

## **Evaluation of Sustainable Development Progress in India**

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### **ABSTRACT**

Sustainable development is progress aimed at meeting current needs without compromising the ability to meet the needs of future generations. There are three main pillars of sustainable development, including shared environmental, economic and social commitments. The concept of sustainability needs to be critically considered in order to develop appropriate strategies for advancing the environmental agenda. Sustainable Development Goals include eradicating poverty, ensuring sustainable agriculture, ensuring food security, promoting peace and protecting the environment. Sustainable development depends on many aspects, including available resources, policy implementation and human activity. The environment is essential for achieving sustainable development on a global scale. The SDGs are multi-dimensional and interconnected, and the scale of the challenge at hand is vast. Realising these 17 goals will require deep commitment, trillions of dollars in investment, and innovative ideas and approaches. It will also require institutions and individuals to bring together the very best they have to offer in order to achieve this shared vision of prosperity for all. We need to understand the role of environmental factors in achieving sustainable development. In addition, development goals require countries to build resilient infrastructure, carry out sustainable industrialization and promote innovation. The purpose of this treatise is to find out if sustainable development is achievable under the current circumstances.

**Keywords:** Commitment, Future generations, Progress, sustainable development.

### **Introduction**

From India's point of view, Sustainable Development Goals need to bring together development and environment into a single set of targets. The fault line, as ever in global conferences, is the inappropriate balance between environment and development. we could also view the SDGs and the post 2015 agenda as an opportunity for revisiting and fine-tuning the MDG framework and sustainably regaining focus on developmental issues.” Social life is part of the development that can advance environmental issues on a global scale. Many factors cause climate change that impacts sustainable development. The increase in greenhouse gases in the atmosphere contributes

to the increase in warming of the atmosphere, which leads to climate change due to global warming. Human activity contributes to the widely experienced climate change. Environmentally detrimental activities include, among other things, mining, agriculture, deforestation for settlement, and deforestation. Sustainable environmental protection strategies aim to protect watersheds and biodiversity and reduce pollution. Developing countries have been hit hardest in the struggle for sustainability in development projects. Countries like the United Kingdom are at the forefront of environmental protection campaigns for sustainability. Future generations need environmental comfort and need to establish sustainable development strategies. Population health is important for achieving sustainable development in any economy. Ensuring the health of the population promotes economic development for prosperity. Ignoring the call to ensure sustainable development can have serious consequences, especially for future generations.

### **Goals of Sustainable Development**

The first goal of sustainable development is to end poverty that is dragging many economies behind. The intention to end poverty is ambitious and achievable if only the right strategies are put in place. Ending poverty means that the quality of life within the society has improved to a large extent. Second, sustainable development aims to end hunger that has claimed many lives of the poor in the community. Food security is part of the sustainable development agenda that need to be addressed before matters get worse. Therefore, there is a need to improve nutrition and promote sustainable agriculture. Sustainability can be achieved when policies are implemented to address the needs of malnourished groups and create more opportunities for farmers. Third, sustainable development aims to ensure that society is healthy and that it always promotes the well-being of the entire community. Innovation is a prerequisite for the development of new technologies that affect all growth-oriented industries and businesses. Fourth, sustainable development aims to ensure a fair and quality education for all, regardless of gender, age, political party or race. Technology can help change the educational agenda around the world. The fifth goal of sustainable development is to achieve gender equality and empower girls. For a long time, the girl was probably accused of participating in a male-only social obligation. The rise of feminist activists helped change the notion of what might be called "empowerment women." Sixth, sustainable development should work to ensure water availability and proper hygiene. Water is essential for human survival and biodiversity in the region. Therefore, ensuring water availability is a step towards achieving the goals set for sustainable development. The next goal of sustainable development is to promote sustainable and inclusive economic growth with low unemployment. By working to improve productivity, a functioning country can easily achieve sustainable development. In addition,

development goals require countries to build resilient infrastructure, carry out sustainable industrialization and promote innovation. Another important goal is to ensure that national and international inequality is reduced. Income distribution inequality is particularly high in developing countries. There are also significant disparities between developing and developed countries, indicating that something needs to be done to close the ever-expanding gap. Improving the standard of living of people in society is essential for achieving sustainable development. Improving the standard of living of individuals means that the economy will adapt to globalization. The main goal of the Sustainable Development Goals is the fight against climate change. Climate change has always influenced efforts to improve economic growth and achieve environmental sustainability. Controlling climate change helps promote sustainability for future prosperity. Similarly, oceans should be conserved and used in a sustainable manner to avoid extinctions that could endanger the water cycle.

### **Argument on Achieving Sustainable Growth**

Achieving sustainable growth and development is a topic that has attracted the attention of many experts, including government agencies. Achieving the defined goals of sustainable development can be difficult due to several factors that challenge the realization of economic growth. Challenges that impede sustainable development include poverty, natural disasters such as tsunamis, human activity, conflicts of interest, lack of effort, war and violence, social inequality, climate change and corruption. A critical analysis of the issues listed is essential for developing strategies that promote sustainable development. Countries, especially those under development, find it difficult to raise the funding needed to advance development programs in their regions. Similarly, countries that have the means to build their economies are under pressure due to inadequate resource to contribute to sustainability. Most developing countries rely on credit and foreign aid to fund development projects, threatening their position in the diplomatic world. Countries with low levels of poverty can do better economically than countries that have no means of eradicating poverty. Natural events pose significant challenges for countries to achieve sustainable development. Examples of natural phenomena that affect economic development include earthquakes, tsunamis, and floods.

The conflict of interest between immediate interests and investment in sustainable technology is an important issue for governments. Governments have the power to implement policies that may lead to sustainable development. Immediate victory focuses on ensuring that the government meets current needs, ignoring the potential impact of this move on future generations. Governments investing in sustainable technology can be innovative enough to improvise a better approach.

Municipal officials need to act as ambassadors for sustainable development in society. If local governments support sustainable development, policies to ensure compliance can be considered. It is a collective responsibility that many people were unable to live in their daily lives. After implementing various sustainability-related policies, local governments need to follow up and give feedback to higher authorities. The joint efforts of all involved will ensure that the task is properly mastered. The lack of local government efforts to support development initiatives makes sustainability practically unattainable. Peace is an important prerequisite for economic growth. As such, countries need to ensure that their territories are safe, domestic issues are resolved for mutual coexistence and promote sustainable development. Human activity in the environment can be a challenge to achieve sustainable development. Activities like mining are devastating and leave land that is of little use to society. Logging of residential forests also threatens the existence of trees and catchment areas.

### **Step Taken by Indian Government**

- **Ratifying Paris Agreement**

The 21st Conference of Parties (COP 21) under the United Nations Framework Convention on Climate Change (UNFCCC) successfully concluded in Paris after intense negotiations by the Parties followed by the adoption of the Paris Agreement on post-2020 actions on climate change. This universal agreement will succeed the Kyoto Protocol. Unlike the Kyoto Protocol, it provides a framework for all countries to take action against climate change. Placing emphasis on concepts like climate justice and sustainable lifestyles, the Paris Agreement for the first time brings together all nations for a common cause under the UNFCCC. One of the main focus of the agreement is to hold the increase in the global average temperature to well below 2°C above pre- industrial level and on driving efforts to limit it even further to 1.5°.

- **The Clean Development Mechanism projects in India**

As on 4 January 2016, 1593 out of a total of 7685 projects registered by the CDM executive board are from India, which so far is the second highest in the world with China taking the lead with 3764 projects registered. Indian projects have been issued 191 million CERs, 13.27 per cent of the total number of CERs issued. These projects are in the energy efficiency, fuel switching, industrial processes, municipal solid waste, renewable energy and forestry sectors and are spread across the country. About 90-95 per cent of the CDM projects are being developed by the private sector, facilitating investments of about

R583,751 crore (US\$ 87.77 billion) in the country, which is more than the total of multilateral grants available for climate change related activities.

- **State Action Plans on Climate Change:**

The State Action Plans on Climate Change (SAPCC) aim to create institutional capacities and implement sectoral activities to address climate change. These plans are focused on adaptation with mitigation as co-benefit in sectors such as water, agriculture, tourism, forestry, transport, habitat and energy. So far, 28 states and 5 union territories (UTs) have submitted their SAPCCs to the MoEF&CC. Out of these, the SAPCCs of 32 states and UTs have been endorsed by the National Steering Committee on Climate Change (NSCCC) at the MoEF&CC.

- **Coal Cess and the National Clean Energy Fund**

India is one of the few countries around the world to have a carbon tax in the form of a cess on coal. Not only has India imposed such a cess but it has also been progressively increasing it. The coal cess which was fixed at R50.00 per tonne of coal since 22 June 2010 and increased to R100.00 per tonne of coal in Budget 2014-15, was further doubled to R 200.00 per tonne in the 2015-16 Budget. 8.46 The National Clean Energy Fund (NCEF) which is supported by the cess on coal was created for the purposes of financing and promoting clean energy initiatives, funding research in the area of clean energy and for any other related activities. Till date 56 projects have been recommended by the inter ministerial group (IMG) with total viability gap funding (VGF) of R34,784.09 crore spread over several years. For 2015-16, R4700 crore has been allocated in the Budget for NCEF projects. VGF is also being provided for Namami gange.

- **National Adaptation Fund for Climate Change**

A National Adaptation Fund for Climate Change (NAFCC) has been established with a budget provision of I350 crore for the year 2015-2016 and 2016-2017. It is meant to assist in meeting the cost of national- and state-level adaptation measures in areas that are particularly vulnerable to the adverse effects of climate change. The overall aim of the fund is to support concrete adaptation activities that reduce the adverse effects of climate change facing communities, sectors and states but are not covered under the ongoing schemes of state and central governments. The adaptation projects contribute towards reducing the risk of vulnerability at community and sector level. Till date, the NSCCC has approved six detailed project reports (DPR), amounting to a total cost of I117.98 crore, submitted by Punjab, Odisha, Himachal Pradesh, Manipur, Tamil Nadu and Kerala.

## Conclusion

Sustainable development is a phenomenon that means meeting the needs of the present without compromising the ability to meet the needs of future generations. Sustainable Development Goals include eradicating poverty, ensuring sustainable agriculture, ensuring food security, promoting peace and protecting the environment. Achieving sustainable development in any economy is not easy because it requires commitment and good planning. However, it is important to note that sustainable development may not be achieved in the near future. Challenges threatening the achievement of sustainable development include poverty and inadequate funding to advance the project, natural phenomena, human activity, conflicts of interest and lack of effort by local governments, war and violence, and social incompetence. Similarly, pollution manipulates the environment that helps the presence of living things. Corruption is the most important factor in the failure of sustainable development in most developing countries. There is an urgent need to tackle challenges that impede the achievement of sustainable development around the world. Shepherding the achievements of the SDGs is an enormous task that requires the involvement of every sector and each level of society. The experiences of the pilot countries illustrate the opportunities the platform can create for India to build meaningful and lasting state-philanthropy partnerships to achieve the prime minister's vision of "Sabka Saath, Sabka Vikas (collective effort, inclusive growth).

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**Augmented Reality: A Systematic Literature Review and Prospects for Future Research in Marketing**

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## **ABSTRACT**

The combination of digital technology and reality provides an excellent environment for today's digital customers. Augmented reality is an example of such an environment. Augmented Reality is a technology that overlays a user's view of the real world onto a computer-generated image. The area of augmented reality in the context of marketing has yet to be properly explored. Through a systematic literature review, we therefore highlight the relationship between the concept of augmented reality and various factors such as perceived risks, purchase intentions, and customer purchasing behavior. This study was a review of 10-year publication period from 2013 to 2022.

**Keywords:** Augmented Reality, Perceived Risk, Purchase Intention, Customer Purchasing Behavior.

## **Introduction**

Technological development plays a very vital role for the growth of the country. Innovation of new technologies makes the life of humans easy. Digital technologies provide a great platform to marketers to develop and present their products to customers. The proliferation of digital technologies and advanced media offer many opportunities to advertisers, marketers and promoters for generating advertising to promote products that engage consumers to notice, spend time, and get their messages known and absorbed. These technologies help the customers to choose the product or services in seconds. Augmented reality is one of the technology which fulfills the need of both the seller and buyer. Augmented Reality is a digital technology that uses the real environment with computer generated image. With the use of augmented reality sellers can attract more customers or can grab a chunk of customers with very less efforts. In addition, augmented reality has the strong advantage for contributing of integrated marketing programmers and offering various potential to implement experience marketing to enhance brand communication. In addition, it helps the marketers to quickly gain advantages on their competitors. Thus, augmented reality could be used in marketing to motivate people in order to grab their attention on advertisement appeal and to improve perception and recall of the advertising message that led to purchasing intention behavior.

## **Augmented Reality Overview**



Augmented Reality (AR) is a merger of reality and virtual objects in a real environment that runs in actual time and interactive to immerse in realistic experience. Basically, AR was created and developed by Ivan Sutherland in 1960 to be adopted for health applications, engine maintenance and information systems. However, since the rise of the consumption of smart phones and digital devices, AR technology has been extended to several new functions such as advertising, gaming, tourism and education. There are various ways to experience AR technology through devices such as head-mounted display, laptops, smart phones, tablets and most recently is the use of smart glasses.

**There are other types of realities in the market, such as virtual reality and mixed reality**

**Virtual Reality:** virtual reality totally changes the environment. It is more immersive than augmented reality. It provides a totally computer-generated environment to the user.

**Mixed reality:** it is the hybrid of both augmented and virtual reality.

**There are various types of augmented reality**

### **1. Projection Augmented Reality**

This is one of the simplest types of AR which is the projection of light on a surface. Projection-based AR is appealing and interactive where light is blown onto a surface and the interaction is done by touching the projected surface with your hand. The widespread uses of projection-based AR techniques can be used to create deception about the position, orientation, and depth of an object. This piece of tech is used for creating a virtual object for much larger deployments for experiencing Augmented Reality.

### **2. Marker-Based AR**

The other name for Marker-Based AR is also called **Image Recognition or Recognition based AR**. This type of AR provides us more information about the object after it focuses on the recognition of objects. Marker-based AR technology has diverse uses according to market purposes. It detects the object in front of the camera and provides information about the object on the screen. The recognition of the object is based on the marker where it replaces the marker on the screen with a 3D version of the corresponding object. Therefore, the user can view the object in more detail and from various angles.

### 3. Marker less Augmented Reality

Marker less augmented reality is one of the most widely implemented applications in the industry. It is also known as **Location-based AR** for the reason for the easy availability of the features in the smart phones that provide location detection. This type of app is mostly used to help travelers. Apart from that, it helps users to discover interesting places within their current location. This method works by reading data from the mobile's GPS, digital compass and accelerometer while predicting where the user is focusing. This AR is all about adding location information on the screen about the objects that can be seen from the user's camera.

### 4.OutliningAR

The line here is a bit blurry – outlining AR uses object recognition to work, and might look a bit like a projection based AR. For example, whenever you're parking your modern car in the dark, outlining AR recognizes the boundaries of the road and outlines them for you. This method can also be used in architecture and engineering to outline buildings and their supporting pillars.

### 5. Superimposition Based Augmented Reality

As the word itself explains the superimposition of the objects. This AR provides a replacement view of the object in focus. This is done by replacing the entire or partial view with an augmented view of the object. Here object recognition plays a vital role where replacing a view of an object with an augmented view is done.

## AUGMENTED REALITY, PERCEIVED RISK AND PURCHASDE INTENTION

Author & Paper Title	Year	Findings
<b>Aghekyan-Simonian, M., Forsythe, S., Suk Kwon, W., Chattaraman, V.</b> (The role of product brand image and online store image on perceived risks and online purchase intentions for apparel)	2013	The results of this study provide fresh insight into understanding the impact of product brand image and online store image on each type of perceived risk associated with online shopping.

<p><b>Richter. T &amp;Raska. K</b> (Influence of Augmented Reality on Purchase Intention: The IKEA Case)</p>	<p><b>2017</b></p>	<p>In their study, they had taken the comparison between IKEA AR App and product website to study the customer shopping behavior. The result revealed that AR shopping oriented app were highly enjoyable and useful and had a high purchase intention as compare to the product websites.</p>
<p><b>Alimamy S. Deans R. K</b> (An Empirical Investigation of Augmented Reality to Reduce Customer Perceived Risk)</p>	<p><b>2018</b></p>	<p>This paper conceptualises co-creation and customer perceived risk then identifies how emerging technologies may impact it. An experiment demonstrating the power of AR was designed and followed up with a survey.  The results show that AR does reduce several perceived risk dimensions.</p>
<p><b>Bonnin G.</b> (The roles of perceived risk, attractiveness of the online store and familiarity with AR in the influence of AR on patronage intention.)</p>	<p><b>2018</b></p>	<p>AR shows a positive impact on patronage andavior purchase behavior intention with the help of hedonic and utilitarian evaluation. Two experiments confirm that perceived risk play an important role in the influence of AR on patronage intention.</p>

<p><b>M.Shriram, Khan H.</b> (Role of augmented reality in influencing purchase intention among millennial).</p>	<p><b>2019</b></p>	<p>The result showed that customer purchase intention depends on the perceived usefulness., credibility of app, personalization of aspect. The credibility of augmented reality marketing affects the consumer purchase intention. The finding reveal that augmented reality affect customer purchase decision.</p>
<p><b>Sideris. A</b> (Enhancing the digital customer experience in fashion retail industry)</p>	<p><b>2019</b></p>	<p>It was concluded that AR filled the gap between real environment and virtual environment. It also showed that AR increase the customers experience by interactive communication technology.</p>
<p><b>Gallardo .C</b> (Augmented reality as a new marketing strategy)</p>	<p><b>2019</b></p>	<p>According to this study, Augmented reality increases the customers experience and sales. It also beneficial for building the image of the company. In this study, work shows the development of the My Style.AR application which offers characteristics adjusted to the needs of the consumer and adaptable to the sales environment.</p>

<p><b>Archibald P. Lohse M,</b>  <b>Vaidyanathan N,</b>  <b>Henningsson N</b>  (Augmented Reality and Customer Experiences in Retail: A Case Study)</p>	<p><b>2020</b></p>	<p>They exposes the contingent implications of Augmented Reality (AR) on customer experiences in retail. Their study shows that AR provides possibilities to engineer the conditions influencing the customer experiences as well as to redistribute control of touch points in the customer journey.</p>
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## Conclusion

Augmented Reality is an emerging technology. It attract more customers, provide several benefits to the sellers. Augmented reality affect Purchase intention, perceived risk and customer experience this study aims to answer the key questions. It shows that augmented reality affect the purchase decision of the customer, it means it has positive relation with purchase intention. Augmented Reality provides a great customer experience. The study shows that it increase the customer engagement. Another variable i.e. perceived risk also help to reduce risk associated with augmented reality.

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## **A Conceptual Study On The Challenges Of Voice Driven Interfaces**

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### **ABSTRACT**

At present, voice assistants are playing a vital role especially when hands are full, unable to use a touch the phone screen or keyboard, and driving. Voice assistants are being used to do a variety of tasks such as checking weather, searching databases and to turn on/off the connected devices. Voice assistants such as Google Assistant, Siri, Alexa, and Cortana are excellent examples. Voice assistants can deliver relevant information based on particular instructions, also referred to as intentions, voiced by the user by listening for certain keywords and filtering out extraneous noise. Many of the products we use on a daily basis, including mobile phones, PCs, and smart speakers, have voice assistants. There are numerous voice assistants that offer a very specialized feature set due to their large number of integrations, while others choose to be open-ended to aid with nearly any circumstance at hand. The purpose of the research article was to know about the challenges of Voice Driven Interfaces from the previous research papers. The study revealed that speech recognition, contextual comprehension, human interaction, user awareness, consumer behavior, consumer skepticism are among the issues that have yet to be tackled with voice assistants.

**Keywords:** Voice Assistants, Digital Assistants, Speech Recognition, Artificial Intelligence, Natural Language Processing



## **Introduction**

Electronic trade alludes to purchasing and selling of goods and products, or the communicating of data or information, over an electronic network, mainly the Internet. Online business is the best approach to support the current strategic policies.

Artificial intelligence is now employed to tackle all problems. Artificial intelligence-based digital assistants are becoming increasingly popular. Assisted by AI Digital assistants are becoming more prevalent in our daily lives. A digital assistant (also known as a virtual assistant) is voice-activated software that can interpret and do electronic chores on your behalf. Instead of using your hands to access certain applications or programmes, you may simply say a command and the digital assistant will carry it out. There's a strong possibility your smartphone, tablet, or modern computer includes a built-in digital assistant.

## **Conversational Marketing**

Conversational marketing is more like having a conversation with a friend or a reference than speaking with a bunch of individuals. The idea is that it isn't much of a departure from the way we communicate at large gatherings. Conversational marketing entails making yourself available to speak with prospects when they are eager to do so. Conversational marketing is a hybrid structure that includes both AI scripts that let chatbots answer authentically to consumers and ongoing discussions between your customers and human gatherings.

## **Voice Assistants**

A voice assistant (also known as a digital, virtual, or AI assistant) is a task-oriented programming application that detects human speech and executes commands spoken by the user. Artificial intelligence allows current voice assistant programs to avoid depending on a restricted vocabulary and instead use cloud storage with millions of words and phrases. Sending voice instructions fosters familiarity and tighter contact between people and their devices. Users can stay connected to their gadgets while physically interacting with them less, which has additional benefits for people working in a hectic office situation. Voice assistants allow users to control appliances and functions of a smart home by simply uttering a few words. (Masina *et al.* 2020)

Voice recognition is used in NLUI to translate human intentions into commands to operate gadgets. These devices incorporate advancements in artificial intelligence (AI), speech recognition, semantic web, conversation systems, and natural language processing, solidifying the notion of

intelligent assistant. The phrase "intelligent voice assistant" thus refers to a system that can interpret, reply to, and process a user's request. The speaker recognition procedure attempts to derive the speaker's identity based on individual information from voice signals.

