehling (1997) reported that the individuals' perceived psychological contract obligations to their potential employer were an essential factor in deciding whether to join the organization or not. A psychological contract can be of greater importance as it influences human behaviour, which includes both employee and employer, and provides a perception of their mutual relationship (Haluga et al., 2020). The profitability of banks is influenced by employee performance, and it is the responsibility of the bank's management to attract and retain dedicated staff that can contribute to the overall performance of the institution (Lekic and Mandic, 2020). If the employees experience a violation of the mutual obligation, it would result in dangerous consequences (Morrison and Robinson, 1997; Herriot et al., 1997), and it is important that the matters be addressed at the earliest possible time to avoid incidents of retaliatory behaviour (Bies and Tripp, 1995; Greenberg, 1990) from the parties to the contract. Blau (1964), supports the idea that the transactional psychological contract focuses on the economic terms and conditions in exchange for agreements. Transactional contracts are self-interested and based on balanced reciprocity norms. There are several ways to categorize psychological contracts (Seles et.al., 2004). The individuals under transactional contracts show low levels of affective commitment (Irving and Bobocel, 2002) and a tendency to comply with the tasks assigned to them (Kelman, 1958). In relational psychological contract, the individuals focus on the fairness of the process compared to the fairness of the outcomes (Herriot and Pemberton, 1996). A transitional psychological contract is about the agreement of the parties to a short-term exchange without specific performance terms (Rousseau, 2000).

Objectives

- To identify the relationship between employee's transactional psychological contract and employer's transactional psychological contract.
- To examine the relationship between employee's relational psychological contract and employer's relational psychological contract.
- To analyse the relationship between employee's balanced psychological contract and employer's balanced psychological contract.
- To explore the relationship between employee's transitional psychological contract and employer's transitional psychological contract.

Research Hypotheses

- H_01 : There is no significant relationship between employer's transactional psychological contract and employee's transactional psychological contract in the banking sector.
- H_02 : There is no significant relationship between employer's relational psychological contract and employee's relational psychological contract in the banking sector.
- H_03 : There is no significant relationship between employer's balanced psychological contract and employee's balanced psychological contract in the banking sector.
- H_04 : There is no significant relationship between employer's transitional psychological contract and employee's transitional psychological contract in the banking sector.

Scope of the Study

The study was conducted to find the presence of psychological contracts in the banking sector. The study is limited to south zone of Kerala. While analysing the south zone of Kerala there are five districts are coming. Which includes Thiruvananthapuram, Kollam, Pathanamthitta, Alappuzha and Kottayam. Among these districts the study limits to Thiruvananthapuram districts as it is the district with highest number of private sector bank branches in south zone. Among the private sector banks, Federal Bank, South Indian Bank and CSB were selected as these are the top three private sector banks in Thiruvananthapuram in terms of number of branches, employees, and volume of business.

Research Methodology

The study is descriptive in nature and tries to analyse the existence of psychological contract in the banking sector and the association between the employer's psychological contract obligations and the employee's psychological contract obligations.

• Sources of Data

Both primary and secondary data are used for this study. The primary data were collected from the officers and clerical level employees of selected private sector banks. Secondary data were collected from various publications, articles and websites of RBI, Federal Bank, South Indian Bank and CSB.

• Research Instrument

A structured questionnaire was used for data collection purposes. The questionnaire was constructed by adopting the items from the Psychological Contract Inventory developed by Denise M. Rousseau (2000). The questionnaire is divided into two sections. The first section involves employer obligations grouped under transactional, relational, balanced, and transitional, and the second section involves employee obligations grouped under the same category as mentioned above.

• Sample Design

Sample design used for the study is given below:

- ✓ Population of the study involves bank employees of all private sector banks.
- ✓ South zone of Kerala includes five districts which includes Thiruvananthapuram, Kollam, Pathanamthitta, Alappuzha and Kottayam.
- ✓ Thiruvananthapuram is the district with highest number of private sector bank branches (233 branches) as per RBI's Data warehouse - Data base on Indian Economy.
- ✓ Federal Bank (58 branches), South Indian Bank (34 branches), and CSB (21 branches) were selected as sample branches as per RBI's Data warehouse - Data base on Indian Economy.
- ✓ Sampling unit of the study is the employees from Federal Bank, South Indian Bank and CSB in Thiruvananthapuram District. Employees include officers and clerical level employees.
- ✓ Structured questionnaire was distributed among 120 employees. Among these 120 employees, 68 were officers and 52 were clerical level employees.
- ✓ From the federal bank, 29 officers and 24 clerical employees; from the south Indian bank, 22 officers and 17 clerical employees; and from the CSB, 17 officers and 11 clerical employees were taken as sample units.