## **Review Of Literature**

Masina *et al.* (2020) highlighted in their study that by making precise and focused changes, a commercial voice assistant may be transformed into an assistive technology that successfully complements the individual's talents. Voice assistants' ubiquity, as well as their appealing appearance, may make them truly inclusive technology, useful to those with and without impairments. Francis *et al.* (2021) despite the fact that numerous services were accessible, there was still more work to be done to improve the usability of these systems. The challenges that have yet to be resolved in this discipline include speech recognition, contextual comprehension, and human interaction. Cambre & Kulkarni (2019) show in their study that the voice with which a smart gadget communicates had substantial social ramifications for engagement. Scherr *et al.* (2020) Despite its general usefulness, issues engaging with VAs are common, because the user was compelled to follow a pre-structured form of communication, which restricts the Vas's conversational skills. Andreas *et al.* (2020) discovered a link between speech recognition and privacy concerns in their study, since voice assistant questions were troublesome due to recurrence and refining. Dutsinma *et al.* (2021) discovered in their study that VAs are easily accessible owing to the emergence of various embodiment kinds such as speakers, humanoids, and robots. However, there was far too little emphasis on embodiment types and their link to efficacy and anthropomorphism, which requires more study. Wienrich ; Reitelbach, & Carolus (2021) revealed in their study that using voice assistants in data-sensitive scenarios emphasizes trust; if patients divulge personal, sensitive information to speech-based systems, they must trust them. Muthukumaran & Vani (2020) found in their study that respondents were aware of voice-driven interfaces but they were still sceptical about using them for shopping. The reason behind it was that voice assistants were not able to identify the user's voice and got an error message. They were concerned about payment via voice assistant. It was also revealed from the study that there should be consumer awareness of voice assistants as consumer behaviour was not consistent. Brill; Munoz; & Miller (2019) found that expectations and confirmation of expectations had a positive and substantial impact on consumer satisfaction with digital assistants. It was also discovered that the digital assistant contact experience meets customer expectations. As enterprises speed the integration of digital assistants into their operations, they must provide customers with appropriate definitions of what to anticipate from the firm's interactive experience. Radziwill (2017) revealed

in his study that IVR (Interactive Speech Response) systems were another type of communication system that allows a computer to communicate with humans by using voice over a keypad. Hill *et al.* (2015) found in the study that it was possible to find unique normal language collaboration with conversational experts. Communication was done through modern technology rather than face to face. As a result, computer-mediated communication (CMC) had emerged as a key research area for human regular language replication. Mascarenhas (2018) revealed that customer benefit from web-based shopping because it allows them to access a wider range of products, and it also improves their relationship with the company. It necessitates some investment in order to purchase any thing, and it also supports customers in acquiring more items than the standard organisation. Schlicht (2016) highlighted in his study that customers do not have to waste time waiting for a response from a human professional. Shoppers were not have to adhere to a certain timetable in order to communicate with the brand. Another important task associated with chatbots was client help 24 hours a day, 7 days a week accessibility. Customers may convey their queries and make inquiries at any time without feeling compelled to wait minutes to be connected with the principal administrator available to respond. Kim Yang, & Jun (2004) Because security has been identified as a critical component in the development of the online client experience, online merchants must aim to provide customers with a secure electronic purchasing experience. Karimov and Brengman, (2014) found that to complete received exchanges, systems such as a high level of encryption and sophisticated mark can be used. E-retailers use a variety of approaches to improve their customer' satisfaction, including a productive client complaint handling system, a strong return and trade strategy, and paying customer if they cause any losses.

### **Conclusion of The Study**

The study report finds that voice-driven interfaces are becoming important today. Because of the rise of diverse embodiment types such as speakers, humanoids, and robots, VAs are easily accessible. Customer expectations are met by the digital assistant contact experience. Customers do not need to waste their time waiting for a human representative to respond. Customers and online merchants do need to stick to a certain deadline in order to engage with the business. Speech recognition, contextual comprehension, and human interaction are among the issues that have yet to be tackled with voice assistants.

Speech recognition, contextual comprehension, and human interaction are among the issues that have yet to be tackled with voice assistants. More effort has to be made to improve the usability of these technologies. Users are aware of voice assistants, but they are constrained to using a pre-

structured manner of communication, which limits the conversational abilities of the voice assistant. Another issue is that voice assistants are unable to recognise the user's voice and display an error message. Users are cautious about making payments with voice assistants. Because customer behaviour is inconsistent, there should be consumer awareness of voice assistants.

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### **Statistical Test And Distribution: Tools To Analyze COVID-19 and Prevent Other Infectious Diseases Outbreaks**

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## **ABSTRACT**

Statistics is the study and manipulation of data, including ways to collect, review, analyze, and draw conclusions from data. Statistical tests provide a mechanism for making quantitative decisions about a process or a hypothesis whether it is true or false. In late 2019, a novel respiratory disease was identified as it began to spread rapidly within China soon thereafter, being designated coronavirus disease in the whole world as COVID-19. Trends in COVID cases and rates of infection have changed consistently and misunderstood many times due to inconsistency in virus transmission dynamics. Therefore critical analysis of data is necessary to determine statistical techniques to help overcome the challenges in interpretation and development of intervention strategies. This research focuses on providing statistical tools and procedures for analyzing the COVID-19 trends to prevent an outbreak at the early stages in future and assessing interventions using statistical tests. Such metrics could be of great help to health and policymakers for potential use for making public health decisions in preventing, controlling and eventual elimination of disease. Qualitative analysis was made using Spearman Rank Correlation test, Mann Kendall test and Seasonal Kendall test by using public information on the spread of COVID-19 pandemic. Different distribution types are fitted to the disease having a large number of infected cases and the parameters of the distribution can be estimated based on the sample observations using the area property of distribution. The results indicated a mix of both surprising and expected findings. Spearman Rank correlation data can be used to identify monotonic trend while Mann-Kendal tests provide the most intelligible results while in Log normal distribution and other fitted distributions there must be an appropriate sample size to get the best estimates for forecasting the features of the given data.

## **Introduction**

Coronavirus disease known as COVID-19 is a contagious disease caused by a virus, known as the severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2). The first case of COVID was identified in Wuhan, China, in December 2019 after that the disease quickly spread worldwide, resulting in the COVID-19 pandemic. After facing this global pandemic not only is the power of the mathematical tools increasing, but the availability of data on infectious diseases, or detailed

collection of data for endemic pathogens, is also increasing. Rapid interpretation of epidemiological data is required for the development of effective containment, suppression and reducing interventions, but there are many difficulties in interpreting the collected data in real-time. These include interpreting symptom progression and fatality rates with delay distributions which lead to exponential growth in cases leading to inconsistency of case definitions over time which has huge impact on transmission dynamics. Mathematical and statistical techniques can help overcome some of these challenges in interpretation, aiding in the development of intervention strategies and management of care. There have been numerous studies on COVID-19 that outline the possible options for trend analysis. Wide range of statistical tools like Pearson correlation test, Spearman correlation test, Mann Kendall test and different types of distributions exist for analyzing and then quantifying specific disease trends. One needs to know the assumptions and conditions of the statistical tests, so that proper statistical methods can be selected for data analysis.

Correlation coefficient is calculated to study the extent or degree of correlation that exists between two variables  $x$  and  $y$ . Correlation coefficient can be used to examine any outbreak by taking one variable as spreading of any disease and other variables can be social distancing, hygiene, antibiotic intake, travel restrictions, wearing masks, vaccination etc. The value of Pearson's coefficient  $\rho$  lies between -1 and 1 i.e.  $-1 \leq \rho(x, y) \leq 1$ . If  $\rho(x, y)=1$  Then there is a perfect positive correlation between  $x$  and  $y$ . If  $\rho(x, y)= -1$  then there is a perfect negative correlation between  $x$  and  $y$ . If  $\rho(x, y)=0$  then there is no correlation between  $x$  and  $y$ . This test provides exact measurement of correlation of two variables hence can be used to analyze trends in covid and other diseases.

Coefficient of correlation discussed the degree of covariability of linear relationship between two quantitative variables. But often we come across situations where definite measurements of the variables is not possible i.e. the factor cannot be measured in quantitative terms. For example if we want to know the side effect of covid or any other disease on any patient, in such cases Spearman Rank correlation test can be employed to evaluate the relationship between variables by finding coefficient of rank correlation. This method can be very useful where the data is of qualitative nature. This correlation deals with ranks, when we are given ranks instead of actual data this is the only test which can be used to find degree of correlation. This method cannot be used for calculating correlation in a grouped distribution. It is applicable only to individual observations. Spearman correlation is a suitable statistical test for trends in time series. It should have monotonic behavior i.e. either increasing or decreasing.

Spearman rank correlation coefficient can be used to find the association between COVID-19 and the basic epidemiological parameters. The Spearman rank correlation is a non-parametric test and the correlation coefficient i.e. Spearman's Rho ( $r_s$ ) measures the strength and magnitude of association between two variables ranked. The calculation of Spearman's Rho ( $r_s$ ) can be done by using:

$$r_s = 1 - 6 \times \frac{\sum d_i^2}{n(n^2 - 1)}$$

Here  $d_i$  represents the difference between two variables (parameters taken) and  $n$  represents the number of cases. Spearman's Rho ( $r_s$ ) can take a value from  $-1$  to  $1$ , where  $r_s = +1$  represents a perfect positive correlation between ranks and  $r_s = -1$  represents a perfect negative correlation between ranks respectively. For instance if we take one parameter as number of COVID-19 cases and other parameter as population density in various district of HP having Null hypothesis as - Population density and Total Confirmed Cases are completely independent then the results show there exists a positive correlation between both varying between 87%-97% accurate results. Thus proving there definitely exist some trend between the both. Hence Spearman rank provides accurate results if there is a monotonic trend in the data.

Some literature has also mentioned that specific problems may be solved from the use of Mann-Kendall (M-K) tests since it does not require data to be normally distributed. M-K tests assume Null hypothesis  $H_0$  of most-identical or identical distributions of datasets that there is no monotonic trend in the series versus an Alternate hypothesis  $H_a$  which defines the existence of a monotonic trend, this trend can be positive, negative, non null. The test may not give accurate results if any covariate is present i.e. if any independent variable is present it may affect the results. The concept is that if a trend is present in collected data of any outbreak disease the sign values will tend to increase constantly, or decrease constantly depending upon the nature of virus so as to test whether the data is statistically significant or not. Mann Kendall test tends to give accurate trend detection for long time series and negative results for shorter time data. Every value in the data is compared to the value preceding it in the time series, which gives a total of  $n(n - 1) / 2$  pairs, where "n" denotes the number of observations in the given set. For example, if we have 30 observations in a data set then the number of pair wise comparisons is:



$$32(32 - 1) / 2 = 32(31)/2 = 992/2 = 496$$

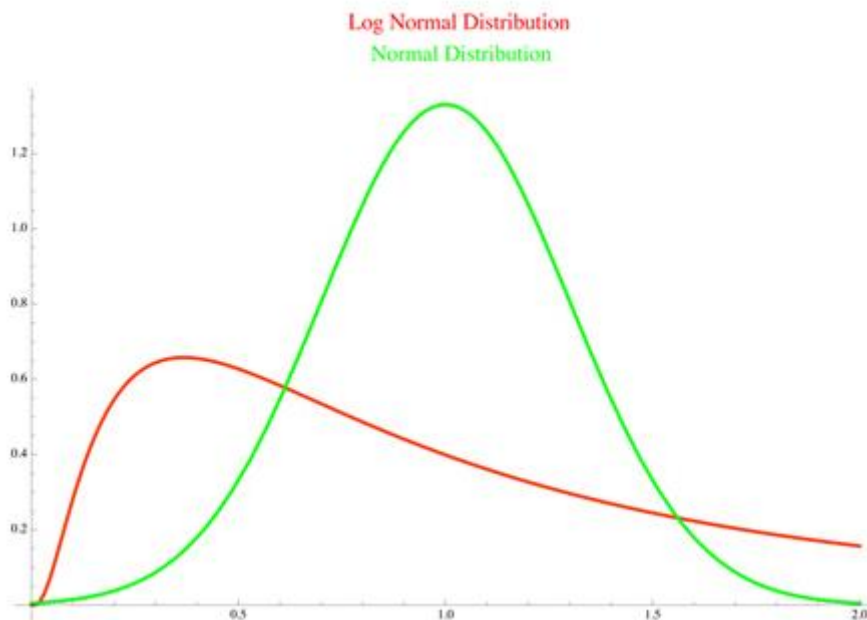
Thus even a relatively small data set can result in a huge number of comparisons thus resulting in most intelligible results. The M-K test cannot evaluate the magnitude of change.

If there are concerns about “seasonality” effects on any virus or disease the Seasonal Kendall (S-K) test can be used. “Seasonal” means that data is collected for periods where trends are upwards or downwards. The term seasonality is not just limited to calendar seasons (e.g., rainy spring, summer). It can also be applied to any time period where variation may regularly occur, such as days, months, and quarters. For the S-K test, the Null hypothesis  $H_0$  assumes there is no monotonic trend versus an Alternate hypothesis  $H_a$  assumes that in one or more of the “seasons,” there is the existence of a monotonic trend. Results can be analyzed using the seasonal Kendall statistic.

Since infectious diseases can spread any time the behavior and kinetics of infection spreading depends on the stages of the epidemic, the mean number of infections by one infected person and the time in which the person starts to show symptoms thus, the growth rate of infection determines the total number of infections. Spreading of infection depends on numerous factors such as health infrastructure and testing protocols, vaccination, total population, environmental conditions of the country, precautionary measures, human behaviors and government interventions, etc. It has been analyzed that an epidemic spreads in different stages, for instance, COVID-19 in most of the countries spread in six stages. The growth rates of spreading of viruses in different countries have different stages. The stages have been defined by the structural breakpoints on the time series data. Phase 1-3 correlate with preparedness, including capacity development and response planning activities, while Phase 4-6 show the need for response analysis of trend.

There are many probability distributions in statistics which can be used to analyze trends in virus spreading diseases in different phases. In an epidemic situation, we focus on the epidemic curve that has a fundamental characteristic i.e. time. To plot an epidemic curve, we write the number of cases (discrete nature) on the vertical axis and the time unit on the horizontal axis. The normal distribution is used to evaluate several continuous variables. In a probability distribution the values ( $x$ ) of a random variable ( $X$ ), are represented on the horizontal axis, and on the vertical axis, it is displayed the density or the probability mass function, according to whether the variable is continuous or discrete. The normal distribution is a bell shaped curve which is symmetrical in nature. The standard normal distribution is the one which has mean zero and a standard deviation of one.

Immunity to a disease is affected by many different factors so immunity level is a product of several constants corresponding to different factors. Each of these constants varies from one person to another, so it can be viewed as a random variable. When we compare the peak immunity values, we get a meaningful distribution. Product of many independent random variables may not be standard in statistics, but it is well known that the logarithm of the product is equal to the sum of the logarithm. Thus, the logarithm of the peak immunity level is the sum of a large number of independent random variables. This means that when the value  $n$  is large, the corresponding distribution is close to Gaussian. This is the reason why normal distributions are ubiquitous. Eg. if  $X$  is log-normally distributed, then  $Y = \log(X)$  will have a normal distribution and thus, the distribution of the peak immunity level  $Y$  itself is log-normal. The lognormal distribution is a continuous distribution of a random variable whose logarithm has a normal distribution. When we compare values at a given intermediate moment of time, we bring together patients at different stages of the immunity dynamics; as a result we get a distribution – probably a convex combination of several log-normal distributions corresponding to different rates. Lognormal Distribution is bounded from below by zero, so this distribution is very helpful in modeling covid-19 cases which can never be less than zero, in case we use normal distribution we admit that number of covid-19 cases can be negative which practically is not possible.



**Figure 1** (<https://www.fromthegenesis.com/probability-distribution-lognormal/> )

## Literature Review

Echard Limpert, Werner Stahel Markus Abbt, (2001) determined the accuracy of log normal distribution in analysis of variance. Thomas D. Gauthier, (2001) Detected the monotonic trends in time and space using Spearman's Rank Correlation Coefficient. Philip M. Sedgwick, (2014) in his paper named Spearman's rank correlation coefficient concluded there was an inverse correlation between trends in antidepressant prescribing and suicide by analyzing the monotonic trend. Prabhaker Mishra, (2019) in his paper Selection of Appropriate Statistical Methods for Data Analysis proposed that there are various statistical methods that can be used in different situations, inappropriate use of statistical tests may lead to wrong conclusions. Christopher E. Overtonak, Helena B. Stagea, Shazaad Ahmad, (2020) used statistics and mathematical modelling to understand infectious disease at early stages of an outbreak and assessing interventions. David Ison, (2020) studied statistical procedures for evaluating trends in coronavirus disease-19 cases and came to a conclusion that Spearman correlation test can be used for monotonic data. Tavros Nikolakopoulos, Eric Cator and Mart P. Janssen, (2021) extended the use of the Mann Kendall test to measure uncertainty of data by presenting analytical results for the behavior of the test.

### **Objectives of study**

- (1) This research focuses on studying different statistical tools and their application for analyzing the COVID-19 trends and understanding the extent of any of the infectious diseases in a given population in terms of existing cases further transmission of disease and new cases.
- (2) To inform the policymakers that would help in prevention, control, and eventual elimination of the infectious disease at the early stages in future and assess interventions using statistical tests.

### **Research Methodology**

Qualitative research is done to understand the usage and applications of Spearman Rank Correlation test, Mann Kendall test and Seasonal Kendall tests in epidemiological data testing along with identifying the trends in various diseases using Lognormal distribution. Daily covid data trends were taken from my government covid-19 site and were observed and analyzed qualitatively showing that different statistical tests can be applied to different types of disease trends so as to prevent them from spreading on a large scale.

### **Findings**

The findings of this study support the use of a range of statistical measures to identify trends in various epidemiological diseases. It can be seen that Spearman's rank, as well as Mann-Kendall tests can identify particular data trends. Further verification can be taken from the Spearman

correlation coefficient which tells the degree of relation between the two factors taken in consideration of a particular disease. As far as the fitting of the Gaussian distribution is concerned, there must be an appropriate sample size to get the best estimates for forecasting the features and results of the fitted distribution. If the sample size is not appropriate as per the population size, the estimates will not be accurate. Lognormal distribution can be applied for discrete as well as continuous distributions for COVID-19 data.

## Conclusion

In this study there are examples of statistical tests and distributions to more thoroughly examine trends in COVID-19 cases and future disease outbreaks. Similar methods could be extended to other outbreaks in future. It is advised that such tools should be made available to health and policy stakeholders for potential use for public health decisions. Based on the findings of this study, it is recommended that further examination of other statistical tools and procedures can be done to provide more short-term trend information in future.

## Limitations of study

A better analysis would have been possible with micro level data corresponding to different parameters of pandemic. Every statistical test has its own limitations depending on the type of data, assumptions made in hypothesis and level of significance so the results obtained might not always be 100% accurate.

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## Market Transformation-Reasons And Factors

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### ABSTRACT

The fusion of marketing and technology, or mar tech as it is more often called, is anticipated to experience tremendous development as India's digital economy grows. The change in consumer behavior brought on by the worldwide epidemic has further expedited this tendency. Digital has emerged as a crucial medium for consumer engagement, conversion, and retention in addition to client acquisition. Today, automation and ease of marketing for organizations are greatly aided by mar tech. Given that practically every firm uses mar tech, the estimated worldwide mar tech investment in 2021 was \$344.8 billion. In order to comprehend and identify the main mar tech trends that will shape the India market in 2022 and beyond, Storyboard18 met with digital professionals.

**Keywords:** Change, Digital, Markets, Trends, Technology.

## **Introduction**

The Indian marketing ecosystem began preparing for a new future in 2022 after months of many statewide lockdowns and isolation. Brands made the decision to halt, think, and revise their strategy, putting the interests of the customer first. As we all awaited returning physically to our "regular" lives, they concentrated on developing more improved customer experiences online. A few companies made the decision to assist those in need, while many others swallowed their pride, set aside ferocious competition, and began praising their rivals in social media postings in their place. Even the burger and cola battles came to an end. Customers began craving for narratives that encourage and motivate them to persevere in the otherwise hopeless conditions. In the brand verse, there was a renewed enthusiasm for sympathetic advertising and nostalgic marketing that persisted in 2021. With every post and commercial, they offered a little optimism and joy. Because Gen Z and Millennials are quick to point out disconnected brand aims, they also began conversing directly with their customers on social media platforms more than ever before and providing what was requested. As consumers made the great shift to digital, brands followed suit and increased their online presence. They also provided value-based offers and took into account the significant economic disruptions brought on by the epidemic. They interacted with customers via smart home interfaces and devices, and they increased the variety of their media offerings to include virtual reality, video conferencing, and video gaming. According to this year's Ipsos and Tetra Pak report, the global pandemic's impact on people's personal, financial, and environmental security has resulted in a shift from passive concern to active caretaking, which is motivated by the need to safeguard our own safety, that of our communities, and the security of the environment. People are taking a more active role in selecting the best products for both their personal well-being and the environment. Dietary decisions, increased recycling, and waste reduction are all part of this. As a result, this year has witnessed an increase in the development of eco-friendly products and packaging. Brands will be expected to identify themselves with a greater purpose as environmental concerns only intensify. We contacted Indian firms from various industries to learn about the trends they anticipate in 2022 after gaining a newfound respect for life and a fresh outlook on marketing.