Results and Discussions

Table 1: Descriptive Statistics of employer's and employee's psychological contract in the banking sector

Psychological Contract (N-75)	Sub-Dimensions	Mean	SD
Employer's Psychological Contract			
Transactional Psychological Contract	Short term	3.48	0.67
	Narrow	3.56	0.59
Relational Psychological Contract	Loyalty	3.36	0.58
	Stability	4.20	0.66
Balanced Psychological Contract	Dynamic Performance	3.54	0.59
	Internal Development	3.27	0.62
	External employability	3.08	0.67
Transitional Psychological Contract	Mistrust	3.48	0.62
	Uncertainty	3.26	0.62
	Erosion	3.38	0.59
Employee's Psychological Contract			
Transactional Psychological Contract	Short term	4.60	0.49
	Narrow	3.23	0.60
Relational Psychological Contract	Loyalty	4.20	0.54
	Stability	4.36	0.56
Balanced Psychological Contract	Dynamic Performance	4.56	0.49
	Internal Development	4.72	0.45
	External employability	4.19	0.54
Transitional Psychological Contract	Mistrust	3.35	0.61
	Uncertainty	3.19	0.63
	Erosion	3.79	0.58

Source: Primary Data

The descriptive statistics in Table 1 show that the employer's transactional psychological contract with regard to short-term ($M = 3.48$, $SD = 0.67$) and narrow obligations ($M = 3.56$, $SD = 0.59$) and the bank employee's transactional psychological contract with regard to short-term ($M = 4.60$, $SD = 0.49$) and narrow obligations ($M = 3.23$, $SD = 0.60$) indicate that the employee's commitment to short-term obligations is higher than the employer's, whereas in the case of narrow obligations, the employer is higher than the employee. It indicates that the employee has little intention to remain with the bank in the future and would perform the required task only in accordance with the wages they receive. And the result also shows that the employees have limited involvement with their bank. The values on the employer's relational psychological contract with regard to loyalty ($M = 3.36$, $SD = 0.58$) and stability ($M = 4.20$, $SD = 0.66$) and on the bank employee's relational psychological contract with regard to loyalty ($M = 4.20$, $SD = 0.54$) and stability ($M = 4.36$, $SD = 0.56$) indicate that the employee's commitment to loyalty is higher than that of the employer's, and in the case of stability, employers are less committed than the employees. While considering the balanced psychological contract of employers with regard to dynamic

performance (M = 3.54, SD = 0.59), internal development (M = 3.27, SD = 0.62), and external marketability (M = 3.08, SD = 0.67) and the balanced psychological contract of employees with respect to dynamic performance (M = 4.56, SD = 0.49), internal development (M = 4.72, SD = 0.45), and external marketability (M = 4.19, SD = 0.54), it appears that the employees are more dynamic, expect for internal development, and are highly in need of external marketability (M = 4.19, SD = 0.54). While considering the values for the transitional psychological contract on the part of the employer with regard to mistrust (M = 3.48, SD = 0.62), uncertainty (M = 3.26, SD = 0.62) and erosion (M = 3.38, SD = 0.59) and on the part of the employee with reference to mistrust (M = 3.35, SD = 0.61), uncertainty (M = 3.19, SD = 0.63) and erosion (M = 3.79, SD = 0.58), it is clear that there is a higher amount of mistrust and uncertainty on the part of the employer, and the employee has a strong feeling of erosion.

Table 2
Correlation and Regression coefficient between Employer's Psychological Contract and Employee's Psychological Contract in the banking sector

H₀: There is no significant relationship between employer's transactional psychological contract and employee's transactional psychological contract in the banking sector.

H₀: There is no significant relationship between employer's relational psychological contract and employee's relational psychological contract in the banking sector.

H₀: There is no significant relationship between employer's balanced psychological contract and employee's balanced psychological contract in the banking sector.

H₀: There is no significant relationship between employer's transitional psychological contract and employee's transitional psychological contract in the banking sector.

	Correlation Coefficient (r)	r ²	p-value
Employee's Transactional Contract	0.623	0.388	0.000**
Employer's Transactional Contract			
Employee's Relational Contract	0.727	0.528	0.000**
Employer's Relational Contract			
Employee's Balanced Contract	0.077	0.006	0.511
Employer's Balanced Contract			
Employee's Transitional Contract	0.888	0.789	0.000**
Employer's Transitional Contract			

Source: Primary Data, ** Significant at 1% level

Table 2 shows the following results

- There is a significant correlation between the employer's transactional psychological contract and the employee's transactional psychological contract with an r value of 0.623. The null hypothesis is there to be rejected, and the alternative hypothesis, which means there is a significant association between the employer's transactional psychological contract and the employee's transactional psychological contract, is accepted at a 1% level of significance. The r² value indicates that one unit of change in the employer's transactional psychological contract leads to a 38.8% change in the employee's transactional contract obligations.
- There is a significant correlation exist between employer's relational psychological contract and employee's relational psychological contract with r value of 0.727. Hence, the null hypothesis is rejected because there is no significant association between the employer's and employee's relational

psychological contracts, and the alternative hypothesis is accepted at a 1% level of significance. The r^2 value indicates that one unit of change in the employer's relational psychological contract can affect a 52.8% change in the employee's relational psychological contract.