## **Literature Review**

Chen et al. (2000) claim that by reducing the quantity of fuel needed for regular purchases, online marketing would lead to a greener world (environmental protection). I wholeheartedly concur with their viewpoint. It is commendable that authors have looked at internet marketing from this

perspective. I also agree that Internet marketing encourages paperless offices, frees up space, and reduces energy use by avoiding kiosk displays. It is also true that it encourages the simple transportation of goods, which would be challenging in conventional sales. The author should have explained what motivates businesses to seek a paperless workplace, such as whether it is cost savings alone, a determination to protect the environment for social reasons, or other considerations like competitive pressure from rival businesses that are following suit. The information on numerous businesses in various industries that have seen internet marketing as an environmentally friendly strategy may have been supplied by the authors. Emphasis on gender Chiu Yu-Bin and others, 2005 in their study, they discuss how the gender of consumers is crucial to internet shopping. Some of their most important conclusions include the fact that consumers who make purchases online tend to rate them less favorably than those who do not. In this case, I concur. This indicates that user-friendliness is crucial for users, and businesses should emphasize it. In order to enhance how easily purchases are viewed by women, they also contend that online communities centered on gender and interests should be created. I concur that in order to attract customers, businesses should treat customers differently based on gender. Companies should, in the authors' opinion, provide the appropriate goods to male customers whenever they need them and should answer to enquiries quickly. This would undoubtedly improve the attitudes and purchasing intentions of male consumers. Similar to this, a user-friendly online business that caters only to women may see an increase in online traffic and sales. They propose that in order to accomplish this, businesses should use interactive virtual reality and background music. In this way, they can show female consumers how to use products in a stylish way and occupy their attention with surprising visual effects. This will successfully encourage positive attitudes and increased purchase intentions. Females see the customization of homepages favorably because it fosters a greater feeling of consumer independence and accessibility. The authors' recommendations for gender-based strategies that businesses must employ are a valuable contribution. In his study, (Urban Glen, 2006) underlines the need of corporations acting as champions for consumers' interests if they want to earn business and keep customers. "When a firm advocate for its consumers, the customers will in turn advocate for the company," the author quotes himself as saying. The author has provided several insightful examples, ranging from consumer goods to high-value industrial products and services, to demonstrate how different businesses, regardless of their size, develop strategies to meet customer desire. The cost element in these strategies is not mentioned by the author, which might have an impact on the company's ability to sustain itself. Internet marketing used for service delivery: In their research, (Kim D.J. et al. 2007) have concentrated on customer preferences for online travel companies. Consumers' top nine priorities have been taken into account. Security,



usability, discovering inexpensive prices, finding relevant and helpful material, website presentation and design, website speed, the ability to book all travel services in one transaction, booking flexibility, and sorting opinions are among them. All of these factors led them to the conclusion that cheap prices served as the main driver of consumer behaviour. Sadly, writers have chosen not to utilise direct marketing from airlines as a point of comparison since an airline firm can be motivated by the desire to offer new services in order to counter travel agents. Their assessment of whether reduced fare alone is the deciding factor for customers to select a certain airline agency would have been bolstered by this comparison. For businesses who offer services online, this article offers insightful advice. One or more of these qualities will be more prominent than the others depending on the service the firm offers. Security will take precedence for online financial services.

### **Objective**

To study and explore the reason and factors that affect market Transformation.

### **Scope**

The scope of the study is restricted to reasons for changes in marketing practices, recent trends and factors that are responsible for these changes.

### **Research Methodology**

Using secondary data gathered from a variety of magazines, periodicals, research papers, articles, and the internet, this research report makes an attempt at descriptive research.

### **REASON FOR MARKETING IS TRANSFORM DAY BY DAY**

1] The complexity of customer purchase decisions will rise

It's become tougher and harder to categorise the individuals who purchase particular things than it once was since consumers utilize a variety of media, from YouTube to face book. High and low ends as well as mainstream consumer categories are beginning to vanish. The complexity of segmentation is increasing. The same buyer may purchase both high-end and low-end goods at the same time.

2] There will be an increase in the use of personalization in product design and messaging

More businesses are discovering how to offer individualized products and designs thanks to big data, social media, and flexible production. Numerous businesses, including the health industry, are catching on to this trend.

### 3] Mobile communications are taking marketing by storm

Recently, there have been rumors in the media that WhatsApp has given Face book its user's phone information in order to offer targeted adverts. Receiving a text message advertising one of your favorite goods could feel invasive, but telemarketing still is, and it never will be. Be on the lookout for businesses communicating with customers more and more using mobile devices.

### 4] Brand-customer relationships will be governed by transparency

The list of scandal-plagued businesses is growing, from Wells Fargo to Volkswagen. Companies are learning that they can't avoid the openness that social media offers. More businesses are realizing that lying will cost them money in the form of heavy penalties from the government as well as the loss of client loyalty and revenue.

### 5] Targeted data-driven marketing will become more approachable

Companies are discovering a tone about you and your preferences thanks to big data. Depending on whom you are and what your habits tell about you, they will continue to grow better at identifying you and communicating with you in the most efficient way. Don't say goodbye to spam just yet, but businesses who can find out how to stop sending out generic messages and start focusing more intently on their intended audience will succeed.

### 6] More precise measurements will keep developing

Up until recently, marketers frequently struggled to explain and quantify the effects of their choices. There are numerous ways to evaluate online activity today, including Facebook likes, article clicks, and other metrics, but many of these are still in the early stages of development. Facebook was recently exposed for manipulating statistics regarding the number of videos that were seen on its site.

### 7] Integrated teams will progressively replace digital silos within the marketing organization

A few years ago, the marketing team would be on the other side from the digital team. That situation cannot continue. The two now need to be completely connected since digital must be a part of

everything. Companies do not necessarily need a digital strategy; rather, they need understand how to integrate the digital element into the intricate process through which customers make purchase decisions.

## Market-Related Factors to Watch in 2022

### 1. More enduring connections between influencers and brands

With artists assuming a variety of brand ambassador positions and a general move toward always-on content rather than one-time transactions, we're likely to see a rise in long-term influencer-brand collaborations. Through longer-running initiatives that take use of influencer knowledge and reputation over time, brands will have the chance to forge more genuine connections with their audiences.

### 2. Conversational Trade

I'm deeply involved in projects and collaborate with clients throughout the retail supply chain. "Conversational commerce" inspires me. It is a term that was first used in 2015 by Chris Messina of Uber to describe "the convergence of chat applications and retail." This is a brand-new area for retail.

### 3. Experiential Online Shopping

For all businesses that sell products online, experiential e-commerce will be crucial. In order to meet user expectations, all platforms—from merchants and subscription sites to software as service platforms—will need to build dynamic, engaging, and highly customised paths. Experiential e-commerce will prevail this time around as brands compete for their user base.

### 4. Doing Digital Right

As they consider long-term collaborations with brands, communications agencies will move away from a transactional strategy and assume a more consultative position.

While the communications sector has prioritized going digital in recent years, the focus in 2022 will be on "doing digital right"—using digital technologies to support integrated communications projects when and where it makes sense.

### 5. The emergence of interactive content

The path of buyers is getting more and more individual. Therefore, as marketers, we must consider this and simplify things for users. The use of interactive material may become more prevalent in 2022 as a result of the need for businesses to invest more time and resources into retaining customers and assisting them in finding what they are searching for.

#### 6. Monitoring of Intent

Time for marketers to concentrate on their main commercial objective: locating customers who are prepared to make a purchase. Knowing who is looking for your solution and who may already be in the market is useful in this regard. The solution is intent monitoring, which is a top trend that will continue to develop in 2022. It offers a potent tool to influence corporate success when coupled with actionable information.

#### 7. The Persistence of Influencer Marketing's Growth

When it comes to where they are obtaining their information from, the public has a lot of mistrust. Over time, influencers have developed trust with their audience. As a result, their followers are aware that a service or product is legitimate when it has the support of their favorite influencer. Moving ahead, businesses should seize this opportunity more.

#### 8. The restart of business travel and face-to-face meetings

In order to "go back on the road" and interact with their peers in person as they usually would, our clients and the members of their customer advisory boards consistently indicate a desire to do so.

#### 9. New VR-Based Apps and Software Tools

People can start to anticipate new software tools and apps to be offered in the virtual reality world in light of the most recent Facebook (now Meta) statements regarding the metaverse. In 2022, I predict that there will be an increase in hybrid and mixed reality experiences.

#### 10. New Techniques for Collaboration and Teamwork

The office is an attitude, not a physical space. The working environment will continue to be changed as a result of Covid. The market is greatly impacted. Employers must be innovative in balancing employee demands with productivity; those that succeed will look for novel ways to complete "work" and unconventional strategies for teamwork and collaboration.

#### 11. Alternate Methods of Targeting

Marketers will explore different targeting options, such as people-based targeting, during 2022 because third-party cookies will be deprecated in 2023. Before cookies are completely eliminated, businesses that can use and build on your first-party data will need to be screened.

#### 12. A Significant Change in Who Performs Research

We anticipate a significant change in who is involved in research operations in the insights sector. The hurdles to market research have been significantly reduced, which has been accelerated by both the Covid-19 epidemic and more approachable technology. This implies that data users such as marketers, product designers, user experience experts, and others will now also actively participate in data generation.

#### 13. A Reinvigorated Focus on Reputation

Over the past 18 months, we have observed the country's brands become more brittle and their balancing act of attempting to resonate in a divisive market. How can a brand garner supporter without offending a certain market segment? It's a circumstance that brands have never had to deal with.

#### 14. 'Guide' Pages in Long Form

The most effective material will prevail. Everyone is, however, producing lengthy "guide" pages. Therefore, it will be crucial to place them in the optimal manner, make them understandable, and enable sharing. Whoever can make their sites engaging will triumph and have a stronger online presence.

#### 15. Larger Companies Switch To Online/Digital

I think firms will need to shift to the internet market in 2022 and focus on and adapt to crypto currencies and non-fungible tokens. We previously saw the shift from offline to online/digital that was necessary during the epidemic, and this pattern will continue to grow. In order to stay ahead of the competition, businesses should begin incorporating these factors into their strategies now.

### **Conclusion**

More often than not, the future appears more distant than it truly is. We must be aware of these signals and trends going forward in order to be relevant, and we must get ready for the demands of the future. Understanding children's mental processes and preferences might be a good place to start because they are already influencing our own purchasing behavior in addition to becoming

tomorrow's customers. We already know that children have a big impact on what a family buys. Therefore, cancel your next appointment and schedule a time to speak with a tween in order to start your own road toward becoming future-ready.

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## **A Study of Challenges And Strategies For The Employee Engagement During COVID-19**

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### **ABSTRACT**

Employee engagement is one of the effective ways to develop competitive advantage in the organization. Due to the imposed lockdown worldwide all the companies shifted to the concept of work from home. Without any preparedness and readiness companies had to go through this massive shift within a period of time. This pandemic has imposed various challenges for both employees and employers as it a completely new scenario; something which we have never seen. In such a scenario it is crucial to maintain healthy relationship among employer and employees as both the parties are disconnected to their work environment and shifted to a new era of working. In this tough time, only employee engagement can help to build the trust and morale in employees.

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This paper is a conceptual analysis of the challenges faced by HR managers related to employee engagement during COVID-19. Extensive review of literature has been carried out to study the challenges faced by the HR managers to keep the employees engaged. This paper also compiles the strategies followed by the companies to keep their employees engaged during the pandemic.

**Keywords:** COVID, Employee Engagement, Strategies of Employee Engagement, Work from home.

## **Introduction**

COVID-19 was declared as a pandemic by WHO on 11 March, 2020 and after that there is no going back. The entire world is facing the issues and challenges related to COVID-19. There is not even a single sector of the entire world that has remained unaffected from COVID-19. COVID19- was so disastrous that it bought the entire country to lockdown and hampered the growth and survival of nations. Pre COVID-19, work from home was an option given by several companies to its employees to provide them flexibility but during COVID-19 work from home became mandatory, as it was the only option left. Everything happened suddenly so there was no time and space to plan to shift from offline working to online working. For those who could not work online had to suffer huge losses and business. During this pandemic only those companies could survive that kept its employees engaged even while working from home. Keeping the employees engaged is a huge challenge especially when they are working from home. Companies are likely to enjoy competitive advantage if they are able to keep their employees engaged. (Macey, W. H., & Schneider, 2008).

There are various evidences that suggest that it is necessary to keep the employees engaged for a longer time period so as to identify the issues that bother them (Kular et al, 2008). This scenario of COVID-19 is the largest exercise that took place without any prior planning and readiness. During these tough times, it was a huge challenge for all the organizations to keep their employees engaged.

## **EMPLOYEE ENGAGEMENT: DEFINITION**

Schaufeli et al (2002) defined employee engagement as a fulfilling, positive and work oriented state of mind which is described by vigor, dedication and absorption. In this competitive world; employee engagement plays crucial role in driving a business towards the road of success. Shuck & Wollard (2010) defined employee engagement as the alignment of each employee's emotional, cognitive and behavioral state towards the outcomes of organization.



Due to the rising cases of COVID-19 employees felt stressed. The reason being they are worried about their job security, salary etc. As a result they are unable to focus on their work. In order to combat with this problem there is need of employee engagement. It is the primary responsibility of the organization to take care of its employees, their well being and engage them thoroughly in their work. Engaged employees are likely to give better results than the disengaged employees. There are various ways through which employer's can keep their employees engaged and boost their morale so that their productivity is not affected. During the work from home regime companies provided the facilities to its employees to work from home but this comes with several challenges. It is challenging for the HR managers to keep the employees engaged when they are working from home.

### **Review Of Literature**

Chanana, Sangeeta (2020) conducted a conceptual study to determine the engagement of employees by various companies during the COVID-19. The research was based on secondary data collected from various sources including reports by WHO, blogs, articles, journals etc. The researchers concluded that the organizations came up with various activities including virtual learning, online team building, webinars on relevant topics, recognition practices, transparent communication, online counseling sessions, e- learning modules and many more sessions. The employees are feeling committed in those organizations where such activities are conducted.

Kaushik, Guleria (2020) aimed to analyze the impact of COVID-19 on employee engagement and employee relations. The objectives was to examine the factors that affect the employee relation and engagement with respect to the current scenario of COVID-19. Conceptual study was carried using the secondary data collected from various sources. It was analyzed that employees must conduct some activities to distress their employee during these challenging times. Also the employee engagement and employee relations are inter connected.

Naz, Rubeena(2020) focused on changes in working practices during the pandemic and analyzed the impact of COVID-19 on employee engagement in 2020. It was analyzed in their research that the COVID-19 affected the workplace adversely. The paper discussed about the impact of COVID-

19 in different sectors including hospitality industry, workspace industry and education industry. It is concluded that the growth rate of country was adversely affected during the pandemic.

Kumar (2021) suggest five important elements of employee engagement in his research. The elements were value, voice, variety, virtue and vision. The elements were identified after doing extensive review of literature. It is concluded that these elements play important role in engaging employees during the pandemic.

Nag, Kundu (2021) determined the impact of COVID-19 on employee engagement and suggested few strategies that can be used to improve the employee engagement. The research was based on secondary data collected from various sources. The researchers discussed about the models of employee engagement introduced during pandemic including V-5 model, 5-C model. and GREAT Model. It is concluded that it is mandatory to make sure that the employees stay motivated and engaged especially during these tough times.

Ramakumar, Priyadarshini (2021) aimed to find out the employee engagement strategies adopted globally by the HR leaders during these tough times. The data for the research was collected from 4 focus group discussions involving 32 HR leaders from different countries across the globe. They also discussed about the driving factors that impact the employee engagement during this pandemic. It was concluded that leadership, trust and technology were the main driving factors where as the strategies that helps during pandemic to keep the employees engaged were open communication, on time recognition and learning and development.

### **Objectives Of The Study**

1. To identify the challenges faced by the HR managers related to employee engagement during COVID-19.
2. To compile the employee engagement strategies followed by the companies during the pandemic.

### **Research Methodology**

This paper is a conceptual paper based on the data obtained from the secondary sources. The data was collected from the research conducted by various researchers and groups. The data available in the articles, blogs and research papers provided insight into the challenges of employee engagement during these tough times.

### **IMPORTANCE OF EMPLOYEE ENGAGEMENT DURING TOUGH TIMES:**

It is important to focus on employee engagement during the tough times. According to the American management association, the engagement level of employees can be improved even during the tough times if the management take right decision at the right time. A study suggests that higher engagement level leads to higher productivity and healthy bottom line. Keeping the employees engaged must be a priority for the organizations irrespective of the good or bad time. As per The guardian, even during the difficult times employee engagement will help in building strong positive attitude among employees towards their work and the organization. Organizations perform better if the employees are engaged. Organizations must make considerable efforts in keeping the employees engaged during difficult times so that the employees feel that the organization genuinely cares about them (Robertson, 2012). Gentry, Stawiski and Deal (2010) concluded that additional incentives, fair pay and compensation must be given to the employees to keep them motivated and engaged during the tough times. Jones and Kober (2019) listed some strategies that must be practiced to achieve higher employee engagement during difficult times. The strategies included: Stay connected with the core values, support and motivate the employees, ask for employee feedback, upfront communication with the employees, Value the employees as an important part of the organization so that they committed towards their work.

### **CHALLENGES FOR HR MANAGERS RELATED TO EMPLOYEE ENGAGEMENT DURING THE PANDEMIC:**

As the managers entered the 2020 and faced the pandemic, home offices were set up. Zoom became a household name and virtual parties became new normal. There was an unprecedented rise in the number of employees working from home across the globe. And With this came numerous challenges of managing the employee engagement of remote workers.

This sudden paradigm shift from offline to online brought various challenges with it. According to a study published in HBR around 40% of the 215 managers and supervisors expressed that they feel low self confidence in facing the challenges of managing the employees working from home.

According to the survey conducted by BCG of over 2000 employees; it was revealed that 79% of them experience loneliness, anxiety and work invading their personal lives. Hence, managers had to deal with their mental issues as well. As per the literature review; given below are some of the challenges faced by the HR managers related to employee engagement during pandemic.

#### **1. Lack of communication and information:**

When the employees are working from home, there are chances that they can experience loop in communications. This loop will affect the employee engagement. The employees felt that there is need on the part of their managers to communicate more with them. This became as challenge for the HR managers during pandemic. Communication is an important part of employee engagement but due to remote working there were some barriers in effective communication. The barrier including connectivity issues posed great challenge for the HR managers to keep their employees engaged. According to a survey conducted by HBR, more than 90% of the employees wanted at least weekly communication from their managers.

## **2. Increased employee burnout:**

Employees were attacked with the pandemic, lockdown and the personal issues related with the remote working. This took a toll on their mental health. A comparison by BCG survey revealed that employees were in better mental state pre pandemic. So the challenge for HR managers was to make sure that the employees are in good mental state and health and do not experience burnout. Burnout is a consequence of poor employee engagement. Therefore it is necessary to make sure that the employees are actively engaged while working remotely too.

## **3. Lack of trust:**

Furloughs, layoff, termination etc. were quite common terms during the pandemic. In such a scenario the employees stopped trusting their organization. Also in a survey it was revealed that the remote managers showed lower trust levels on their employees. They revealed that one of the major challenges to ensure employee engagement is lack of trust on part of both employees and employers. Face to face communication on daily basis is crucial to keep employees engaged while building their trust. But this become a challenge in remote working. Trust is a critical component that create employee engagement. Trust issues also hampers the team spirit and ultimately affects the productivity levels.

## **4. Lack of Organizational culture:**

Organizational culture affects the employee engagement levels. When the employees are working from home and office in a hybrid mode of working, the lack of company culture is quite a common issue and challenge as well. Changes like no companionship, lack of recognition, lack of feedback sharing platform etc. creates negative company culture. This became challenging for the HR managers to maintain the organizational culture in remote working to ensure the employee engagement.

**5. Lack of recognition:**

When the employees are not rewarded and recognized for their work they feel unappreciated and this affects their engagement level negatively. The challenge during the pandemic was to ensure that the reward system followed by the company fits all the workers. The rewards system has to be something that will make them feel valued and appreciated. In addition to this the HR managers must ensure transparent rewards system for their employees.

**6. Lack of work life balance:**

A poor work life balance will lead to low employee engagement. It became even more challenging during the pandemic for the HR managers to ensure adequate work life balance for their employees. According to a research by Forbes, full week virtual meeting leaves around 38% employees exhausted. The HR managers had to make sure that they provide enough free time to their employees so that they can maintain their work life balance else they would become disengaged employees.

**STRATEGIES FOR EMPLOYEE ENGAGEMENT DURING COVID-19**

It is crucial for the organization to inculcate some employee engagement strategies for the employees so as to boost the employee satisfaction and achieve company goals faster. Numerous organizations pursue effective employee engagement strategies including employee satisfaction, improving company culture and retaining the best talent. (Infiniti Research,2018)

Various strategies were followed by the HR leaders to engage the employee while they are working from home. They are discussed below:

**TRANSPARENT AND OPEN COMMUNICATION:**

Transparent communication is required to keep the employees engaged at their work. Brunswick group (Metts, 2020) states that companies must focus on developing employee engagement and effective communication so as to keep the morale of employees high and help them stay connected. The communication done with them must be regular and they must be asked to share their experiences. The article given by Fallon(2020) elaborated the concept of team engagement during the pandemic. The article elaborates various ways to keep the employees engaged and communication was one of them. various companies created a COVID-19 response portal to answer the queries of employees. HR leaders tried to communicate as clearly as possible in order to keep the employees engaged.

### LEARNING AND DEVELOPMENT PROGRAMS:

Learning and development opportunities are the biggest driver of employee engagement. Various learning and development methods can be used to keep the employees engaged (Kumar, & Kapoor, 2019). HR leaders realized the importance of learning and development programs during this pandemic. ITC hotels introduced various e learning courses at specific level to provide the employees an opportunity to learn and grow. Also clx capital hosted live e-sessions on its learning platform. The employees need to learn the digital transformation. Various companies like Accenture and HCL have their own learning portals which help the employees to learn and stay engaged. Corporate training programs were digitally converted to make learning more efficient and effective and engage the workforce.

### RECOGNITION:

As per the research conducted by (Purse,2017) recognition is the easiest way to improve the morale of employees. If the employees feel they are not appreciated enough they will lose their motivation. When the employees are appreciated for their work, their engagement level increases. During the pandemic the HR leaders opted the strategy of thanks giving and appreciating the employees in virtual meetings for their work and contribution. Organizations are posting the success stories of their employees on their social media platform and providing them on time recognition.

### WELLNESS PROGRAMMES:

In order to keep the employees engaged the HR managers initiated wellness programs to ensure the overall wellness of their employees. For an instance Capgemini introduced counseling services for its employees so that they can manage their personal and professional life in a better way.

### FOSTERING SENSE OF BELONGINGNESS:

The HR leaders used the strategies that will foster the sense of belongingness towards the company so that they do not feel left out and stay committed towards their work and organization. In order to do this Cars24 conducted various activities like sharing a image of yourself with your pet, a selfie with family, know you leaders in which a quiz will be conducted about the leaders, meditation classes, and other online challenges.

### **Conclusion**

Even now the situation of COVID-19 is not completely under control. The work from home is still prevalent in various sectors. Also some companies have opted for hybrid mode of working where

the employees will come to office for few days in a week and for the rest of the days they will work from home. Therefore it is mandatory to follow the employee engagement strategies when the employees are working remotely. Well engaged employees will lead the organization on the path of success. This is the reason the companies must motivate the engagement of employees using different strategies. Companies nowadays are using various practices like virtual learning, online webinars, e-talk, talk on mental health, online game session, online gaming, counseling and social interactions virtually. These practices will boost their morale and help the employees to stay motivated even during tough times.

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## **Students' Perception Towards the Online Learning During Covid-19**

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Ms. Anita, Lecturer Baddi University

### **ABSTRACT**

Educational institutes all over the world had closed due to COVID-19 pandemic. Due to the covid all the schools, colleges/universities had postponed or cancelled all the campus events such as examinations, conferences, admissions and other activities. Almost all the educational institutes have shifted to online learning platforms to keep the academic calendar going. However, the questions about the preparedness, designing and effectiveness of e-learning is still not clearly understood, particularly for a developing country like India, where the technical constraints like suitability of devices and network poses a serious challenge, what are the problems student faced. Online learning has become the only method during the covid-19. In this study we focus on understanding student's perception and preferences towards the online learning through a survey method of 100 students. The study includes both primary and secondary data. The convenient sampling method is used to collect data. The work tries to study the opinions of students in context of the impact of online courses, their comfort ability, the teachers support. The main objective of this study was to determine the perceptions of the student about the online learning platform.

**Keywords:** Online learning; Perception; Readiness; Preferences

### **Introduction**

The education system has changed gradually over the years especially in covid from traditional to digitalized education. Face to face interaction has been replaced with online interaction. Prior to this before students are not very much aware about the online education. However with the lockdown situation, educational institutes had move to online learning to continue students learning without getting interrupted. COVID-19 -a novel corona virus disease spreading across the globe, it impacted all walks of life including educational institutes all over the world had closed. Online learning has become the only method. Educational institutions have shifted to online learning platforms to keep the academic calendar going on or to protect the students from viral disease. Traditional classrooms shifted to online classrooms which impacted the closed interactions between teachers and students, making shift in the teaching- learning process.

In the beginning of February 2020, schools only in China and a few other affected countries were closed due to rapid increase in disease. However, by mid of March, nearly 75 countries have announced closure of educational institutions. According to UNESCO, by the end of April 2020, 186 countries have implemented nationwide lockdown, affecting about 73.8% of the total enrolled learner. Even though the lockdown and social distancing are the only ways to slowdown the spread of the COVID-19 by breaking the chain of transmission, closure of educational institutions has affected large number of students. As the schools and colleges are shut down for an indefinite time frame, both educational institutions and students are experiencing new ways to complete their syllabus in the specific time frame in line with the academic calendar. During this time, most of the schools/colleges and universities have shifted to online mode using Blackboard, Microsoft Teams, Zoom, or other online platforms.

### **Benefits of Online Education**

The benefits of online learning vary from individual to individual. While some students simply enjoy the convenience of their studies freely, some choose online education to stay home with their children. The online learning is great for people who are advancing their education while working, you can study whenever it is convenient for you, reduced the cost as compared to traditional classrooms. It is flexible when considering time, location and money.

### **Need of the Study**

The main purpose of this study is to determine the perception of online learning. It will be interesting to view that whether the students comfortable with the new teaching methodologies or learning, or rather want to go to traditional learning.

## Literature Review

Review of literature was done to report the studies related to student's perception towards the online classes during covid-19 pandemic. It helps to identify the different viewpoints of the students towards the online classes.

Kharve and Gogia (2016) defined online learning is a process of learning by electronic means by use of computer, mobile phone or other electronic devices and accessing internet. Nganga, Waruru and Nakweya (2020) concludes that online learning preparedness varies from one institution to institution, whereby not all the student and lecturers had been trained to participate in online learning and most students do not have proper device or allocation to buy internet .

Dipti koirala (2020) explain in his studies that online learning method is a solution taken by higher education. A cross sectional study was carried. Data were collected from 133 nursing students through online survey using a semi structure questionnaire and were analyzed using SPSS. Based on the result it seems that almost half of the respondents had negative perception towards the online learning. Mobile was the most commonly gadget used for attending the online classes. In his study she recommended to foster face to face interaction between students is necessary and to promote learning environment at home for the online classes.

Dipak Mahat (2021) conducted a study on 'Student's Perception towards the online classes during the Covid-19 pandemic. The main aim of the study was to find the students perception towards the online classes. The study was conducted by using the structure questionnaire through Google form from 109 students of two colleges- One public & one Pvt. Findings of the study concluded that majority of the students adopted online classes first time. 58% respondents reported that they faced problems during online class & 59% respondents believed that online class is one of the easiest platforms.

Paechter and Maier (2010) found that Austrian students are preferred face-to-face learning to interact and learn effectively. In another study, Orton-Johnson (2009)examined a similar result from the students in the UK where the students were also in favored face to face interaction or text material rather than online materials during learning.

Mr. Anjum (2019) conducted a study on 'student's preference and perception towards the online education in Hyderabad city. The main objective of the study was to know the opinion of the students, teachers and parents regarding the online learning. The primary and secondary data is

used to collect information. The main aim of the study is to whether people are aware about the online education.

### Research Methodology

#### Objectives of the study

- 1.To study the perception of the students about the online classes
2. To study the impact of covid-19 on education

#### Scope of the study

The study investigates the phenomena related to online learning among the college students. It identifies the perception of the students towards the online learning. This study will help the institutions to create best ideas and plans to become e-learning effective.

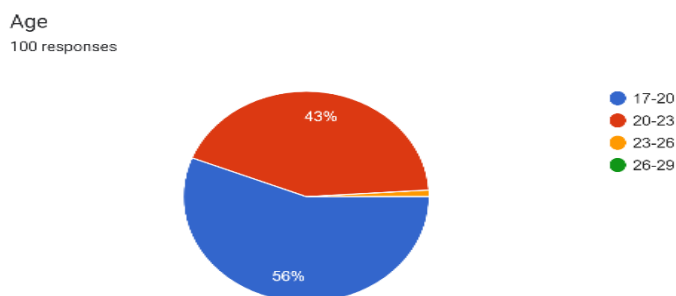
#### Data collection method

The data collection method was survey method. The total no. of respondents in the present study was of 100 students of different college and university. Data collection was done from both primary and secondary sources.

- Primary Data: The data was collected through questionnaire in google form.
- Secondary Data : The data were collected through the journal research articles or internet

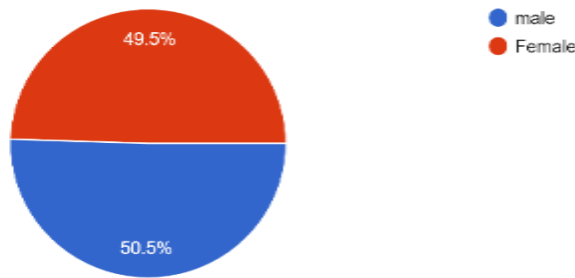
#### Data Analysis and Interpretation

##### 1. AGE



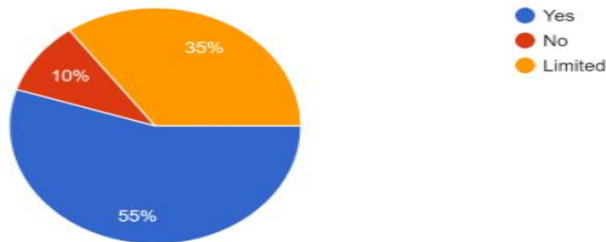
##### 2.GENDER

Gender  
101 responses



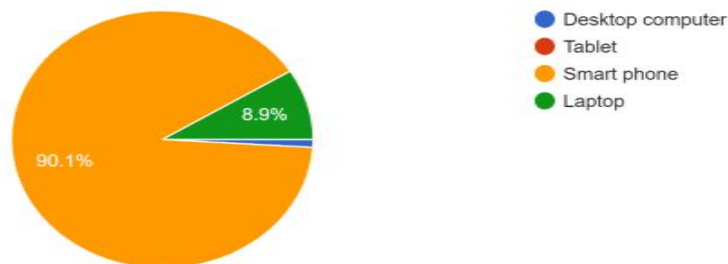
3. Do you have proper internet access at home?

Do you have proper internet access at home ?  
100 responses



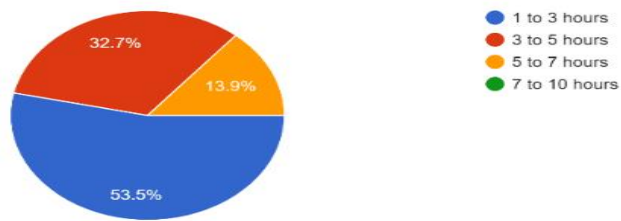
4. Which device do you use for the online learning?

Which device do you use for online learning?  
101 responses



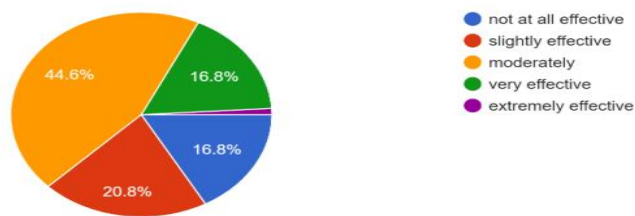
5. How much average time do you spend each day on learning?

How much average time do you spend each day on online education learning?  
101 responses



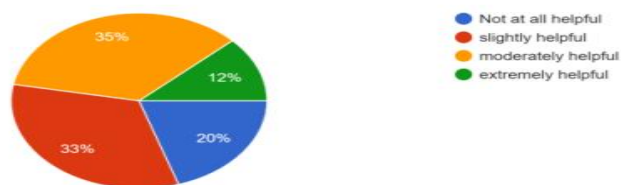
6. How effective has online learning been for you?

How effective has online learning been for you?  
101 responses



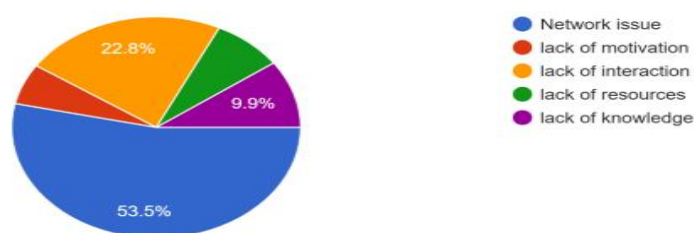
7. How helpful your university has been in offering you the resources to learn from home?

How helpful your (university) has been in offering you the resources to learn from home?  
100 responses



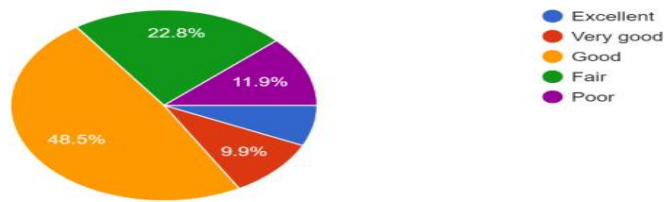
8. What are the problems do you faced during the online classes?

What are the problems do you face during online classes?  
101 responses



## 9. How do you feel overall about online learning?

How do you feel overall about online learning?  
101 responses



## Findings & Conclusion

- Majority of the respondents have proper internet access at home & 90% of the students used smart phones to study online.
- Majority of the respondents faced problems during the online classes.
- In our research most of the people prefer online learning is an effective way of learning but there are certain people who prefer offline mode is the best way of learning by interacting with each other.
- Overall online learning is a good platform for the students to continue their studies from anywhere or at any time. It is also best for those who want to continue studies with work.

## Suggestions

- Online education is a good way of learning for the people who are not able to complete their studies because of long distance , jobs and other reasons
- Online education is an easy way of learning any subjects at anytime or anywhere. This is the great opportunity for those who want to keep their education continue with their work.
- It is a good platform for the students who want to do some additional courses with their studies.

## Conclusion

It is concluded from the study that online learning is also the best way of learning and less time consuming method but students are not very much aware about this learning process due to which they faced problems. Students are not prepared or ready to opt for this method.

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## **Impact of Covid-19 on Pharmaceutical Industry of India**

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### **ABSTRACT**

Indian pharmaceuticals industry is 3<sup>rd</sup> largest Industry in the world in terms of volume and 14<sup>th</sup> largest in terms of value. Pharmaceutical sector has showed rapid growth in India during and after covid -19 pandemic. Huge Population of India worked as opportunity and challenge for the Pharmaceutical sector during Covid-19. Pharma industry is showing increasing trend during last 4 years with export of Rs. 110195 Cr.in 2017-18, Rs 132585Cr in 2018-19, Rs 146260 Cr in 2019-20, Rs 180555 Cr.in 2020-2021 as Government spending on Health care sector and Research and development Expenditure on Pharma sector has been increased. Now consumers are more aware towards the hygiene and health. Most selling items of Pharmaceuticals during and after Covid-19 are as follows; Generic drugs, Medicines, vaccine, biosimilars and biologic .Mostly consumers bought medicine and other items online during Covid-19 as there was a fear of losing life among the public. In this research paper secondary data has been used, data has collected from the various official websites of government and journals. Due to Covid-19 Indian Pharmaceutical Market enjoyed the various favourable situations such as Increase in exports of masks, medicines, sanitizers and emergence of various online platforms to buy medicine and other health care related products like Pharmacy, Apollo 24, netmex.com, etc. It can be conclude that government Initiatives in this sector are commendable but more wise actions can make India pharmaceutical market number 1 in the world.

**Keywords: Covid-19, Pharmaceutical industry, Online buying, Opportunity and challenges.**

### **Introduction**

Pharmaceutical means uses of drugs like cough syrup or sleeping pills and medicines to prevent any health issues faced by the people. During Covid-19 when there was a threat of life everywhere in the world this pharmaceutical market played a Predominant role in the India. Major components of pharmaceutical industry of India are: Generic drugs, Medicines, vaccine, biosimilars and biologics. In foreign direct investment of India, pharmaceutical market stands among top 10 sectors. In May 2017 foreign investment Promotion board (FIPB) got abolished and Department of pharmaceutical of India started working for the promotion of foreign investment proposal under the government route. FDI inflow was ₹ 2950 crores in 2018-2019, ₹ 5846 crores in 2019-2020 and ₹ 3039 crores in 2020-2021 (up to September 2020) (As per annual report 2019-2020 Ministry of Chemical and Fertilizers, Department of pharmaceuticals). Our Country has largest pool of scientists and engineers and Pharmaceutical market includes 3000 drug companies and 10500 manufacturing units. Top 5 Pharmaceutical companies by market capitalization in India are as follows; Sun Pharama, Divi's Laboratories, Cipla, Dr.Reddy Laboratories, Glenmark Pharma and Top 5 Pharmaceutical companies by sales and marketing operations in India are as follows; Pfizer, Glaxosmithkline, Snofi aventis, merck, johnson and johnson. Major states for Pharmaceuticals are Karnataka, Maharashtra, Gujarat, Uttar Pradesh, Delhi NCR etc. Indian pharmaceutical sector contributes 6.6% to the total merchandise exports. Share of Pharma sector in India's GDP is 1.72% (as per annual report 2020-2021 Ministry of Chemical and Fertilizers, Department of pharmaceuticals). During covid-19 India has exported Hydroxychloroquine (HCQ) to **120 Countries**, Paracetamol to **20 countries** and Vaccines to **96 countries** in the world.

### **Objectives of The Study**

1. To study trends in Pharmaceutical Industry in India During and after covid-19.
2. To find out what are the Opportunities and challenges of Pharmaceutical Industry of India and to give suggestion for the same.

### **Review of Literature**

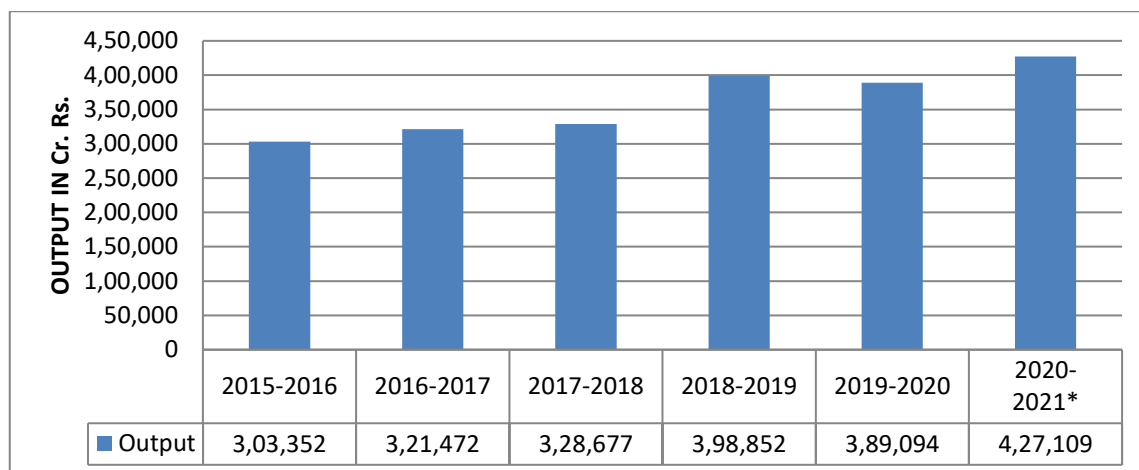
According to (Akhtar, 2013) in his research journal titled Indian pharmaceutical industry an overview, huge population of India is a cause of growth of pharmaceutical market, and India has good opportunity to grow its pharma sector because various manufacturing units of India have international level quality certificates like USFDA, UK etc. According to (Dhar and Joseph 2019) the Country should have Compulsory Licensing Product

### **Research Methodology**

Secondary data has been used for this study. Data has been collected from various journals, books, and Official websites of government.

**GROWTH OF PHARMACEUTICAL IN INDIA**

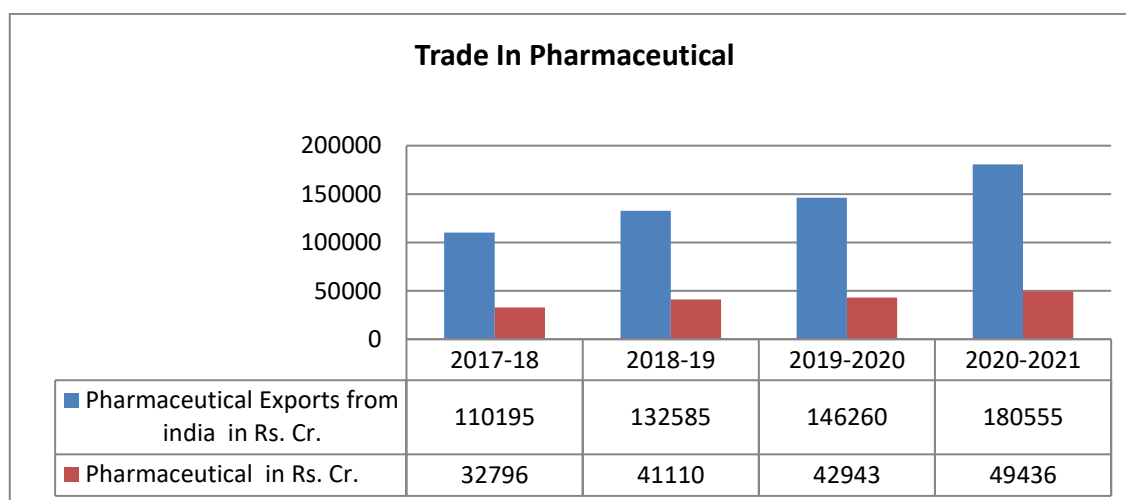
**1) Indian Pharmaceutical Sector Growth At Current prices**



**Source: National Accounts Statistics 2021, Ministry of statistics and Programme implementation.**

**Interpretation:** Pharmaceutical sector is increasing at high pace during last 5-6 years as we can see in above diagram that there was output of Rs.3,03,352 .cr in the year 2015-16 and Rs4,27,109 cr. in 2020-2021 which the highest number among rest of the years.

**2) Trade In Pharmaceutical**



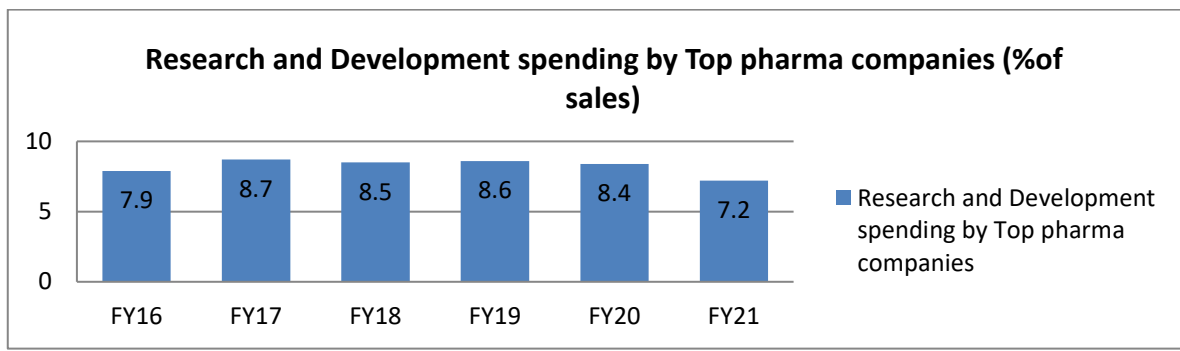
**Source: DGCIS kolkata**

**Interpretation:** Trade in Pharmaceutical market has also been increasing in last 4 years .In the year 2017-18 Pharmaceutical Exports was Rs. 110195 Cr. Where imports are of Rs.32796 cr.and in 2020-21 Exports was Highest with Rs. 180555 cr. And Imports was Rs.49436 Cr.