- There is no significant correlation between the employer's and employee's balanced psychological contracts in the banking industry, with an r value of 0.006. Hence, the null hypothesis is accepted that there is no significant association between employer's balanced psychological contract and employee's balanced psychological contract and the alternative hypothesis is rejected at 1% level of significance. Employee's balanced psychological contract is slightly higher than that of their employers. Employees are eager to progress in their careers and are highly motivated to enhance their performance in order to thrive in the present environment, however they are not getting the assistance they anticipate from their employers.
- There is a significant correlation between the employer's and employee's transitional psychological contracts with an r value of 0.888. Hence, the null hypothesis is rejected because there is no significant association between the employer's and employee's transitional psychological contracts, and the alternative hypothesis is accepted at a 1% level of significance. The r^2 value indicates that one unit of change in the employer's relational psychological contract can impact 79% of a change in the employee's relational psychological contract.

Conclusion

A basic premise of the psychological contract framework is the notion of reciprocity, where the employees reciprocate the employer's behaviour towards the source of fulfilled or unfulfilled obligations. The study is conducted to investigate the relationship between the employer's and employee's psychological contract, which has been classified into four dimensions: transactional, relational, balanced, and transitional. The study found a significant association between all the sub-dimensions of the psychological contract except the balanced psychological contract. The study also revealed that the employers have a higher focus on transactional and transitional obligations, whereas the employees have a more relational and balanced psychological contract, and this should be taken seriously.

References

- Bal, P. M., De Lange, A. H., Jansen, P. G. W., & Van Der Velde, M. E. G. (2008). Psychological contract breach and job attitudes: A meta-analysis of age as a moderator. *Journal of Vocational Behavior*, 72(1), 143–158. <https://doi.org/10.1016/j.jvb.2007.10.005>
- Baron, R.A. and J. Greenberg. (1990). *Behavior in Organization: Understanding and Managing the Human Side of Work*, Third Edition. Toronto: Allyn and Bacon.
- Bies, R.J. & Tripp, T. M. (1996). "Beyond distrust: "getting even" and the need for revenge. In Kramer, R. M. & Tyler, T (Eds), *Trust in Organizations: Frontiers of Theory and Research*. Thousand Oaks, CA: Sage, 246-260
- Blau, P.M. (1964), *Exchange and Power in Social Life*, New York: Wiley.
- Bravo, G. A., Won, D., & Chiu, W. (2019). Psychological contract, job satisfaction, commitment, and turnover intention: Exploring the moderating role of psychological contract breach in National Collegiate Athletic Association coaches. *International Journal of Sports Science and Coaching*, 14(3), 273–284. <https://doi.org/10.1177/1747954119848420>
- Chang, Yu-Chun & Chen, Fu Ching (2012), Service needs of elderly air passengers, *Journal of Air Transport Management*, 18, 26-29.
- Chaubey, D., Thapliyal, S. P., & Blisht, S. (2015). Analysis of Psychological Contract at the Workplace: A Cluster Analysis. *Management Convergence*, 6(2), June 2015.
- Chen, C. & Kao, Y. (2012) Investigating the antecedents and consequences of burnout and isolation among flight attendants. *Tourism Management*, 33, 868-874.
- Collins, A., & Beaugregard, A. (2020). The effect of breaches of the psychological contract on the job satisfaction and wellbeing of doctors in Ireland: a quantitative study. *Human Resources for Health*, 18(1). <https://doi.org/10.1186/s12960-020-00534-3>
- Faloye, D. O. (2014). Organizational commitment and turnover intentions: Evidence from Nigerian paramilitary organization. *International Journal of Business & Economic Development*, 2(3), 23-34.
- Gaertner, S. (1999). Structural determinants of job satisfaction and organizational commitment in turnover models. *Human Resource Management Review*, 9(4), 479–493. [https://doi.org/10.1016/S1053-4822\(99\)00030-3](https://doi.org/10.1016/S1053-4822(99)00030-3)