**3) Value of Export Growth:**

2021.42 Million USD as per June 2021 and 2119.08 million USD as on June 2022 with 4.83% change in growth as per June 2022(Ministry of chemical fertilizers Department of Pharmaceuticals of India: Annual Report 2020-2021)

**4) Research and Development spending by Top pharma companies**

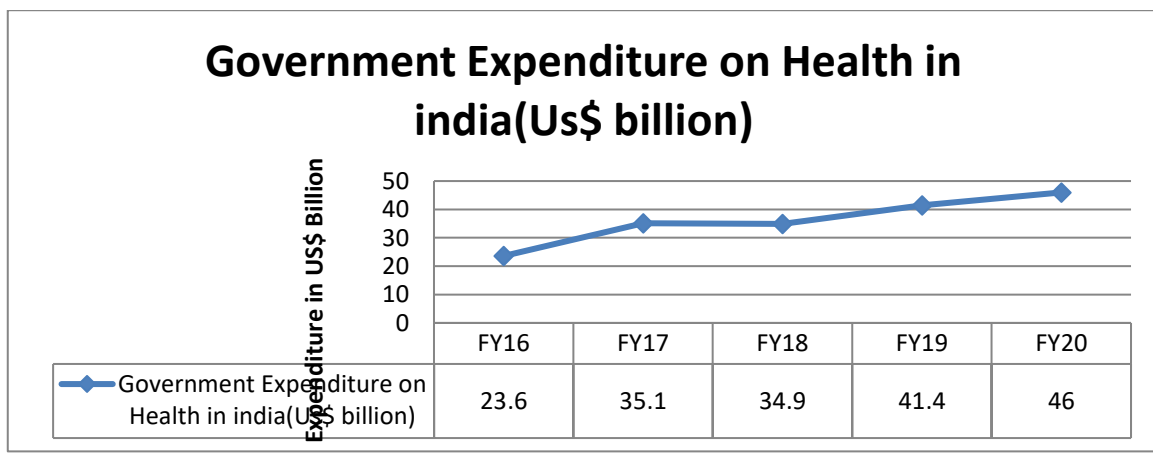


Source: [www.ibef.org](http://www.ibef.org)

**(Top 10 Companies as per Research by HDFC Securities)**

Top Pharma companies spent % of their sales on Research and Development over last 5 years 7.9

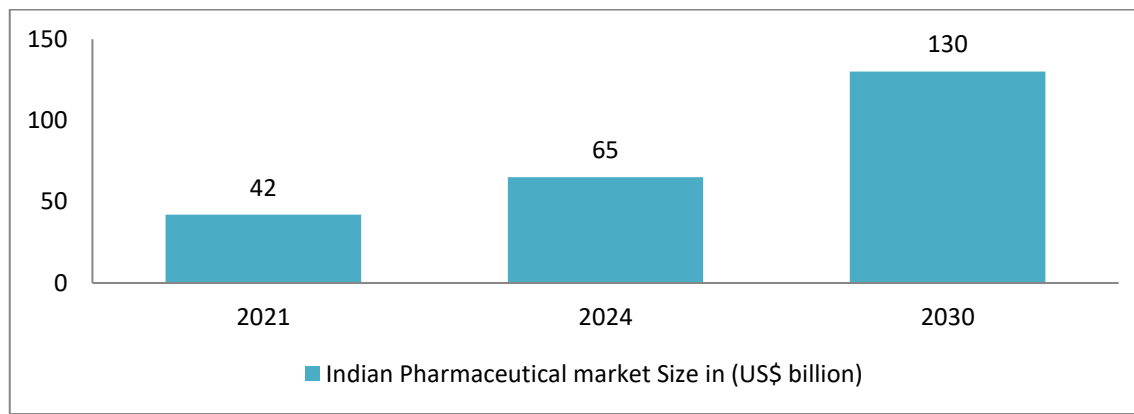
**Government Expenditure on Health**



Source: [www.ibef.org](http://www.ibef.org)

**Interpretation:** Government is also working and thinking effectively for health care sector It is clearly seen that in FY16 Government Expenditure was 23.6 US\$ billion and in the Financial year 2020 it was 46 US\$ billion that is showing Increasing trend.

### **Indian Pharmaceutical Market size**



**Source:** [www.ibef.org](http://www.ibef.org)

**Interpretation:** Indian Pharmaceutical Market size is showing upward Trend and expected to grow in near future its showing that market size is expected to reach 65US\$ billion in 2024 and 130 US\$ billion in 2030.

### **Findings**

#### **OPPORTUNITIES**

**Schemes and policy by the Government:** Government has been taking good initiative for strengthening of Pharmaceutical industry. Pradhan Mantri Bhartiya Janaushadhi Pariyojna has come into existence in 2008 and National pharmaceuticals pricing authority Pharma sahi dam mobile application was launched on 26-8-2016,Hindi Prayog Protsahan Pakhwara in the year 2020.

**Opportunity for Entrepreneurs:** Increasing trend in pharmaceutical industry due to covid-19 and government's technical and financial support to Pharmaceutical industry can provide new opportunities to young entrepreneurs to make their career in pharma and they can join pharmaceutical market.

**Information and communication technology:** During Covid video conferencing was used to teach in NIPERs and Doctors also used it to guide their patients to fight against covid-19.Information Technology worked as an Opportunity for the everyone during that hard time but

after covid 19 it is also an opportunity to Provide Homecare Guidance and psychological Support to the patients.

**Huge Population:** High Population leads to Low cost of production and R & D boost efficiency of Indian pharma companies

**Awareness of health among the people:** Awareness among the People towards their health and hygiene has been increasing. After Covid-19 ,use of Masks, Sanitizers and other medical devises has been increased.

**Production Linked Incentive Scheme:** This scheme was approved by the government of India on 20-3-2020 to promoting domestic manufacturing of medical devices. This scheme is especially for Greenfield projects and aimed to attract investment. Financial incentive will be provided to companies at 5% of their Incremental sales of medical devices manufactured in India only for 5 years

## **CHALLENGES**

**Lack of coordination with various ministries:** The challenges included co-ordination with various Ministries/Departments and State Governments to resolve the issues associated with availability of Drugs for COVID-19 and other Essential Drugs including HCQ, Paracetamol, Vaccines, TB, Insulin and cardiac drugs, issues relating to sub optimal production, logistics, shortages and exports of pharmaceuticals and medical devices

**Reduced availability of labour:** During Covid availability of Labour has reduced as labour was migrated from cities to their home town.

**Transportation Challenge:** Transportation was one of the challenges During Covid-19 as everything was shut down but after that it was also a challenge because medicines and vaccines like Covaxine, Covid shields requires cool storage Environment and it should be transported to the destination with huge care.

**Production of Fake products:** During and after covid Production of fake Products was been Practicing like copy of sanitizer and big brands was

**Complex Drug Development Process:** Due to scientific, technical and research restrictions Drug Development Process is Quiet Complex and lengthy.

## **Suggestion**

Study suggests that BRICS nations invest more on their R&D as compare to Indian Government, as India is currently investing less than 1% of its GDP on R&D. Indian Government should invest more on R&D. Research linked incentives scheme will boost up the growth of pharmaceutical market. Various measures should be taken by the government for making Drugs development process easy and simplify clinical trials. Government should keep an eye on Pharmaceutical Frauds. Government should also provide considerably good financial funding to early stage entrepreneurs.

### **Limitation of the Study**

This study is limited to the status of e-commerce market of India only. Secondary data has been used for the research purpose as primary data is not possible to collect in a short period as well as by single individual. In this paper Export, Market growth and composition of exports has been studied but, month wise spending of consumer on Pharmaceutical sectors is not covered.

### **Conclusion**

India was the centre of attraction during Pandemic because of its huge potential and ability to provide Pharmaceutical products to the world. According to this research paper it is clear that India has exported vaccine, masks, sanitizer to the world at lower rates and small scales industries of India has also played an important role. No, doubt Government took initiative in to grow Pharmaceutical sector but more corrective actions can be taken to boost up the growth of Pharmaceutical market such as focus to generate more value share instead of volume share, Government should focus more on Research and development area , more Financial Incentives should be provided to Pharma sector so that no need to import raw material.

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## **Impact on Tourism Industry of India after COVID-19**

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### **ABSTRACT**

India is a large Geographical country which attract the tourism from all over the world. The Heritage cultural and Pure Traditions of different states pull the tourist toward this Nation. Tourism and Travel Industry is the in-chief Source of earning and contribute to the India's GDP most. The main aim of this paper to see Impact of COVID-19 on Tourism and Travel Industry of India and the challenges faced by Tourism Industry after COVID-19. The data was taken from Ministry of Tourism website and previous 10 years data is analysed and result are interpret on the basis of statics of last 10 year. The foreign tourists visit in the year 2011 was 19.50 million and in 2020 it is 7.17 million and foreing exchange earning in the year 2011 was 17707 (in US \$ million) and in the year 2020 it was (in US \$ million) which is a great negative change in the earning and impact the country's GDP rate. After COVID-19 Government taking various measures to overcome from slow down economy and to attract the tourists from worldwide arears which improve the current condition of economy and reduce unemployment which is a great sign for enhancement of Indian economy .

### **Introduction**

After Independence India's Largest part of GDP was covered by Indian Tourism Industry. A large number of Engaged in Tourism in India and get employment from this Sector. But after the Coronavirus (COVID-19) Tourism India Industry affects the most, Lot of People get jobless and the GDP of the Country was at its lowest. As COVID-19 not only affect the Tourism Sector but affect the other Sectors also Like- Automobile, Hospitality, Education, Manufacturing, IT Sector and Transportation Sector. Worldwide Due to Coronavirus around 100 million people lost their jobs in Tourism and Travel Sector. (Statista 2020). In March 2020 Number of Infected cases increased over time so countries put into practice Lockdown, Social Distancing, Self Quarantine,

Precautions in crowded places Working from home etc. As India is a Transforming country known for its Unique Culture, Ethics, Values and its Distinct Traditions. This Solitary countryside attracts Tourism from the worldwide nation and earnings from Tourists contribute to the country's GDP and Foreign Exchange. Indian Tourism Industry is majorly divided into Three parts (i)International Inbound Tourism (ii)Domestic Tourism and (iii)Outbound Tourism. Indian Tourism Industry Create 12.75 Total employment which contributes around INR 94 Billion to Indian GDP (WTTC, 2018). As compared to march 2019, there is a 66.4percent decrease in worldwide tourist arrival (TAN, 2020). Tourism is a prominent source of revenue generation and employment creation in a lot of countries. It is the major source of Tax collection and Foreign exchange earnings. Overall the impact of this Pandemic (COVID-19) on the Indian economy is not so good. On the natural environment, the impact of COVID-19 seems to be very good and the pollution level was at its lowest after a decade because so many harmful and pollutant activities are stops in these days. For sustainable development of India The Tourism Sector playing the core role (**Khan et.al, 2020**).

### **Objectives**

1. To find out the impact of COVID-19 on Tourism and Travel Industry of India.
2. To Study the Challenges faced by Tourism and Travel Industry during COVID-19 .
3. To Recommend the measures should taken by Tourism and Travel Industry on the basis of findings.

### **Literature Review**

After COVID-19 there is drastic change in the Financially, GDP and the society (**Hall, Scott & Gossling,2020**). It is informed that COVID-19 worldwidely not only impact the health of the people but Globally change the economic postion of every country.(**EYQ,2020;Lee &Song, 2020; Mckinsey, 2020;Sneader &Singhal,2020**). Prices of the goods and services was its lowest level and in export oriented countries the employment at its lowest and peoples are retrenched from jobs (**ILO,2020c**).World Health Organization announce COVID-19 as an pandemic on March11,2020. The pandemic affect society, cultue, economically and politically as well(**Sigala2020**). The Asian Pacific Tourism Industry due to COVID-19 suffers a lot due to more coronavirus cases there is Revenue deficit, economic loss and unemployment rate increases (**Kasare2020**). Frequent waves of Coronavirus and increasing cases of COVID-19, sudden Lockdown in the country slow down the rate of Tourism Sector and lot of defiance faced by tourists all around the world (**Prihadi et.al.2021**). The fall down in the economy could be improved by implemented Government policy

of prevention and control of Pandemic(Masondo,2021). The FICCI-Yes Bank report Published that India is the Largest Tourist hub Country in South Asia which contribute 9.2 percent in GDP. It is the 8<sup>th</sup> number in series all over the world contribution as GDP(JaaganMohan,2020). On an average the Country Unemployment rate was 7.1 percent in the 2020 which is the lowest performance indicator as compare to the World's other nations (Dhingra and Ghatak2021). The Hospitality Industry of India undergo from loss 1.30 Billion USD in the fiscal year 2020-2021 and almost lapse off (FHRAI,2021). The Organisation engaged in Goods and service sectors arrange various Training and Development programmes for their workforce but after COVID-19 crisis it is a big challenge faced by Leaders of this Uncertain scenario of Coronavirus (Schumacher,2021).

### Research Methodology

This paper uses secondary data from various Government official websites. In this paper to study the Impact of COVID-19 on Tourism and Travel Industry the data of Tourism Industry taken from 2011-2020. In this Foreign Exchange Earning (FEEs) fom Tourism in India, number of Domestic Tourist visits and number of foreign tourist visits 2011-2020 are analysed.

### Challenges Faced by Tourism Industry After COVID-19

Due to COVID- 19 the Tourism industry suffering a lot people are not ready to come out from their home due to fear of coronavirus and social distancing norms were followed.Ineternational Tourists were banned during coronavirus and most of the people have securities issue. International Flights are not working due to coronavirus lot of population get jobless and it directly impact our economy. Hygiene were not properly managed due to that accommodation were not good that's why Domestic as well as Foreign tourists get hamperd. Local business were not operating and hospitality industry face lot of problems due to coronavirus.

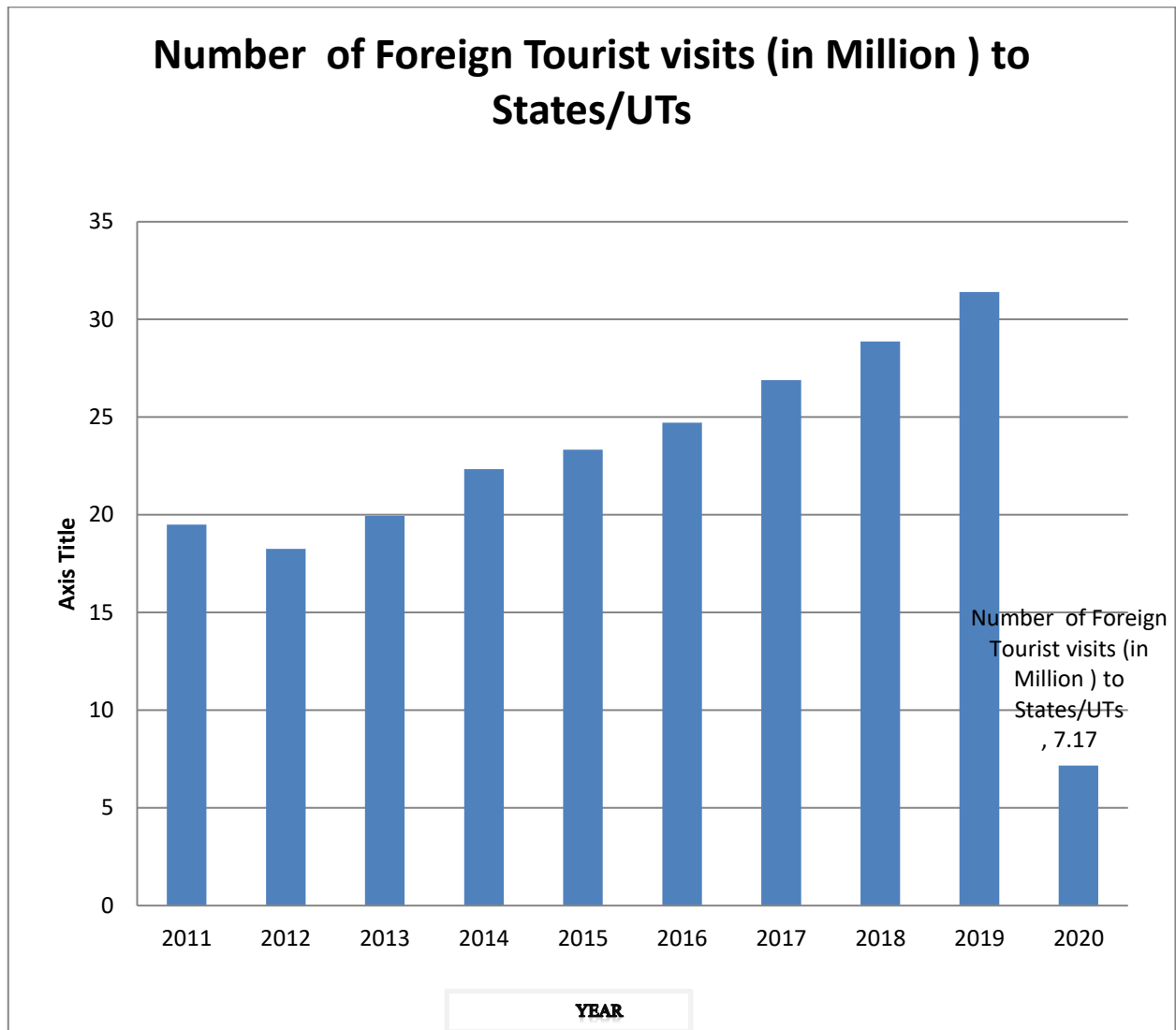
### Estimates of Foreign Exchange Earnings (FEEs) in US \$ Million from Tourism in India, 2011-2020

Year	Number of Foreign Tourist visits (in Million ) to States/UTs	Percentage (%)change over the previous year
2011	19.50	8.9

<b>2012</b>	<b>18.26</b>	<b>-6.3</b>
<b>2013</b>	<b>19.95</b>	<b>9.2</b>
<b>2014</b>	<b>22.33</b>	<b>11.9</b>
<b>2015</b>	<b>23.33</b>	<b>4.4</b>
<b>2016</b>	<b>24.71</b>	<b>6.0</b>
<b>2017</b>	<b>26.89</b>	<b>8.8</b>
<b>2018</b>	<b>28.87</b>	<b>7.4</b>
<b>2019</b>	<b>31.41</b>	<b>8.8</b>
<b>2020</b>	<b>7.17</b>	<b>-77.2</b>

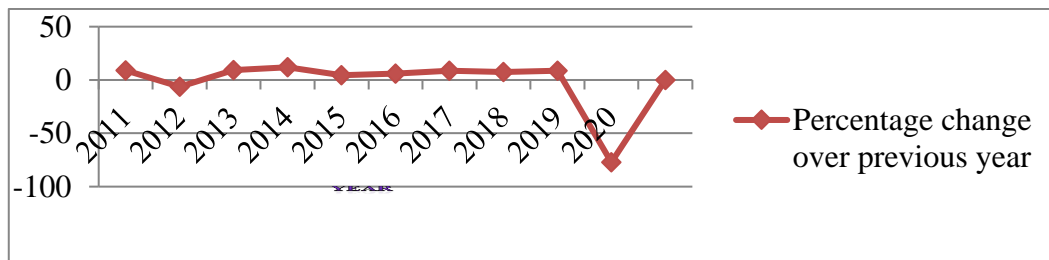
### **Interpretation**

The estimate of foreign Tourists visits in the year 2011 was 19.50 million and in 2010 it was 17.91million so, percentage change over the previous year is 8.9% which is a big and positive change as compare to previous year. In 2012 it is 18.26 million which is decrease by 1.24 million and decrease over percentage by -6.3%. In 2013 the visits of foeign tourists was 19.95 and percentage change over previous year 9.2 which is increase over previous year. In 2015 to 2019 it again increases not negatively change as compare to respective previous year. In the year 2020 due to COVID-19 it show drastic negative change -77.2% as compre to previous year and the Number of foreign Tourists visits also decreases which is 7.17million in 2020 and 31.14 million in the year 31.41Million.



**Foreign Exchange Earnings (FEEs) in US \$ Million from Tourism in India, 2011-2020**

**Percentage change over Previous Year**

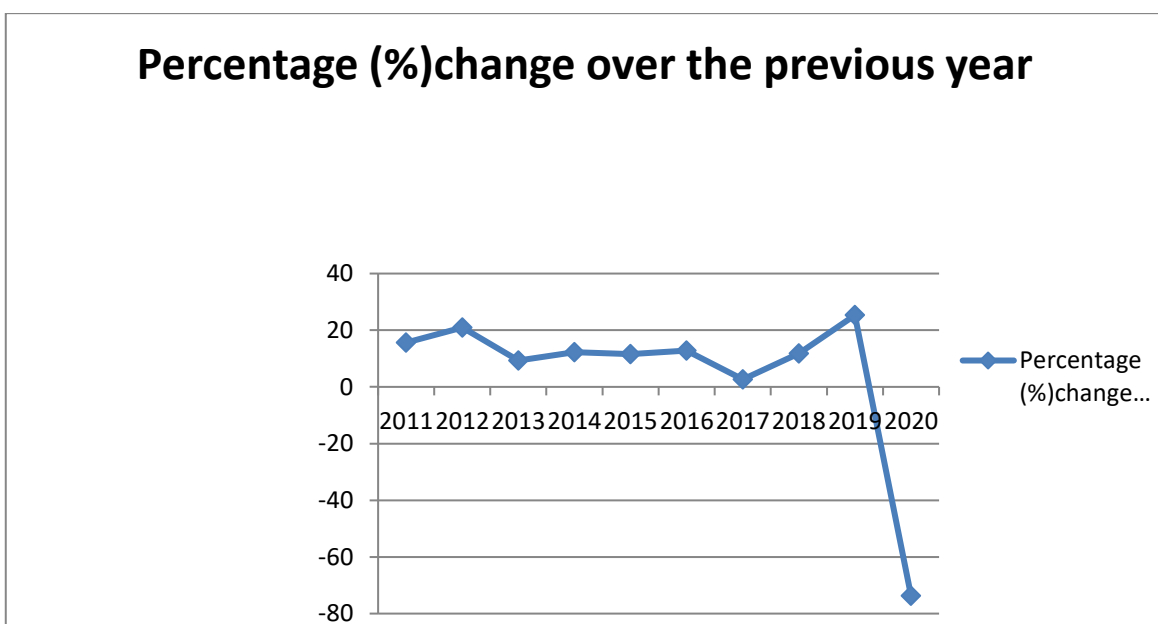
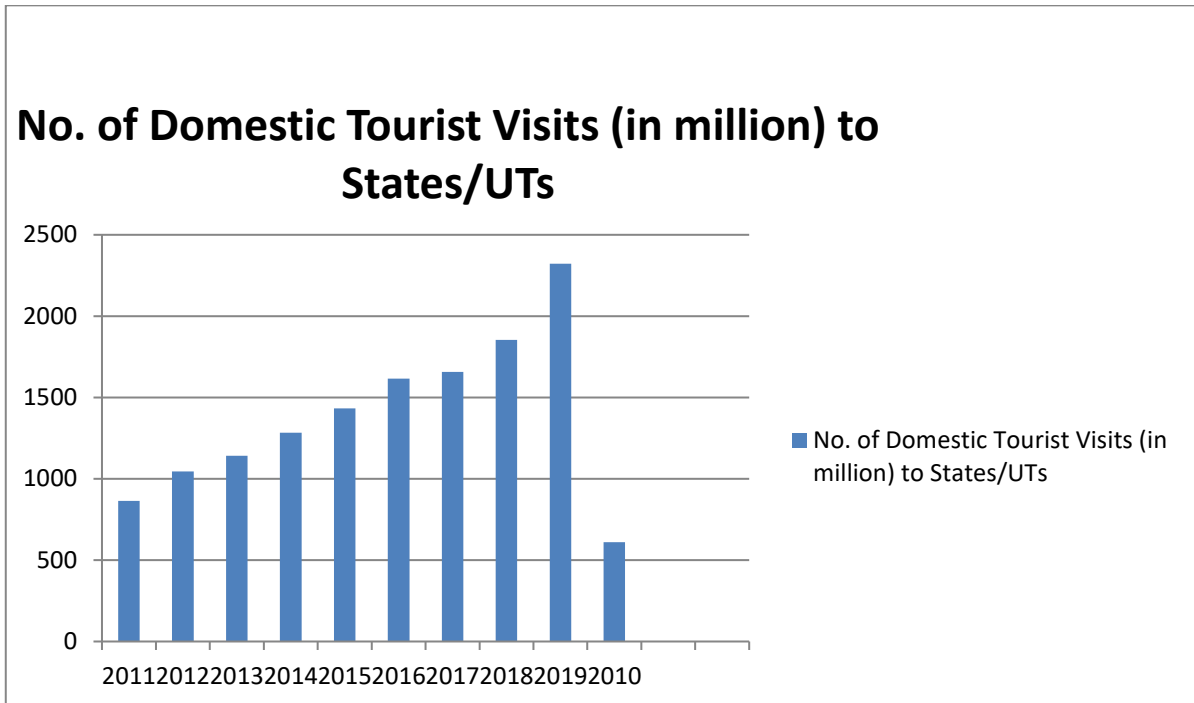


**Number of Domestic Tourist Visits to all States/UTs in India, 2011-2020**

<b>Year</b>	<b>No. of Domestic Tourist Visits (in million) to States/UTs</b>	<b>Percentage (%)change over the previous year</b>
<b>2011</b>	<b>864.53</b>	<b>15.6</b>
<b>2012</b>	<b>1045.05</b>	<b>20.9</b>
<b>2013</b>	<b>1142.53</b>	<b>9.3</b>
<b>2014</b>	<b>1282.80</b>	<b>12.3</b>
<b>2015</b>	<b>1431.97</b>	<b>11.6</b>
<b>2016</b>	<b>1615.39</b>	<b>12.8</b>
<b>2017</b>	<b>1657.55</b>	<b>2.6</b>
<b>2018</b>	<b>1853.79</b>	<b>11.8</b>
<b>2019</b>	<b>2321.98</b>	<b>25.3</b>
<b>2020</b>	<b>610.22</b>	<b>-73.7</b>

Number of Domestic Tourist Visit from 2011-2020 analysed as in 2011 there was 864.53 million Domestic tourist arrived and in the year 2010 there was 747.70 million domestic tourist visit in India and as compare to previous year in 2011 there is 15.6% change in tourist visits. In the year 2012 there is also positive change as compare to previous year. In the year 2013 there is positive change in visits at slow rate which is 97.48 million(**1142.53- 1045.05**)million and percentage change over previous year is 9.3%.from 2014 to 2019 the ratio is increases but at slow rate. But in the year 2020 the rate domestic tourists visit is decrease at large and the percentage over

previous year is negatively reduced as -73.7% which was 25.3% in the year 2019. So impact of COVID-19 clearly shows on the tourist industry which negatively affect the Tourism Industry.





### Estimates of Foreign Exchange Earnings (FEEs) in US \$ Million from Tourism in India, 2001-2020

Year	FEE from Tourism in India (in US \$ million)	Percentage(%) change over the previous year
2011	17707	22.2
2012	17971	1.5
2013	18397	2.4
2014	19700	7.1
2015	21013	6.7
2016	22923	9.1
2017	27310	19.1
2018	28586	4.7
2019	30058	5.1
2020	6958	-76.8

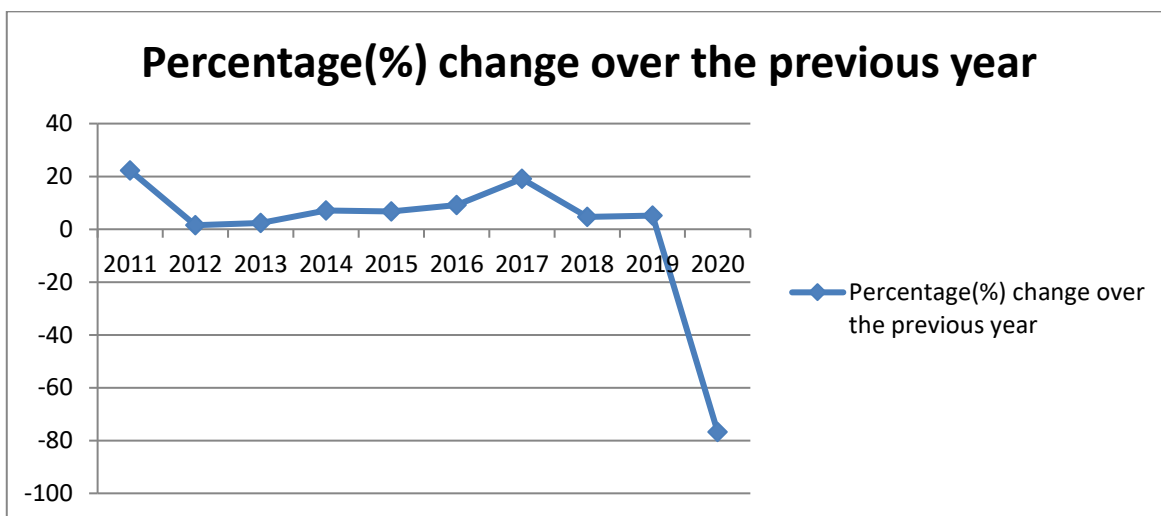
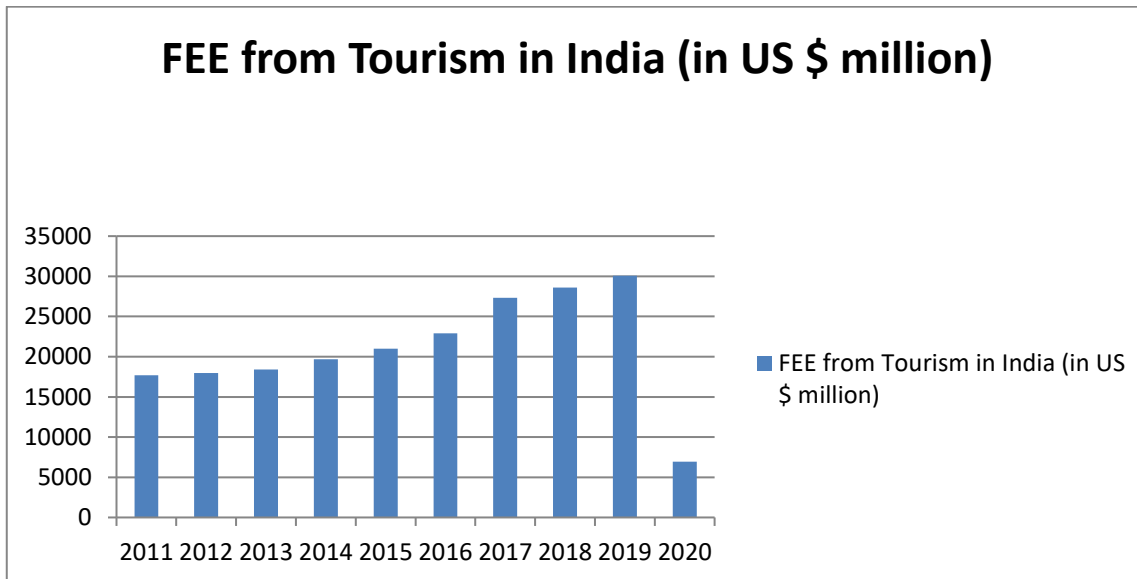
Source: (i) Reserve Bank of India, for 2000 -2015

(ii) Ministry of Tourism, Govt. of India, for 2016-2020

#### Interpretation

Foreign Exchange Earning from Tourism in India in the year 2011 was 17707 US \$ million and in the year 2010 14490 US \$ million which is a positive change in rate as well as percentage change over previous year. In the year 2012 it FEEs is increases but perchantage change decreases. From the year 2013 to 2019 there is positive change in the FEEs and percentage change is also increases in respective years but in 2017 there is percentavge change positively at highest rate which is 19.1% and in 2016 it was 9.1% and after COVID-19 in the year 2020 the

FEEs from the Tourism in India was 6958 US \$ million and in 2019 it was 30058 US \$ million which is decreases at large rate and the percentage change over the previous year -76.8% so impact on Foreign exchange Earning is also negative on Tourism Industry of India.



**Measures taken after COVID-19**

With the pace of time restrictions on Tourits places are reduced. People allowed to travel with masks and sanitization equipments. Vaccination are done in Government as well as private hospitals. At the entry Gate of tourists place it is mandatory for people to show vaccination certificates. At Public places every sanitizers are installed and transportation sector follow strict rules before any journey the firstly sanitize their vehicle and allow passanger to sit. Tourism related business people rethink about the working style and develop new models of working . Tourism and Travel Industry promoting domestic tourist with interesting concepts and flights again working and attract the tourists with good range of discount.

## Conclusion

After COVID-19 not only the Indian Economy but the world deficit rate is high, unemployment are its peak level so GDP of the country affect. During coronavirus lot of problems faced by tourism and travel industry, But with the passage of time economy slowly slowly reimburse itself. People are back to their normal workplaces and overall conditions are managed with time by taking various actions . Government also play very important role to combat from coronavirus, time to time various schemes were launched and campaign were done for free vaccination. Similarly E-Portal were initiated so that people easily access their certificate. Overall the impact of COVID-19 is not so good but economy will arrive slowly on its normal path.

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<https://tourism.gov.in/market-research-and-statistics>Effect of HR Practices on Employee

Retention in the Education Sector

## **Effect of HR Practices on Employee Retention in the Education Sector**

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### **ABSTRACT**

The strategies used in human resources (HR) to encourage employee retention are examined in this study. Retention within a business can be improved by employing effective HR strategies. The key to an organization's overall development and progress is its key personnel. This study focuses on the Indian education industry. Literature has been used to assist identify the most significant HR practices. These practices include working conditions or culture, pay, and training and development.

The purpose of the study was to determine the best human resource techniques in the Indian education sector. It also drafted the advantages and disadvantages of these strategies. It's a type of service that teachers provide to their students, and as a result, they get the respect and reputation of the community. Due to compensation and benefits, services for families, incentives, and other initiatives that foster employee loyalty to the institution, it is difficult to retain personnel in the Indian educational sector in the twenty-first century. An organization's most valuable resource is its workforce. As a result, every educational institution must view its staff as an end in themselves rather than merely a means to a goal because they are valuable to both the institution and the minds of young people.

**Key Words:** Employee Retention, Workforce, HR practices, personnel, educational.

### **Introduction**

Retaining employees is a tactical and strategic tool for the institution's success. Not only is having the best and most talented employees a necessity, but it's also crucial to keep them around for the long term in order for the company and the employees to remain productive and achieve the institution's goals. Employee retention is the practice of encouraging workers to stick around the company for a long time. Employees are urged to work for the company their entire lives or for the maximum amount of time during this procedure..The best talent includes maintaining a delicate balance between human goals and the tactical and financial requirements of the company. Employer retention is a strategy used by businesses to keep their workforces productive while also meeting operational needs.The most valuable resource for a company is its workforce. Because they contribute value to the corporation, every company must treat its personnel like sparkling pearls. Retaining key personnel is essential to the long-term health and

performance of any firm. Student satisfaction, academic achievement in terms of rising demands in the education sector, contented coworkers and non-teaching staff, efficient succession planning of institutions, etc., are all significantly influenced by an organization's capacity to hold onto its finest workers. This study makes an effort to determine how human resource practises affect employee retention in the education.

## **Literature Review**

Retention can be increased with the use of good HRM practices in the areas of pay, recognition, career advancement, supervisor assistance, culture, and working environment (Meyer and Allan, 1991; Solomon, 1992; Snell and Dean, 1992). A wide variety of human resources management criteria that affect employee commitment and retention are being used by many firms (Stein, 2000; Beck, 2001; Clarke, 2001; Parker and Wright, 2001). They contend that elements including the work environment, supervisor support, organization image, employee value alignment, compensation, reward and recognition, employees' career growth, etc. have an impact on employee retention. Five essential characteristics distinguish "stayers" (those devoted to the company for more than two years) from "leavers," according to a Hay Group study from 2011. (those planning to leave in two years or less). The company and leadership are trusted, and there is room for employees to develop.

According to Chipunza and Samuel (2009), governments are having trouble keeping hold of qualified workers as well, not only the private sector. There are so many factors that have been identified that would be useful in understanding employee turnover since employee turnover is such a phenomenon that there is no universal formula for comprehending it (Kevin et al., 2004). The company uses a variety of human resource (HR) strategies to boost retention (Khan et al., 2014). Over time, the company loses the long-term workers who have unique knowledge, skills, and expertise (Yamamoto, 2011). Because these workers have the power to build or break the reputation of the company, the HR manager needs to be adept at luring and keeping them (Wisniewski, 2008; Rasli et al., 2014).

There is no one method that guarantees effective staff retention. Age, family status, mentoring, career and development opportunities, attractive perks, networking, and the external job market or job title are just a few of the variables that can influence an employee's decision to stay with the company (Musser, 2001; Sinnott et al., 2002; Yusoff et al., 2013). For the company's long-term profitability and growth, it is crucial to retain outstanding workers (Heathfield, 1995). Organizations should choose a retention strategy that combines the

organization's unique culture, salary, and total rewards while valuing critical personnel by making them feel valued (Zingheim et al., 2009).

### **Research Objectives**

- To determine how HR practises affect employee retention in the education sector.
- To examine employee retention practises in the Indian education sector.
- To list the various methods for keeping personnel in the education industry.
- To examine the institutions involved in the Indian education sector's overall employee retention initiatives.

### **Research Methodology**

- Secondary data were used to construct this paper. Where appropriate, the essential information is gathered from published and unpublished sources, including websites.

## **Human Resource Management**

Public higher education institutions and national authorities are thought to share responsibility for human resource management. Human resource management, however, is nearly always seen as primarily being the responsibility of the institutions. In some situations, the fact that institutions are solely responsible results from a lack of national strategies for managing human resources, whereas in others, human resource management is regarded as a significant area of institutional autonomy and as such, is not interfered with by national authorities. However, because the term "human resources management" is frequently used in a rather narrow sense, it's possible that the fact that national authorities set the rules for contracts, salaries, and hiring processes has led many nations to choose "shared responsibility," even in situations where developing human resources is not a task for either one or both levels. Only five of the nations and areas included in this study reported on specific human resource-related national strategies, despite the fact that many other countries and regions understand the significance of human resource management. The necessity for national strategies to support and guide institutional actions is recognised by institutional actors as being of utmost importance.

## **Human Resource Management in Education sector**

In India, public sector-operated educational institutions, particularly those in higher education, have traditionally been in a safe environment. Despite the fact that privatisation has begun, these institutions continue to function in isolation for a variety of reasons. In the first place, private higher education is prohibitively expensive given the low purchasing power of the general public. Additionally, due to their short lifespans, a number of private universities and institutes have yet to establish themselves. Unlike our well-established, publicly supported universities and even some of the over-a-hundred-year-old institutions that are linked with them. These reputable colleges have a large and well-known alumni base. The existence of private actors in the higher education market is frequently impeded by additional governmental regulating agencies and their regulations. These circumstances are transient, though. The pressure of decreased government financing is already being felt at state-funded universities. Future changes will pose much greater threats to them. Already, the flexible study loans provided to students for higher education have made education more accessible, increasing the purchasing power of the middle classes. At the same time, private universities will have existed long enough to create a reputation and a brand. Can government-funded institutions survive and flourish in the face of competition from private institutions without successfully managing their human resources? Unmistakably, no is the response. Human resources are also referred to as intellectual capital in the context of higher educational institutions like universities, therefore it stands to reason that their efficient administration is essential to the institution's competitive advantage as well as the advancement of the country.

**Human resource Management** In the corporate world, (HRM) encompasses a wide range of functions; however, when applied to the education sector, in particular to universities and associated institutions, these functions are changed to meet the needs of this sector. The following section goes into further information about some of the fundamental tasks that must be important.

•**Recruitment and Placement**-These two crucial human resource activities make sure that there is a sufficient supply of human resources available to the company at all levels and in all positions at the appropriate time and location. However, personnel forecasting must be used as the foundation for all hiring and placement decisions. It is important to develop strategies for hiring a suitable and sufficient quantity of teaching and non-teaching staff while also considering any potential expansion plans. The number of students enrolled in all available courses must be taken into account when predicting the internal demand for instruction. It is



important to set recruitment deadlines. At the moment, we can discover no evidence of this happening. Particularly in extremely bureaucratic state-funded universities, positions may go unfilled for months at a time or are replaced on an as-needed basis from year to year. This occurs because the hiring process is strict and time-consuming and necessitates numerous clearances from multiple government agencies. Reducing the bureaucracy of the selection process is crucial for gaining an advantage in the teacher recruitment process, according to Lee (2005). The greatest talent may be quickly absorbed by the private players in a rapidly changing environment, leaving the state-funded schools with the rejects. This could have a significant negative impact on quality.

- **Training and Development**-These human resource activities are important because once hired and placed, employees consider how they might advance on the job and within the company. This is advantageous to businesses since, when fully developed and operating at their highest capacity, employees can be the best partners in any business. Additionally, it equips individuals to take on more duties in their present and future employment. The need for this function is much greater for educational institutions because training teachers will have a double-edged effect on the quality of instruction they can provide, benefiting both students and themselves. Currently, the staff's required completion of orientation and refresher courses constitutes the only training that occurs after employment as teaching faculty. So that instructors may benefit from these programmes, they need to be updated and made more applicable. Because educational institutions are social settings and in a competitive environment, soft skills training is essential.
- **Performance Appraisal**-The performance appraisal function evaluates an employee's degree of job performance (Kleiman, 2000). Employee behaviour can be guided toward the organization's goals with the aid of a good and effective performance appraisal, and it can also be used to track how successfully those goals are being attained. In order to identify the top performers, educational institutions must develop their own methods that support them in moving beyond the necessary evaluation procedures set forth by regulatory organisations. This is required since the goals of every institution and the students they serve are unique, making it difficult for regulatory bodies' uniform guidelines to consistently produce the outcomes that businesses need.
- **Compensation and Benefits**-Choosing the pay structures It is essential for human resource professionals to keep in mind the management's compensation philosophy. With regard to the compensation package, two aspects must be taken into account: the management

philosophy that underpins the package and the market conditions. Any pay package must guarantee both internal equity and market competitiveness; as a result, it must be periodically reviewed, especially in the current dynamic environment. This is one instance in which the system responds very slowly and is more reactive than proactive. Institutions have difficulty sustaining themselves as a result of decreased state financing and rising costs. Furthermore, when an institution receives funding from both the government and the private sector, it creates internal imbalance that is detrimental to organisational health. It's time for institutions to develop their own creative incentive programmes to inspire workers to give their all and help them maintain a competitive edge.

- **Employee Relations**-The human resources department in any organization's core consists of these. In order to improve employee-management interactions, employee voice methods must be supported. The intellectual workforce we find in educational institutions makes this even more crucial. Unfortunately today there is a void in this area. One factor that has created this void is the massive expansion of institutions and the high level of centralization resulting in a sense of alienation. Employees in large universities today do not often identify with their institutions. Efforts must be made to change this and improve employee relations to foster competitive advantage.

### **Findings and suggestions**

- The human resource practices in education sector of India are Recruitment and Placement, Training and Development, Performance Appraisal, Performance Appraisal, Compensation and Benefits, Employee Relations.
- The retain strategies of employees are family benefits, incentives for conferences and seminars, increase in pay and perks.
- Human resource managers are regulating the retention strategies in education sector.
- In education sector the employees are loyal towards the institution if institution maintains reputation and academic excellence.

### **Conclusion**

Given the significance of human resource management to the success of educational institutions, it follows that it must be given the attention it deserves in India's state-funded universities and affiliated colleges, where this job is not handled by a separate department. This didn't matter because all institutions had the same policies prior to the onset of privatisation. This homogeneity has been altered by privatisation, and both policies and how they are carried out now vary greatly.

The majority of private universities have realised the value of human resource management and have departments specifically devoted to carrying out this function rather than leaving this crucial role in the hands of academics and administrators who may not be properly trained and equipped to perform this role. An educational institution's human resource management tasks can become strategic and a source of competitive advantage. In order for educational institutions to continue to draw in excellent human capital and acquire a competitive advantage, it is essential that staff only deal with one department for all matters relating to hiring, training, promoting, and compensating employees, among other things.