- Greenberg, J. (1990), Organizational justice yesterday, today and tomorrow, *Journal of Management*, Vol.16, pp. 399-432.
- Haluga, V., Zunac, A. G., & Benjak, I. (2020). *Psychological contract in the perception of employees with regard to sociodemographic characteristics*.
- Herriot, P., Manning, W.E.G., & Kidd, J.M. (1997), "The Content of the Psychological Contract," *British Journal of Management*, 8, 151-162.
- Hiltrop, J.M. (1996), 'Managing the Changing Psychological Contract,' *Employee Relations*, Vol. 18, 36-49.
- Irving, P. G., Coleman, D. F., & Bobocel, D. R. (2002). The Moderating Effect of Negative Affectivity in the Procedural Justice-Job Satisfaction Relation. *Canadian Journal of Behavioural Science / Revue canadienne des sciences du comportement*, 37(1), 20-32. <https://doi.org/10.1037/h0087242>
- Kelman HC. Compliance, identification, and internalization: Three processes of attitude change. *Journal of Conflict Resolution*. 1958;2 (1) :51-60.
- Kotter, J.P. (1973) The Psychological Contract: Managing the Joining-Up Process. *California Management Review*, 15, 91-99. <http://dx.doi.org/10.2307/41164442>
- McLean Parks, J., Kidder, D., & Gallagher, D.G. (1998), "Fitting Square Pegs into Round Holes: Mapping the Domain of Contingent Work Arrangements onto the Psychological Contract," *Journal of Organizational Behaviour*, Vol. 19, 697-730.
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61-89. [https://doi.org/10.1016/1053-4822\(91\)90011-Z](https://doi.org/10.1016/1053-4822(91)90011-Z)
- Morrison, E.W., and Robinson, S. (1997), "When Employees feel Betrayed: A Model of How Psychological Contract Violation Develops," *Academy of Management Review*, Vol. 22(1), 226-256
- Morrow, P. (1993) *The Theory and Measurement of Work Commitment*. JAI Press, Greenwich.
- Robinson, S. L., & Rousseau, D. M. (1994). Violating the psychological contract: Not the exception but the norm. *Journal of Organizational Behavior*, 15(3). <https://doi.org/10.1002/job.4030150306>
- Roehling, M.V. (1997), «The origins and early development of the psychological contract construct», *Journal of Management History (Archive)*, Vol. 3 No. 2, pp. 204-217. <https://doi.org/10.1108/13552529710171993>
- Rousseau, D.M. (1998), LMX meets the psychological contract: Looking inside the black box of leader-member exchange, In F. Danseereau & F.J. Ymmarino (Eds.), *Leadership: The multilevel approaches*, Greenwich, CT: JAI Press, Vol. B, pp. 149-154.
- Rousseau, D.M., (1989), Psychological contracts and implied contracts in organisations, *Employee Responsibilities and Rights Journal*, Vol. 2, 121-139.
- Sels, Luc & Janssens, Maddy & Van den Brande, Ilke. (2004). Assessing the Nature of Psychological Contracts: a Validation of Six Dimensions. *Journal of Organizational Behavior*. 25. 461 - 488. [10.1002/job.250](https://doi.org/10.1002/job.250).
- Shore, L.M., Coyle-Shapiro, J., Chen, X.P., Tetrick, L.E. (2009), Social exchange in work settings: content, process, and mixed models, *Management of Organisational Review*, Vol. 5 (3), 289-302.
- Shore, L.M., and Tetrick, L.E. (1994), "The Psychological Contract as an Explanatory Framework in the Employment Relationship," in *Trends in Organizational Behavior*, (Eds), C.L. Cooper and D.M. Rousseau, New York: John Wiley and Sons, pp. 91-109.
- Snezana Lekic & Jelena Vapa-Tankosic & Slavica Mandić & Jasmina Rajakovic-Mijailovic & Nemanja Lekic & Jelena Mijailovic, 2020. "Analysis of the Quality of the Employee-Bank Relationship in Urban and Rural Areas," *Sustainability*, MDPI, vol. 12(13), pages 1-22, July.
- Tang CH, E. sayed K. (2015). Psychological Contract and the Hotel Franchising Relationship. *Journal of Tourism & Hospitality*, 04(02). <https://doi.org/10.4172/2167-0269.1000147>

KICMA - REACH • ISSN 2395-0293 Peer Reviewed Journal of Commerce & Management		VOL. 9 NO. 2 JUL-DEC 2023
DATE OF SUBMISSION 01-12-2023	DATE OF ACCEPTANCE 07-01-2024	

Marketing of Agricultural Products in Kerala: VFPCCK as a Game Changer

Vishnu R. Nair¹ & Dr. S. Jayadev²

Abstract

Farmers in the modern period face challenges such as exploitation by intermediaries seeking to maximize profits, and a lack of suitable infrastructure to market their produces. With the rising number of middlemen, the gap between farmers and final customers grows, denying the rights of both the client and the farmer. As a solution to this problem, the Kerala government has formed various boards and organizations to protect farmers who cultivate various crops from the exploitation of these middlemen by forming markets where farmers have direct access to the ultimate customers and bringing a check over the act of middlemen from exploiter to supporters of the famers. The MSP was introduced in additional crops, and many similar proposals were followed seriously to ensure that farmers were content with their returns and inspired to continue working as farmers in society. Thus, the current study on "Marketing of Agricultural Products in Kerala: VFPCCK as a Game Changer" aims to understand common supports for marketing of agricultural produces undertaken by VFPCCK and problems that are faced by beneficiary farmers in dealing with marketing of their agricultural products in VFPCCK.