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## **ABSTRACT**

The article addresses a timely issue: the development and application of digital technologies in economic practice. Priority is given to the transformation of money, the emergence of cryptocurrencies and the technologies used to create them, block chain, and their impact on the development of the economy. Among the proposed measures, the study of the practice of using digital technologies and changes in government regulation that led to the use of digital technologies for public and financial services for citizens justify the need for legislative liberalisation in the field of digital technology development. The term "digital economy" refers to markets that are focused on digital technologies. This primarily refers to the exchange of information goods or services via electronic platforms. The digital economy is defined by markets based on digital technologies that facilitate the exchange of goods and services through e-commerce. This layered business function model includes separate fragments for data transportation and application. This contrast to the traditional business model, in which data transportation assumed a natural monopoly while applications were regarded as a highly competitive segment. With the digital economy, this dichotomy has taken on new dimensions, with the transportation segment liberalising while various application markets becoming more concentrated. Economic growth has been boosted by advancements in the digital sector.

The digital economy is a strategic sector that is driving significant growth in modern society. The impact of the digital economy extends beyond information about goods and services to encompass all sectors of the economy and lifestyles. Increased use of technologies such as mobile devices, in particular, has increased internet accessibility in society, fostering the application of the digital economy in a variety of sectors. Rivalry in digital markets takes on a different dimension than in traditional markets. It is distinguished by network effects, rapid innovation, two-sided markets, and high rates of investment. Because of the cyclical nature of competitive platforms in digital markets, thriving digital platforms tend to assume significant but transient market power. The digital economy concept depicts a thriving progress, implying that the model is likely to assume a strategic position in the near and long term future. The concept of digital economy is likely to evolve in a

variety of ways in the near and long term. The widespread adoption of computing represents a critical source of innovation for the future digital economy. In essence, the concept already serves as the foundation for modern visions of the future of transportation and trade goods and services. Furthermore, the concept of digital technology has the potential to transform other industries, such as the financial and creative industries. Adoption of computing technologies will have a significant impact on how people work, interact, learn, and socialise.

**Key words:** Digital Economy, Market, Money, Crypto-Currencies, Service and Block Chain

## **Introduction**

Though we increasingly understand this to mean conducting business through markets based on the internet and World Wide Web, the phrase "digital economy" refers to an economy built on digital computer technologies. Though we increasingly understand this to mean conducting business through markets based on the internet and the World Wide Web, the phrase "digital economy" refers to an economy built on digital computer technologies. The Internet Economy, the New Economy, and the Web Economy are other names for the digital economy. Making a line between the old economy and the digital economy is becoming more challenging. The term "Digital Economy" was first used by a Japanese professor and research economist during the recession that hit Japan in the 1990s. In the middle of Japan's 1990s crisis, a Japanese professor and research economist used the term "digital economy" for the first time. Don Tapscott's 1995 book "The Digital Economy: Promise and Peril in the Age of Networked Intelligence" is credited with coining the phrase in the west. One of the earliest books to address how the Internet would alter how we conducted business. According to Thomas Mesenbourg (2001), the "Digital Economy" concept may be broken down into three primary parts: Hardware, software, telecoms, networks, human capital, etc. that support e-business, e-business (how business is done, any activity that a company carries out over computer-mediated networks), and e-commerce (transfer of goods, for example when a book is sold online).

## **Review of Literature**

A general survey of the literature from the time reveals that the scholars were particularly interested in the Digital economy as a new paradigm of economic progress. Aleksandr Viktorovich et.al (2017) examined the Digital economy as a new paradigm of economic development based on secondary data from 20015 to 20016 collected from various sources. They draw the conclusion that the shift of public production to the digital age will eventually result in modifications to social and economic interactions. The researchers found that the labour division, changes to corporate entities,

and changes to the foundation of economic power are the three main areas where the economic development paradigm has changed. The separation of the production and service sectors from the organisational and intellectual hubs was the most visible sign of changes in the organisational makeup of the labour force. They also discovered that creative activity will gradually take a larger and larger share of societal income. Property ownership as the primary source of economic power will eventually be replaced by a position in the field of contact hierarchy that allows one to define the parameters for interaction and transfer additional value. Livio Cricelli and Serena Strazzullo (2021) examined the study on *The Economic Aspect of Digital Sustainability: A Systematic Review*. In regards to how digital technologies affect an organization's ability to be sustainable, it has come to light that these tools are also affecting how processes and goods are developed, assembled, sold, and maintained. Utilizing digital technologies makes it easier to carry out organisational tasks, increasing productivity, lowering consumption and, as a result, costs. It also enables the creation of modular workstations and flexible production lines. The indirect approach of lowering waste, energy, and water consumption, on the other hand, favours the growth of economic sustainability. From the perspective of academics, this work serves as a foundation for upcoming empirical research that may use the identified metrics. Rajesh Kumar, et. al (2019) conducted a study on digital financial services in India, an analysis of trends in digital payment on the basis of secondary data. They concluded that the exceptional growth in Digital Financial Services (DFS) in recent years was due to a favourable regulatory environment. Given the prevalence of digital financial services in metropolitan areas, service providers must target these clientele segments, which include immigrants, rural residents, and low-income individuals. Customers are offered a variety of business models and digital financial services. India, as one of the world's most economically underdeveloped countries, offers numerous opportunities for all stakeholders and client sectors to fully utilise digital financial services and access financial services.

### **Objective**

The present study has been undertaken to achieve the following objective:-

- (i) To examine the benefits and challenges of the digital economy
- (ii) To analysis the GDP contribution, revenue and digital economy

### **Data Source and Methodology**

For the purpose of undertaking the current empirical verification in the Financial and Economic Aspects of the Digital Economy, studies in the digital economy have been specifically chosen. The study is based on secondary data. The secondary data has been collected from various government

and individual publications as well from the different levels of administrative machineries. The statistical tools have been analyzed through simple percentage and average method.

## **Results And Discussion**

### **The benefits and challenges of the digital economy**

#### **First-order advantages**

The benefits of the internet economy for developing nations could be substantial. This is due to the potential for considerable competitiveness and productivity gains connected to access to digital goods and services that aid in process and production optimization, lower transaction costs, and supply chain transformation. As the cost of information and communication technology (ICT) declines, rising economies are encouraged to engage in and adopt digital technologies, giving their businesses access to cutting-edge services at competitive rates. In ways that were previously only practical for large, well-established businesses from advanced economies, all of this enables businesses to take part in global value chains and directly access clients in international marketplaces. Benefits for customers include having access to a broader selection of goods and services at reasonable rates.

Additionally, it presents fresh chances for business and job generation. In so far as they have access to technologies that enable them to deliver more and better public services, enhance governance, assess policies, and produce better overall results, governments also profit from the digital economy. However, due to adoption obstacles, lag effects, transition costs, and digital commoditization, many of the benefits of the digital economy have not yet been realised at a large scale.

It is generally acknowledged that in order to facilitate the digital transformation and benefit from it, governments of emerging countries must cooperate across a number of fronts. These intervention areas include easing capacity constraints and raising skill levels, making investments in ICT ecosystems, connectivity, and digital infrastructure, reaching market access and adoption agreements, creating regulatory frameworks that encourage competition and market conditions, and implementing policies to encourage investment and innovation.

The most significant of these impediments to development related to the digital economy may be the commoditization of the digital economy and the fallacy of composition. For instance, it makes sense to assume that the growing involvement of small and medium-sized businesses in e-commerce is expected to reduce the marginal gains. The current model of dispersed production could be challenged by the commoditization of digital content. As previously mentioned, digital



technologies are rewriting the conditions and geography of production. They also make it possible to create both complex and basic commodities, such sport shoes and t-shirts, on a competitive basis. With these technologies enabling so-called "reshoring," or the relocation of industrial facilities that formerly operated in low-wage nations, it is expected to destabilise markets for highly dependent garment suppliers like El Salvador and Bangladesh.

### **Second-order advantages**

It is critical to distinguish between the "usage" of digital technologies and their "creation, distribution, and administration" in this new, global context. The great majority of firms only use digital goods, but a significantly smaller percentage are the creators, suppliers, and administrators of those technology. The individuals who fall into this latter category are responsible for creating the rules and frameworks that govern how digital goods and international trade are used and conducted. The nations most likely to see the second order benefits of the digital economy—better chances for long-term growth, the creation of jobs and wealth, and long-lasting improvements in productivity and competitiveness—are those with enterprises functioning as platform creators and managers.

Even if participating in e-commerce platforms theoretically enables businesses from developing economies to connect with millions of consumers worldwide, such platforms are not neutral. The algorithm effect, which directs customers to the most thoroughly studied businesses and products, is strengthened by the blockbuster factor paired with other discriminatory methods. Global e-commerce platforms offer a large tail of suppliers as a result, but only a few are likely to be prosperous. In other words, discriminatory policies, such as non-neutral treatment and lax enforcement of competition laws, may hinder competition and cause cross-subsidization. Additionally, access, market conditions, and prices are impacted to the extent that platform developers establish the guidelines for the creation of goods and services as well as marketplace engagement.

### **(ii). Revenue and the Digital Economy**

The Government of India started the Goods and Service Tax (GST) with the intention of lowering tax rates, eliminating several points of taxation, and increasing revenues. India has essentially become a shared market with increased trade, business, and export thanks to an unchanged tax structure. With over 600 million transactions in 2019, e-payments, or Bharat Interface for Money- Unified Payment Interface (BHIM UPI), are the strength unifying all banks and customers and are being fronted by numerous national and international digital projects. In the age of digitization,

Paytm, Google Pay, Amazon Pay, and other services have found their niches. The Indian government has recently introduced a programme that aims to ensure that no Indian is left behind without a distinctive identity.

The Jan Dhan, Aadhaar, and mobile phone (JAM) trinity is the result of the government increasingly integrating the status system with bank accounts and cell phone numbers. JAM has changed the crucial digital design guiding comprehensive economic inclusion. Difficulties in the future India's main job is to ensure that this development is distributed evenly across socioeconomic levels as the country with the fastest-growing economy in the world. The greatest opportunity for bridging the gap between wealthy and poor consumers is provided by digital technology. However, it recommends that in order to create full digital economies, governments, business, financial institutions, and civil society must work together. Although the government appears to be ascending, it is nevertheless recognised that private industry and foreign IT firms would be necessary to match Indian growth.

What we see are the real-world consequences of India's digital revolution for the country's economic development. If this trend continues, India's overall poverty rate should fall significantly in tandem with economic development. Conclusion A slew of policy initiatives have been unveiled since 2014, with the goal of reducing bureaucratic red tape and making the country more investor-friendly. Digital India, Skill India, Make in India, Startup India, and "Smart Cities" are among the initiatives. India has accelerated its digitalization. Its benefits in leveraging digital technologies to transform governance and the lives of all Indians.

### **GDP Contribution**

The existing digital ecosystem, which consists of information technology and business process management (IT-BPM), digital communication services (including telecom), e-commerce, domestic electronics manufacturing, digital payments, and direct subsidy transfers, currently generates about \$200 billion in economic value annually for India, accounting for 8.00 per cent of India's GVA in 2017–18. India's government hopes to build a digital economy worth \$800 billion to \$1 trillion by 2025, which would be comparable to 18.00 per cent to 23.00 per cent of the nominal GDP of the nation. If digital technologies are used to increase productivity, savings, and efficiency across more diverse sectors like agriculture, education, energy, financial services, government services, healthcare, logistics, manufacturing, trade, and transportation, India's potential economic value could be as much as double that amount, or almost \$1 trillion. India's e-commerce market is one example. The existing digital ecosystem could contribute up to \$500

billion in economic value. Catchment areas in rural India accounted for up to two-thirds of that growth since "they don't have malls, work on data privacy policy has essentially been finalised, and the government is also working on a software product policy."

### **The Digital Money Ecosystem of India**

The digital money ecosystem in India is comprised of organisations such as regulators, service providers, technology producers, traditional customer-facing channels such as branches and MNO recharge outlets, as well as other customer-facing channels such as BC and customer service stations. Regulators make the rules and develop the policies. This group includes the Central Bank, the NPCI, and the telecom regulator. Then come the service providers—banks, financial institutions, prepaid payment institutions (PPIs), and mobile network operators. Technology manufacturers play an important role in this digital environment as well. Technologies include point-of-sale systems, card networks, e-wallet providers, and communication infrastructure providers. Manufacturers of equipment and handheld devices have played an important role in this ecosystem. ATMs, point-of-sale systems, card networks, e-wallet providers, and communication infrastructure providers are examples of technologies. Manufacturers of equipment and handheld devices have played an important role in this ecosystem. Following that are the channels through which customers access their services. These channels include bank branches, MNO recharge locations, BCs, and customer service sites. Then, financial goods are designed and manufactured with the consumer in mind.

### **Possibilities for Expanding Access to Financial Services**

More than 40.00 per cent of the population has access to basic financial services, while 60.00 per cent lack financial knowledge. India has a serious problem with financial exclusion. In India, approximately 70.00 per cent of small businesses do not have access to a formal banking institution. Approximately 60.00 per cent of all payments are still made in cash. Around 15% of Indians use debit and credit cards, while 40.00 per cent have access to savings (formal financial institutions). Only about 25.00 per cent of Indians have health insurance. India is the world's youngest country, with 65.00 per cent of the population under the age of 35 and the majority internet-savvy, providing businesses and service providers with an excellent opportunity to promote financial services via a digital platform. The Indian government, which is a welfare state, spends a lot of money on subsidies and other government benefits like scholarships, pensions, and so on, totaling about 55 billion USD. Making those payments digitally will be a more cost-effective process, and money will be transferred directly to the person listed. In India, the level of financial development varies by region, with the southern, northern, and western regions having the highest levels.

## Conclusion

Because of a favourable regulatory framework, digital financial services (DFS) have grown rapidly in recent years. With the prevalence of digital financial services (DFS) in cities, service providers must focus on these customer segments, which include migrants, villagers, and low-income, tech-savvy millennials. Different digital financial services (DFS) business models cater to various customers. As India remains one of the world's poorest countries, there are numerous opportunities for all stakeholders and client segments to fully utilise digital financial services (DFS) and access financial services. People can now access basic financial services at a lower cost and to a greater extent than ever before, thanks to recent technological advancements, a massive investment in digital infrastructure, and a significant regulatory push. Despite the fact that these services are more popular among young people, middle-class families, and upper-middle-class individuals, a sizable number of people still have unmet needs. To succeed in India, Indians must adopt new behaviours and attitudes, and service providers must have a thorough understanding of people's demands for digital financial services.

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**Impact of Covid-19 on Customers Perception on Digital Banking services: An Empirical Study**

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**ABSTRACT**

In the fast-changing business world, the adoption of digital banking services has helped businesses to meet the ever-growing demands of people through more user-friendly and time saving uses of technology. But with the outburst of Covid-19, life of everyone changed. During this pandemic, the world came to know about various aspects like work from home, social distancing, lockdown, etc. Every facet left an irremovable effect on the lives of people. Although, lockdown and restricted movement of people proved to be a solution to this problem along with the vaccination. To tackle the growing needs of people regarding banking services, e-collaboration of banks and technology helped to find a solution to this pandemic. The present study aims to evaluate the impact of Covid-19 on perception of customers on the adoption of digital banking services, customers' satisfaction from digital banking services, reasons for their choice of digital services and their relationship. The data has been collected through questionnaire from a sample of 100 respondents from Tri-city, Chandigarh. The data has been analysed through mean, standard deviation, skewness, kurtosis, and zero-order correlation. The results revealed that the customers are satisfied with the digital banking services offered by the banks. Rewards points earned through digital banking have been found to be the most intriguing factor attracting and influencing customers for using digital banking services in the Covid-19 pandemic period.

**Keywords:** Digital Banking, Covid-19, e-banking, etc.

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## **Introduction**

In the fast-changing business world, the adoption of digital banking services has helped businesses to meet the ever-growing demands of people through more user-friendly and time saving uses of technology. But with the outburst of Covid-19, life of everyone changed. During this pandemic, the world came to know about various aspects like work from home, social distancing, lockdown, etc. Every facet left an irremovable effect on the lives of people. Although, lockdown and restricted movement of people proved to be a solution to this problem along with the vaccination. To tackle the growing needs of people regarding banking services, e-collaboration of banks and technology

helped to find a solution to this pandemic. The boundaries between the technology and finance are blurring across the globe resulting in E Collaboration, mergers and amalgamation between traditional banks and technology companies. The boundaries of traditional banking and technology driven digital banking has now reduced through e-collaboration, mergers, and acquisitions. The survey of World Retail Banking Report 2020 stated that 57% of people are using internet and 47% of people are using mobile banking instead of traditional banking services (Bhasin and Rajesh, 2021). Digital banking use through various modes emerged as a significant way of banking transactions. Covid-19 pandemic forced banks and their customers to switch to the digital mode of banking instead of visiting bank branches. In pandemics many people were staying home and working from home, they turned into digital channels of banking both online and mobile banking to fulfil their banking requirements and needs. As per article from the Mint, dated 9 Jun 2021 entitled "How digital banking picks up pace amid Covid-19 Pandemic in India" stated "RBL Bank's Head of Branch Banking Surinder Chawla said, "The adoption of advanced digital channels across business segments grew by 98% in 2020, indicating the immense significance we attach to our digital journey. The ongoing pandemic has given us an opportunity to leverage our technological capabilities and successfully drive digital transformation across business segments." Digital banking not only comprised of digital payment system, but also banks offered paperless customer onboarding, Aadhar and KYC verifications, Contactless debit cards, cardless cash withdrawals, tap and pay through mobiles, etc. As per RBI report of May 2022, "The share of digital transactions in the total volume of non-cash retail payments increased to 99.3 percent during 2021-22, up from 98.8 percent in the previous year". The agenda of RBI is to improve consumer convenience, ensuring affordable cost and increasing consumer confidence.

### **Review of Literature**

Bashir and Madhavaiah (2014) investigated the determinants of young consumers' intention to use Internet Banking Services in India. Sample of 155 was taken and the results revealed that perceived usefulness, ease of use, trust, self-efficacy and social influence had positive impact on the intentions of young consumers on usage of internet banking services. It was suggested that banks should focus on increasing usefulness of internet banking services and trust relationship should be built. Sudarsono *et al.* (2020) examined the effect of Covid-19 pandemic on the adoption of internet banking in Indonesia. Sample of 213 respondents from Islamic banks and 410 respondents from conventional banks was used. The data was analysed using SEM analysis. It was found that in Islamic banks, attitude and subjective norms were the most influencing factor on the adoption of internet banking services. While in conventional banks, the major factors influencing adoption of

internet banking services were found to be attitude, perceived usefulness, subjective norms and customer trust on banks. Cherukur and S (2020) explored the major factors influencing consumers' perception towards internet banking. Sample of 101 respondents was taken for the study. It was suggested that pandemic led to creation of more awareness among the public to overcome the challenges faced by the consumers. The factors affecting the adoption of digital banking services by rural micro, small and medium enterprises was analysed by Ahmed and Sur (2021). For this purpose, a sample of 148 rural MSMEs was taken. The main factors revealed in the study were convenience, perceived self-efficacy, demonetisation, performance expectancy and pandemic effect. It was highlighted that the government and banks should focus on the custom-made rural products and benefits of digital banking should also be provided to the users to enhance the usage of digital banking. Hameed (2021) studied the influence of online banking on consumers and their perception during Covid-19 through various factors studying the sample size of 250 respondents. It was revealed that during covid-19 most of the respondents preferred online channel over traditional banking channels. The main factors influencing digital banking were consumer satisfaction, advanced technology, security measures and privacy concerns. It was suggested that there was scope for improvement in online banking and this could be done bring more awareness among the customers about the security concerns. Marcu (2021) explored the banking strategies during the pandemic situation. It was highlighted that Covid-19 situation accelerated the growth and development of digital banking system. Egala *et al.* (2021) investigated the impact of quality of digital banking services during Covid-19 on Consumers' satisfaction. Sample of 395 respondents was taken for the study. It was found that there was direct effect of digital banking services on consumers' satisfaction. The main factors influencing digital banking services were ease of use, efficiency, security, and reliability. Ali *et al.* (2021) studied the factors affecting e-loyalty in digital banking. Sample of 316 was taken for the study. The main factors identified were customisation, contact interactivity, care, convenience, and character which had positive relationship with e-loyalty. Also, cultivation, community and choice had insignificant relationship with e-loyalty.

### **Objectives of study**

The present study aims to evaluate the impact of Covid-19 on perception of customers on the adoption of digital banking services, customers' satisfaction from digital banking services, reasons for their choice of digital services and their relationship.

### **Research Methodology**



The current study is exploratory and inquisitive in nature. The method of sampling used in the study is convenience sampling. The data has been collected through questionnaire from a sample of 100 respondents from Tri-city, Chandigarh. Both primary and secondary data has been used. Secondary data has been collected through various online journals, newspapers, articles and magazines. The statistical tools used for the study are mean, standard deviation, skewness, kurtosis, chi-square and zero order correlation. The reliability and validity test has been conducted to validate the questionnaire and to test its consistency and reliability on the questions on 5-point Likert Scale. The Cronbach's alpha test has been conducted in which the value above 0.7 is acceptable. The results of the test are depicted in table 1:

Table 1

S. No.	Statements	No. of Statements	Cronbach's Alpha
1	Satisfaction with Digital Banking Services	20	0.950
2	Reasons for using Digital alias Internet Banking	08	0.860

*Source: Data Collected through Questionnaire*

### **Analysis and Interpretation**

The analysis shows that the sample of 100 respondents comprised of people belonging to different age groups. Thirty- four percent of respondents were from age up to thirty years and fifty-five percent of respondents belonged to age group between thirty to forty-five years, followed by eleven percent belonging to age group of above forty-five years. This shows the variation in the age group of various respondents. This shows that most of the respondents belonged to middle age group. On the basis of gender, out of the sample 100 respondents, seventy-seven percent were male and only twenty-three percent respondents were female. This shows that majority of respondents were male. On the basis of monthly income, seventeen percent of respondents belonged to the income group of below twenty-five thousand rupees, and twenty-nine percent of respondents belonged to income group of between twenty-five thousand to fifty-thousand, followed by twenty-nine percent in the group of fifty thousand to seventy-five thousand and twenty-five percent to group of earnings above seventy-five thousand rupees. This shows a variation in the sample of respondents belonging to different monthly income groups and it has been found that the majority of respondents have monthly income above twenty-five thousand rupees as only seventeen percent of respondents have been reported to earn less than twenty-five thousand rupees. On the basis of

name of bank in which the respondents had their bank accounts revealed that the majority of respondents have their bank account in the State Bank of India followed by AXIS bank and HDFC bank. Also, respondents reported to have accounts in other banks also.