Keywords: Agricultural Marketing, Marketing Challenges, VFPCCK, Food Crop, Cash Crop, Land Utilization Pattern, Cropping Pattern, Beneficiary Farmers

Introduction

Food produced by agriculture satisfies the basic necessities of human kind. Farmers used to produce food commodities about a century ago, either for their own consumption or for exchange with others in the same village or adjacent areas, either in kind or cash. However, the industrial environment has shifted significantly from being independent to being commercialized. Farm production has significantly increased thanks to improvements in technology such as high-yielding varieties, the use of fertilizers, insecticides, and pesticides, and farm mechanization, which has resulted in a greater marketable and marketed surplus. Alongside the increased output come increased urbanization, rising incomes, shifting consumer dietary and lifestyle preferences, and growing connections to international markets. Consumers today are not restricted to the rural areas where food is grown. Furthermore, value addition in the raw agricultural output is necessary to meet the growing demand for processed or semi-processed food products. Food commodities must be transmitted from producers to consumers in the form of value-added goods in order

¹ Research scholar (PT), PG Dept of Commerce & Research centre, MG College, Thiruvananthapuram.

² Associate Professor, PG Dept of Commerce & Research centre, MG College, Thiruvananthapuram. (Corresponding Author)

to accommodate these developments. Through a number of initiatives, agricultural marketing connects producers and customers, emerging as a crucial component of the economy. Agricultural marketing's reach extends beyond the final product of agriculture. It also concentrates on giving farmers access to inputs (factors) for agriculture. Throughout the plan eras, Kerala's agricultural and related sectors' growth performance has varied. Vegetable and Fruit Promotion Council Kerala (VFPCCK) was founded with the goal of advancing the general growth of the fruit and vegetable industry in Kerala. It is a corporation formed under section 25 of the Indian Companies Act 1956. VFPCCK, which was founded in 2001 as the Kerala Horticulture Development Programme (KHDP)'s successor, is run by a multidisciplinary team of experts focused on achieving results. It goes without saying that one of the most effective agricultural development initiatives ever carried out in the nation was the KHDP, which was supported by the European Union. The VFPCCK could successfully implement a number of agricultural development programmes and address persistent issues that have dogged the agriculture industry.

Literature Review

Jalhariya, K. K., Singh, J., & Kumar, S. (2022) investigated that the marketing aspects of fruits in Punjab. It found that marketed surplus of kinnow and malta was 98.20 per cent and 96.06 per cent of total production. Problems faced by fruit growers need to be addressed through technological interventions and policy tools.

Nadhika, K., & Krishnankutty, J. (2022) opined that production can lead to farmer satisfaction, but smallholders face challenges with access to services. This study aimed to identify the satisfaction level of farmers towards market led extension services provided by different marketing support mechanisms.

Mohanraj, V., Nirmala Devi, M., Balasubramaniam, P., & Merline, F. L. (2021) opined that Self Help Groups (SHGs) are farmer-led cooperatives in which all members participate in problem-solving and opportunity-taking after reaching a consensus on a course of action for the benefit of the group as a whole. In this regard, a study was carried out in Kerala's Palakkad district to determine the causes of farmer members' engagement in SHGs of the Vegetables and Fruits Promotion Council Kerala (VFPCCK). The findings of this study have significance for the issues that must be resolved in order to motivate farmers to join the SHGs of VFPCCK.

Palanivelu, N., & Anupriya, J. (2020) in their study aims to found out the problems faced by agricultural growers and identify factors influencing their satisfaction. The study concluded that growers should acquire knowledge about scientific methods of cultivation, establish better Human Resource Management, cost average, better management of credit, ensure quality, and create a linkage with reliable mark intelligence system.

Varshney, D., Roy, D., & Meenakshi, J. V. (2020) analyzed the effect on wholesale prices and quantities exchanged in agricultural markets of the spread of COVID-19 and the lockdown. They compared the effects between non-perishable (wheat) and perishable (tomato and onion) goods.

Chandran, V., & Podikunju, B. (2018) investigated through a study conducted in Kollam District of Kerala to assess the knowledge of homestead vegetable growers about KAU recommended practices.

Devadas, J. M., & Ushadevi, K. N. (2018) in his study obstacles that Kerala's vegetable farmers encounter in exercising their entrepreneurial behaviour (EB) was limited to the three districts of Palakkad, Thrissur, and Ernakulam, which constitute the state's central zone. A total of 450 farmers were included in the sample, with 50% of them being VFPCCK farmers and 50% being regular farmers. Both the type of farmers judged marketing restrictions to be more serious than any other restrictions, despite the fact that VFPCCK farmers were more lax when it came to the marketing channels.

Ramachari, K.V (2016) in his paper revealed that in order to reduce technological gap in pea production, training should be given in production technology.

Pathak (2009) in his research paper stated that the contribution of agriculture in growth of a nation is constituted by the growth of the products within the sector itself as well as the agricultural development

permits the other sectors to develop by the goods produced in the domestic and international market.

Tripathi and Prasad (2009) in their paper reported that Indian agriculture has progressed not only in output and yield terms but the structural changes have also contributed.

Research Gap

Review of literature has been carried out to acquire a theoretical understanding of supporting mechanism initiated by government of Kerala mainly, VFPCCK. Thus, from the earlier studies on marketing of agricultural products and VFPCCK, it is clear that none of the studies, reports, and research works had made any attempt to conduct a detailed study on the topic "Marketing of Agricultural Products in Kerala: VFPCCK as a Game Changer" None of the above studies have attempted to examine common supports for marketing of agricultural produces undertaken by VFPCCK. Moreover, no studies have been conducted to ascertain the problems experienced by the beneficiary farmers. Therefore, in this context, the present study is a novel attempt undertaken by the researcher to fill the gap.

Statement Of The Problem

In the state of Kerala, the government recently took many steps to overcome agricultural issues. However, the current report shows that farmers are still not free from the problems in the market for their agricultural produce. Even though Kerala farmers receive assistance from the government in the form of marketing facilities and other advantages like technical support and recognition for their work. The problems faced by these cultivators frequently go unnoticed because even researchers find the farmers disorganized and scattered, making study difficult. At this juncture, an investigation on the common supports for marketing of agricultural produces undertaken by VFPCCK becomes very significant and useful. So far no effort has been made to conduct a comprehensive and complete study to assess problems confronted by beneficiary farmers in association with marketing of their agricultural produces by covering all of its nook and corners. Thus at this juncture, the current study helps to appraise the marketing of agricultural products in Kerala undertaken by VFPCCK. The study will work hard to develop recommendations for improving the government initiative toward farmers in marketing and other areas where they rely on assistance.

Objectives

- ❖ To analyze the common supports for marketing of agricultural produces (fruits and vegetables) undertaken by VFPCCK
- ❖ To assess the major problems faced by beneficiary farmers in Kerala, in association with marketing of their agricultural produces (fruits and vegetables)

Research Methodology

The study has employed both the secondary data and the primary data. Secondary data extracted from various sources such as census report, various issues of Kerala Economic Review, and published journals. Primary data were collected from 60 beneficiary farmers from different zones of Kerala. Structured interview schedule were used for primary data collection. Simple statistical tools like average, rotated component matrix and percentage are used in the analysis.

Results And Discussion

Common supports for marketing of agricultural products undertaken by VFPCCK

The researcher identified number of agricultural marketing supports initiated by VFPCCK, and are grouped under eight broader heads as seeds and seedlings, bio- fertilizers, farm storage, monetary subsidy, material subsidy, crop insurance, minimum price and support for subsidiary occupation.

Table 1
VFPCCK - Supports For Agricultural Marketing

		Responses		
		N(Multiple Responses)	Percent	Percent of Cases
VFPCCK Supports	Seeds & seedlings	42	16.73%	70.00%
	Bio- Fertilizers	38	15.13%	63.33%
	Farm storage	19	7.56%	31.66%
	Monetary subsidy	41	16.33%	68.33%
	Material subsidy	26	10.35%	43.33%
	Crop insurance	43	17.13%	71.66%
	Minimum price	24	9.56%	40.00%
	Support for subsidiary occupation	18	7.17%	30.00%
Total		251	100.00%	418.31%
❖ Dichotomy group tabulated at value 1 ❖ 251 is the cumulative value of multiple respondent analysis among 60 sample respondents. Source: Primary Data				

This part of the study deals with the various agricultural marketing related services availed by the farmers, which are extended by the VFPCCK. Overall, it got 251 replies. Out of 251 observations 42 (16.73%) respondents who availed seeds and seedlings support from VFPCCK initiatives. Out of 251 observations 38 (15.13%) respondents who availed bio- fertilizer support from VFPCCK initiatives. Out of 251 observations 19 (7.56%) respondents who availed farm storage support from VFPCCK initiatives. Out of 251 observations 41 (16.33%) respondents who availed monetary subsidy support from VFPCCK initiatives. Out of 251 observations 26 (10.35%) respondents who availed material subsidy support from VFPCCK initiatives. Out of 251 observations 43(17.13%) respondents who availed crop insurance support from VFPCCK initiatives. Out of 251 observations 24(9.56%) respondents who availed minimum price support from VFPCCK initiatives. Out of 251 observation 18 (7.17%) respondents who availed Support for subsidiary occupation from VFPCCK initiatives.

Major problems faced by beneficiary farmers of Kerala, in association with marketing of their agricultural products

The researcher identified major problems faced by beneficiary farmers in Kerala in association with marketing of their agricultural produces. Such as; Low margin on the selling price ,poor communication or linkage with giant traders ,effect of pricing ,low demand from the local market ,lack of exporting ,lack of customers' awareness ,existence of spurious or inferior ,Seasonality in demand ,Competition from rivals ,Exploitation by intermediaries ,Frequent changes in technology ,improper marketing support from the government and supporting agencies ,lack of warehouse facilities.

Table 2
Communalities – Agricultural Marketing Problems Faced By Beneficiary Farmers in Kerala

Communalities		
	Initial	Extraction
Low margin on selling price	1	0.593
Poor communication/linkage with big traders	1	0.766
Effect of pricing	1	0.691
Low demand from the local market	1	0.744
Lack of exporting facilities	1	0.766
Lack of customer's awareness about the quality/standard of products	1	0.74
Existence of spurious/inferior products in the markets	1	0.765
Seasonality of demand	1	0.914
Competition from multinational companies	1	0.715
Competition from rivals	1	0.914
Exploitations by intermediaries	1	0.781
In sufficient funds for marketing	1	0.681
Frequent changes in innovations and trends	1	0.651
Lack of market information/knowledge	1	0.846
Lack of marketing support from govt. and supporting agencies	1	0.797
No efforts for brand promotion	1	0.906
Lack of warehousing facilities	1	0.526
Difficulty in timely marketing of products	1	0.761
Extraction Method: Principal Component Analysis.		

Source: Primary data

The communalities values to identify the problems faced by farmers in Kerala in association with marketing of their agricultural produces showed a good result in the present study. Almost all communalities have high values. The competition from rival products and seasonality of demand is 91.4% each, no efforts for brand promotion is 90.6%, lack of market information/knowledge is 84.6%, lack of marketing support from govt. and supporting agencies is 79.7% and so on.

Table 3
Rotated Component Matrix - Agricultural marketing problems faced by farmers in Kerala

Rotated Component Matrix			
	Component		
	1	2	3
Lack of exporting facilities	0.844	0.22	0.069
Seasonality of demand	0.802	0.462	0.239

Competition from rivals	0.802	0.462	0.239
Effect of pricing	0.739	0.07	0.375
Lack of customer's awareness about the quality/standard of products	0.735	0.441	0.068
Competition from multinational companies	0.708	0.463	0.011
Low demand from the local market	0.696	0.509	-0.001
Poor communication/linkage with big traders	0.622	0.2	0.582
Low margin on selling price	0.581	0.295	0.41
Lack of market information/knowledge	0.354	0.834	0.156
No efforts for brand promotion	0.462	0.813	0.179
Exploitations by intermediaries	-0.034	0.811	0.349
Lack of marketing support from govt. and supporting agencies	0.412	0.79	-0.053
Existence of spurious/inferior products in the markets	0.386	0.784	0.045
Insufficient funds for marketing	0.227	0.768	0.199
Difficulty in timely marketing of products	0.039	0.005	0.872
Frequent changes in innovations and trends	-0.038	0.477	0.65
Lack of warehousing facilities	0.411	0.105	0.588
Extraction Method: Principal Component Analysis.			
Rotation Method: Varimax with Kaiser Normalization. a. Rotation converged in 12 iterations.			
Source: Primary data.			

The rotated component matrix represents the relationships between the original variables and the extracted factors. A rotated component matrix is a key output of factor analysis, which is a statistical technique used to identify underlying factors or components that explain the common variance among a set of observed variables. As per the Rotated Component Matrix, three factors are identified to define the Agricultural marketing problems faced by farmers in Kerala. The coefficient value of the statement namely; Lack of exporting facilities (0.844), Seasonality of demand (0.802), Competition from rivals (0.802), Effect of pricing (0.739), Lack of customer's awareness about the quality/standard of products (0.735), Competition from multinational companies(0.708), Low demand from the local market(0.696), Poor communication/linkage with big traders(0.622) and Low margin on selling price(0.581). These factors were identified with a common factor and termed as 'major baffles of marketing activities based on agricultural economics. The coefficient value of the statements namely Lack of market information/knowledge (0.834), No efforts for brand promotion (0.813), Exploitations by intermediaries (0.811), Lack of marketing support from govt. and supporting agencies (0.790), Existence of spurious/inferior products in the markets (0.784) and Insufficient funds for marketing (0.768). These factors were identified with a common factor and termed as 'major baffles of marketing activities based on agricultural finance and dearth of state initiatives'. The coefficient value of the statement namely; Difficulty in timely marketing of products (0.872), frequent changes in innovations and trends (0.650) and Lack of warehousing facilities (0.588). These factors were identified with a common factor and termed as 'major baffles of marketing activities based on agricultural technology'.

Findings

- ❖ There are nine problem components included in the first group and they formed part of the first factor and termed as “major baffles of marketing activities based on agricultural economics”.
- ❖ There are six problem components included in the second group and hence they formed part of the second factor and termed as “major baffles of marketing activities based on agricultural finance and dearth of state initiatives”.
- ❖ Finally, three problem components are included in the third factor and termed as “major baffles of marketing activities based on agricultural technology”.

Conclusion

Government of Kerala has established a variety of agricultural policies, subsidies, and support measures to assist farmers. Minimum support prices (MSPs), crop insurance systems, and input and equipment subsidies are examples of those initiatives. The Government of Kerala has indeed implemented various agricultural marketing support mechanisms to aid farmers and promote agricultural marketing in the state. These organizations and policies are intended to ensure fair prices for agricultural products, provide farmers with market access, and to enhance the overall efficiency of agricultural marketing.

Recommendations

- ❖ Government should undertake the necessary steps to create an umbrella branding for agricultural products marketing through the support mechanism, which enhance can the product availability to the local and global market with specimen standard.
- ❖ Government support marketing mechanism (VFPC) for agricultural product is performed through the network of SKS (Swasraya karshaka Samithi) and SHG in grass root level. So the competent authority should take sufficient steps to review the performance and efficiency of its working and management on a regular basis.

References

- Chandran, V., & Podikunju, B. (2018). Knowledge level of homestead vegetable growers about vegetable production practices. *Indian Journal of Extension Education and Rural Development*, 26, 9.
- Devadas, J. M., & Ushadevi, K. N. (2018). Constraints of the vegetable farmers affecting their entrepreneurial behaviour in Kerala. *International Journal of Commerce and Business Management*, 11(2), 137–142. <https://doi.org/10.15740/HAS/IJCBM/11.2/137-142>
- Jalhariya, K. K., Singh, J., & Kumar, S. (2022). Marketing of fruits in Punjab. *Journal of Agricultural Development and Policy*, 32(1), 125–132.
- Mohanraj, V., Nirmala Devi, M., Balasubramaniam, P., & Merline, F. L. (2021). *Economics and sociology*, 39(10) (pp. 274–279). Factors Responsible for Participation of Self Help Group Farmers in Vegetables and Fruits Promotion Council. *Asian Journal of Agricultural Extension*.
- Nadhika, K., & Krishnakutty, J. (2022). Do market-led-extension interventions promote farmer satisfaction? *Journal of Krishi Vigyan*, 11(1), 63–67. <https://doi.org/10.5958/2349-4433.2022.00104.0>
- Palanivelu, N., & Anupriya, J. (2020). *Agricultural marketing in Tamil Nadu-A current scenario*.
- Pathak, N. (2009). Contribution of agriculture to the development of Indian economy. *The Journal of Indian Management and Strategy*, 14(1), 52–57.
- Ramachari, K.V, Sharma, A. (2016). Technological gap among pea growers in Jabalpur district. *International Journal of Agricultural Sciences*.8:2096-2098
- Tripathi, A., & Prasad, A. R. (2009). agricultural development in India since in determinants: a study on progress, performance and determinants. *Journal of Emerging Knowledge on Emerging Markets*, 1(1), 63–92
- Varshney, D., Roy, D., & Meenakshi, J. V. (2020). Impact of COVID-19 on agricultural markets: assessing the roles of commodity characteristics, disease caseload and market reforms. *Indian economic review*, 55(1), 83–103.

KICMA Reach

Peer Reviewed Journal of Commerce & Management

STATE LEVEL RANKED NO. 1

Govt. B-School in Kerala, Competition Success, Review-GHRDC, *Best B-School Survey 2023

NATIONAL LEVEL RANKED NO. 6

Govt. B-School in India, Competition Success, Review-GHRDC, *Best B-School Survey 2023



- Established by State Co-operative Union, Govt. of Kerala
- Govt. Approved Fees only
- Highly Qualified and Well Experienced Faculty from Industry and academics.
- Scholarships: SC/ST/OEC Candidates
- Induction and Placement Training
- Reservation for Employees and their Dependants in the Co-operative sector
- Excellent Infrastructure & Learning Environment
- Specialization: Finance/Marketing/HR/Systems/Logistics
- Activity Based Learning
- Frequent National and International Seminars
- Well Stocked Library and Full Equipped Computer Lab
- Separate Hostel Facility for Boys & Girls within the Campus
- Calm and Quiet Atmosphere



KICMA

B. School | APPROVED by AICTE

Affiliated to University of Kerala, First B School in the Co-operative Sector

**Master of Business Administration (MBA)
2 Year Full Time Programme**



Edited, Printed and Published by Dr. Rajesh S. Pyngavil, Director on behalf of KICMA-B. School, Neyyardam, Thiruvananthapuram-72
Cover Design & Layout: Godfrey's Graphics

Kerala Institute of Co-operative Management (KICMA), State Co-operative Union, Govt. of Kerala

Neyyardam P.O., Thiruvananthapuram-695 572

Email - kicmamba@gmail.com, www.kicma.ac.in, Mob No: 08547618290, 9188001600

ISSN: 2395-0293