**Table 2****Demographic variables of respondents**

S.No.	Demographic Variable	Characteristics	Frequency
1	Age	Upto 30 years	34
		Between 30-45 years	55
		45 years and above	11
		<b>Total</b>	<b>100</b>
2	Gender	Male	77
		Female	23
		<b>Total</b>	<b>100</b>
3	Monthly Income	Below 25000	17
		25001-50000	29
		50001-75000	29
		Above 75001	25
		<b>Total</b>	<b>100</b>
4	Name of Bank	SBI	30
		AXIS	29
		HDFC	23
		ICICI	6
		PNB	3

	UCO	2
	Bank of Baroda	2
	Co-operative Bank	1
	Canara Bank	1
	Paytm Payments Bank	1
	Citibank	1
	IDBI	1
	<b>Total</b>	100

Source: Data collected through questionnaire

### **Consumers' Perception about Satisfaction with Adoption of various Modes of Digital Banking Services: An Evaluation**

Customer satisfaction is one of the prime objectives of the banking sector. In order to excel in the industry every bank aims at introducing new and improved services in due consideration to the needs of the consumers specifically in the Covid-19 pandemic period when there as lockdown and people preferred staying home maintaining social distancing and following SOPs. Digital banking services such as Net banking, Mobile Banking, electronic fund transfer is not only the need of the hour but also become necessary with the advancement in the technology and changing lifestyles of the consumers and the economic environment of the country. Therefore, an attempt has been made in table 3 regarding consumers' perception about satisfaction about the adoption of various modes of digital banking services.

It has been statistically depicted in the table that customers are satisfied with the services such as net banking, ATM, debit card, credit card, mobile banking, electronic fund transfer and POS (Point of Sale) as the value of mean is above the standard mean i.e. 3 on a five point Likert scale. Net banking, Debit card, electronic fund transfer and mobile banking have shown the highest value of mean among all the parameters. Further to signify the results the value of skewness is also negative indicating that the responses are more on the higher side. Moreover, the results are also supported with the platykurtic behaviour of kurtosis and a significant value of chi- square at 5 percent level of significance. Mean value of POS has been found higher than the standard mean score but lowest among all the parameters under study.

It can be concluded that consumers are satisfactorily using the digital services offered by the banks in the comfort of their homes until the money involved in transaction is not associated with any form of charge, or interest as the parameters with highest mean values includes debit card, net banking, mobile banking and electronic fund transfer. It can be analysed that the application of interest or charges or any other form of financial obligation can impact the decision of using digital banking services due the comparatively less value of mean for parameters like, credit card and POS.

It can be suggested that charges levied on digital banking services must be kept nominal in order to motivate the consumers to exercise each and every service provided by the banking sector. Further, it is also suggested that availability and accessibility of these services shall also be improved by the banks along with security.

**Table 3**

**Consumers' Perception about Satisfaction with Adoption of various modes of Digital Banking Services: An Evaluation**

	HS	S	N	D	H	Total	Mean	Standard Deviation	Skewness	Kurtosis	Chi-Square	Sign.
Net banking	41	53	6	0	0	100	4.35	.592	-.286	-.650	35.780	.000
ATM	36	54	10	0	0	100	4.26	.630	-.263	-.617	29.360	.000
Debit Card	39	56	5	0	0	100	4.34	.572	-.166	-.667	40.460	.000
Credit Card	34	45	21	0	0	100	4.13	.734	-.209	-1.104	8.660	.013
Mobile Banking	36	58	6	0	0	100	4.3	.577	-.129	-.558	40.880	.000
Electronic Fund Transfer	38	55	7	0	0	100	4.31	.598	-.236	-.596	35.540	.000

			2					.724	.061	-	9.920	.0
POS	24	48	8	0	0	100	3.96			1.063		07

Source: Data Collected through questionnaire

HS: Highly Satisfied, S: Satisfied, N: Neutral, D: Dissatisfied, HD: Highly Dissatisfied

**Consumers’ Perception about their choice of Digital Banking Services: An Evaluation**

Motivation is a source of energy that derives a person to opt, perform or choose any task in their life. Motivation can be induced in the person by various modes in order to force them to perform some task. Therefore, an attempt has been made in the table 4 to understand the various factors that have impacted the decision of the consumer to opt for digital banking service. It has been revealed from the table that almost every customer has some factor that drag him towards the digital banking service. It is depicted from the table that saving of time is the most significant factor in pulling consumers towards use of digital banking service as it is supported with the highest mean value of 4.29 which is also higher than the standard mean score of 3 on a five-point Likert scale. Though, it can be analysed that security, 24\*7 availability, simple and easy to use, environment friendly and freedom from carrying cash have also been reflected as favoured by the consumers. All these factors have mean value higher than the standard mean score. Further, the value of skewness is also negative indicating that responses are more on the higher side. Moreover, the value of kurtosis is platykurtic supporting the results and the value of chi square is also significant at 5 percent level of significance. It is also revealed from the table that rewards and innovation have reflected the values higher than the standard mean score but are least favoured among all the factors under this study. It is suggested that the banks can emerge with better rewards system to further motivate consumers towards the use of digital banking services.

**Table 4**

**Consumers’ Perception about their choice of Digital Banking Services: An Evaluation**

	H S	S	N	D	H D	Tot al	Mea n	Standar d Deviation	Skew ness	Kurt osis	Chi- Squar e	Si g.
Rewards	1 0	5 3	3 7		0 0	100	3.73	.633	.289	-.638	28.340	.0 00

Security	2 4	7 0				100	4.18	.520	.218	.220	65.360	.0 00
Innovative	1 7	6 0	2 3			100	3.94	.633	.047	-.454	32.540	.0 00
24*7 Availability	3 4	5 7				100	4.25	.609	-.188	-.527	34.580	.0 00
Simple and easy to use	3 1	6 1				100	4.23	.584	-.077	-.374	42.380	.0 00
Saving of time	3 6	5 7				100	4.29	.591	-.176	-.549	37.820	.0 00
Environment Friendly	3 2	6 1				100	4.25	.575	-.061	-.401	43.820	.0 00
Freedom from carrying cash	3 0	5 9	1 1			100	4.19	.615	-.133	-.456	35.060	.0 00

Source: Data Collected through questionnaire

HS: Highly Satisfied, S: Satisfied, N: Neutral, D: Dissatisfied, HD: Highly Dissatisfied

### **Zero Order Correlation of satisfaction with adoption of various modes of digital banking services and the reason for its Selection**

A zero-order correlation has been conducted to study the correlation between the satisfaction with adoption of various modes of digital banking services and the reasons for its selection. The results of which are depicted in table 5. The various attributes taken for studying the level of satisfaction with various modes of digital banking services are net banking, ATM, debit card, credit card, mobile banking, electronic fund transfer and Point of sale. And the various attributes taken for studying the reasons for selection of internet banking are rewards, security, innovation, 24\*7 availability, simple and clear to use, saving of time, environment friendly and freedom from carrying cash. The internet banking has been found positively correlated with security, innovation, 24\*7 availability, simple and clear to use, saving of time, environment friendly and freedom from carrying cash at one percent level of significance which shows that the choice of selection of internet banking channel of digital banking services is due to various benefits that are available to the customers. In today's competitive environment, the people are busy in their professional and personal lives and internet banking has proved to be a boom for them. As it helps them to make the transactions in a safe, secure and easy manner. More specifically in Covid-19 pandemic, the adoption of digital banking services helped the customers to get the transactions done safely and securely. Similar positive correlation has been found between the ATM cards with

security, innovation, 24\*7 availability, simple and clear to use, saving of time, environment friendly and freedom from carrying cash at one percent level of significance. This also shows that people have opted for the digital banking services due to various reasons. Further, debit cards have also been found to have positive correlation with security, innovation, 24\*7 availability, simple and clear to use, saving of time, environment friendly and freedom from carrying cash. As if a person carries a debit card, then he need not to carry the cash. Cash can be withdrawn from ATM at any point of time. Also, the debit cards can be swiped for the various transactions at point-of-sale machines.

Similar positive correlation has been found between credit cards and 24\*7 availability, simple and clear to use, saving of time and freedom from carrying cash. This shows that the credit cards have been used by the people as it helps them to perform the transactions at any point of time. Moreover, these are simple and easy to use which also helps in saving of time. The concept of carrying cash has been reduced with the increased use of credit cards. Mobile banking and electronic fund transfers have also stated positive correlation with security, innovation, 24\*7 availability, simple and clear to use, saving of time, environment friendly and freedom from carrying cash. Similar positive correlation has been found for point-of-sale aspect also. This shows that with the increase in the use of digital banking services, individuals are now able to perform the transactions at any point of time. This not only helps in saving time, but these transactions are also safe and secure.

**Table 5**

**Zero Order Correlation of satisfaction with adoption of various modes of digital banking services and the reason of its choice**

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1															
2	.349**														
3	.420**	.733**													
4	.452**	.385**	.375**												

5	.51 7**	.31 1**	.36 1**	.47 9**											
6	.40 3**	.26 7**	.25 0*	.27 6**	.66 4**										
7	.22 1*	.28 9**	.27 7**	.35 2**	.39 2**	.49 6**									
8	.12 0	.07 7	- .13 4	.05 5	- .13 5	.11 7	.30 7**								
9	.51 5**	.31 8**	.30 1**	.12 3	.42 4**	.33 9**	.26 1**	.24 1*							
10	.43 4**	.29 3**	.22 4*	.12 6	.38 2**	.37 0**	.41 4**	.31 2**	.67 8**						
11	.48 3**	.40 8**	.30 4**	.28 8**	.50 3**	.42 3**	.27 5**	.20 3*	.65 4**	.45 9**					
12	.52 4**	.30 3**	.42 9**	.33 0**	.54 3**	.37 3**	.23 7*	.08 8	.59 5**	.55 8**	.63 2**				
13	.42 8**	.25 7**	.33 3**	.21 5*	.51 2**	.51 5**	.24 0*	.07 6	.45 3**	.39 8**	.55 4**	.71 3**			
14	.42 2**	.29 3**	.38 3**	.13 8	.38 0**	.41 9**	.09 7	.07 6	.49 0**	.31 9**	.48 3**	.54 9**	.64 6**		
15	.42 6**	.36 7**	.41 7**	.28 1**	.49 3**	.38 8**	.22 2*	- .02 3	.46 1**	.47 1**	.57 3**	.60 9**	.62 5**	.49 3**	
** . Correlation is significant at the 0.01 level (2-tailed).															
* . Correlation is significant at the 0.05 level (2-tailed).															

Source: Data collected through questionnaire

Note: 1. Net Banking, 2. ATM, 3. Debit Card, 4. Credit Card, 5. Mobile Banking, 6. Electronic Fund Transfer, 7. POS, 8. Rewards, 9. Security, 10. Innovative, 11. 24\*7 Availability, 12. Simple and clear to use, 13. Saving of time, 14. Environment Friendly, 15. Freedom from carrying cash.

**Conclusion\**



It can be concluded that consumers are satisfactorily using the digital services offered by the banks in the comfort of their homes until the money involved in transaction is not associated with any form of charge, or interest. However, the application of interest or charges or any other form of financial obligation can impact the decision of using digital banking services. Also, rewards and innovation have been found to be the most significant factor in determining the choice of digital banking services. A positive correlation has been found among the satisfaction from various modes of digital payments and the reasons for its selection. Also, it can be suggested from the study that availability and accessibility of digital banking services shall also be improved by the banks along with its security which would enhance the confidence of customers.

### **Limitations and Suggestions for Future Research**

The present study is limited to Tricity Chandigarh and is limited to its residents and employees. Hence, it might not be appropriately suitable for generalisation anywhere else. The limitations of secondary data would be there as secondary data has been used in the research. Hence, it can be suggested that in future the same research can be conducted on the respondents belonging to some other place. Moreover, the study can be conducted on a larger sample comprising from a large geographical location.

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### **Happy Organizations- The Mantra for Building HappyWorkplaces in the New Normal**

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### **ABSTRACT**

**Purpose-** This conceptual paper, focusing on building Happy Organizations, highlights that happy workplaces portray a competitive advantage compared to those organizations that are not investing in Happiness. Keeping employees happy at the workplace helps them gain higher levels of commitment toward the Organization and ultimately reduces Employee turnover rates within the Organization. This paper explores the concept of Happy Organizations and proposes various factors contributing toward building Happy organizations in the New Normal. This study further proposes a framework representing the factors contributing to building happy organizations in the new Digital work environment.

**Design/Methodology/Approach-** This study is entirely based on available Secondary Data. The researchers indulged in undertaking an Extensive literature Review. This study identifies various factors contributing to building high organizational happiness levels by exploring various factors from recent and past studies. The Database selected for undertaking this study is SCOPUS, and the chosen search engine is Google Scholar.

**Findings-** Happy organizations are more successful as they hold a competitive advantage over other organizations which do not invest in Happiness. The study further revealed various relationships which impact the growth and development of an organization, thus contributing towards building happy organizations. The propositions involve factors which strongly contribute towards forming Happy organizations- Technology Empowerment, the adaption of resilient organizational structure, Happy Employees, Forgiveness Training, Employee Engagement, Research & development practices.

**Practical Implications-** The proposed model can be implemented across all organizations to test the positive enhancement levels towards building Happy Organizations. In the present situation, when the organizations are opening up again, the top management should take the necessary steps to develop a culture of resilience and health in the Organization. Training could be planned further based on the proposed model. This model is appropriate for all organizations, irrespective of their sector. Inculcating all the factors in the model would lead to building a strong, Happy Organization.

**Originality/Value-** Certain factors have been discussed earlier in past studies, but new elements have emerged due to the pandemic. The paper makes an original theoretical contribution by proposing a new Concept and model for building Happy Organizations in the New Normal.

**KEYWORDS:** Happy Organizations, organizational Happiness, technology Resilient Empowerment/adoption, Organizations, Training, Pandemic, Happy employees

**Paper Type-** Conceptual Paper

## INTRODUCTION

Due to the spread of coronavirus at a global level in 2019, industries and Academia have adopted new ideas and re-engineered their work processes from offline to online modes to rapidly catch up with the Tech-environment and continue their work efficiently. Technology infusion in all jobs at the workplace is one of the key developments in every Organization nowadays. (Dey et al., 2020). Work from home led to narrowed margins between Personal life and professional space, which integrated with high levels of organizational expectations, which ultimately made it impossible for the employees to unplug from technologically upgrading themselves. (Savić, 2020). The new work patterns have led to many changes in organisations' working practices. Further, Happiness in the workplace is one of the most researched constructs in the field of Organizational Belongingness. Past researchers never considered Happiness a construct to be studied in the Organizational context. Still, Happiness has cropped up as one of the most researched topics in almost every field related to employee and organizational growth. (Fisher, 2010a) According to Fisher, an individual's Happiness is generally associated with his/her own pleasant emotions, well-being and positive attitudes towards certain and uncertain situations. This interest in Happiness has recently started spreading to businesses, organizations, institutions etc. (Fisher, 2010b). Happy Employees contribute to organizational success with higher levels of efficiency and welfare (Arslan & Polat, 2018). Happiness at work is a broad concept that includes many constructs ranging from employees personal behaviour towards Happiness to an overall level of Happiness at a departmental level and organizational level. (Fisher, 2010a) The pandemic created a huge level of chaos for organizations, thus leading to higher levels of stress and health issues among employees. (Elsafty & Ragheb, 2020). Organizations suffered during the VUCA times. Due to the uncertainty organisations face, they adapted tech-based working patterns that drastically changed and digitalized the work environment. (Kaushik, 2020). Due to the recent uncertainties faced by the world, Organizations need to develop and build strong, Happy workplaces to support and satisfy employees and managers as Happy Employees build happy Organizations. (Sciences, 2020). Building a happy organization is not just a fancy notion for organizations nowadays. It has been considered an important aspect that is required to be integrated in almost all the strategies and goals being framed daily for managerial levels by the Top management and the human resource management department. Many factors positively enhancing and building Happy organizations have already been studied in past research. But many old factors have extended their scope, and many new factors emerged after the coronavirus spread. As the working patterns changed, new factors impacting organizational Happiness cropped up, which might not have been of great relevance

earlier. Still, in today's time, the elements significantly impact building Happy organizations. These extended and enriched factors have not yet been studied.

In this paper, we propose to take the construct of Building Happy organizations a little further by offering enhanced and emerging factors impacting organizational Happiness. We base our premise on the present pandemic situation and how this has expanded the scope of Organizational Happiness. Further, we propose a model strengthening the basis for building happy organizations in the New Normal.



## Literature Review

In this section, we undertake an extensive literature review on Happy organizations as the primary construct and various factors impacting its building process. We also review recent literature on how organisations coped with the pandemic and how this requires an urgent need to act towards achieving a higher level of organizational Happiness.

### Theoretical Background

The pandemic forced organizations to adopt new technologies (Software applications and hardware devices) to seamlessly run their businesses and industries. (De' et al., 2020) due to the implementation of the social distancing norms. Due to the recent uncertainties faced by the world, Organizations had to develop and build positive and Happy workplaces to support and satisfy employees and the management. (Sciences, 2020). All these require an exploration of various factors that contribute towards strengthening organizational happiness levels during uncertainty.

### Happy Organization

Zappos is about delivering Happiness to the world. —Tony Hsieh, Chief Executive Officer, Zappos

Happiness is a word connected with almost every possible outcome related to employees, organisations, departments, or workplaces. (Simon-thomas, 2018). Happiness is a broad umbrella term that cannot be defined precisely. Happiness is affected by all kinds of big or small events that happen in the workplace in an organization. It is also impacted by Employees' attitudes, characteristics, behaviours and responses toward the expectations and needs of the Organization. (Fisher, 2010a) Clashes between team members or disagreements between employees and top management are shared in an organization that might deteriorate workers' well-being, innovation and productivity. (Toussaint et al., 2019) According to a Happiness case study based on Zappos's experience and work culture, Happy organizations create a culture for their employees where personal well-being and Happiness are emphasized at all jobs. (Swinmurn, 2016). Happy organizations are based on plans framed at the organizational level focusing on building joyful employees with a goal to maximise the productivity levels, innovation mindsets and a profitable growth patterns. (Sciences, 2020) Happy organizations design their companies' organizational structures based on High Purpose, Autonomy, Meaningful Relations and Impacting lives by working differently. (Business & For, 2012) . Exploring various factors impacting the basis for building Happy Organizations due to the pandemic is at a very early stage right now. But according to past Literature, Organizational Happiness is one of the most influential constructs helping organizations to gain a competitive advantage in their respective sector. (Simmons, 2013) The employees being hired in the Organization and the managers' personalities firmly hold a vibe influencing the team energies at the workplace (Sciences, 2020). Happy organizations are those which Hire Happy employees, have an urge to work for the community, understand employees' needs, surprise their employees with sudden fun activities and outings, and adapt thoughtful actions to create a happy work environment. (Stein, 2021) Organizational Happiness is of great relevance

for business growth, thus enhancing the decision-making potential of the management. The Happiness of an organization is embedded in its DNA, i.e. a resilient organizational Structure. (Köse & Kahveci, 2021) Creating Happiness at work does not necessarily need money. Still, executives and employees must be determined to create a friendly atmosphere that increases creative thinking and freedom for new ideas. It is said, "Quality organization starts with quality personnel, not a quality machine or quality office. Quality personnel are personnel with knowledge, competence, creativity, virtue, and happiness" (Chaiprasit & Santidhiraku, 2011). Happy mindsets lead to improved workplace Happiness, greater Job satisfaction and accelerated Employee Retention. (Pelosi & Specialist, 2015) Organizational Happiness increases productivity, financial performance, creativity, cognitive flexibility, cooperativeness, wage, and organizational performance, and it decreases employee absenteeism (Arslan & Polat, 2018) Organizational Happiness refers to the Happiness of an employee within his/her Organization as an individual, and it *means* how happy the individual is in his/her workplace and life. (Tostenet al., 2018) Happiness in the *workplace* is *positively* related to the Productivity of an organization (Wesarat et al., 2015). According to past research, factors like leadership, Worklife Quality, and Job Satisfaction of employees positively impact Organizational Happiness. (Algan & Ummannel, 2019). A lot of factors influence Happiness at the workplace. Finally, any organization utterly committed to managing Happiness as a part of its responsibility builds positive environments and Healthy & happy relationships, which ultimately enables the Organization to achieve its goals efficiently.

### **2.1.2 Impact of COVID-19 on Organizations**

Covid-19, one of the most disastrous global pandemics, heightened the need for improving public Health and Social measures to reduce the mortality and Morbidity caused by the outbreak of this virus. These health and social measures include personal safety, environmental supervision, and travel restrictions nationally and internationally. (Who, 2020) . The most significant change implemented due to this crisis was the Global lockdown. The spread of Covid-19 has come up with many trend-setting developments at every level in the country. The recent pandemic locked up people in their homes. Technology was the only means of communicating and connecting with their social circles. Big boardroom or conference meetings concentrated to a small screen in remote areas. (Kaushik, 2020).

According to a recent study, Organizations which planned to support their employees with complete access and updates regarding the pandemic and Financial stability gained higher levels of Employee retention (Elsafty & Ragheb, 2020). The current VUCA environment has broadened the scope of responsibility on employers and HR managers, as, they are required to switch towards an active approach bringing forth best practices favouring the employee and organizational needs. (Kaushik, 2020) One of the most visible changes that occurred due to the spread of the Corona virus was the accelerated dependence of work and life on Technology. (De' et al., 2020)



India has faced many natural and manmade disasters in the past, but it's a rare situation that limited social lives to such a great extent. Past research highlights that Enhancing employees' level of Happiness ultimately enhances the attractiveness of the Organization to the employees as well as the external world. (de Waal, 2018). But recent works of literature have pointed out various factors new to this field of study in exploring the factors contributing to building happy Organizations. Some old factors have also contributed towards building happy organizations, but the pandemic has expanded the scope of those factors. This paper proposes various components that significantly contribute toward building happy Organizations.

### **Discussions And Developing Propositions**

**Discussion 1:** Happiness is not an end result. Happy organizations design their companies' organizational structures based on High Purpose, Autonomy, Meaningful Relations and Impacting lives by working differently. (Business & For, 2012). Every Organization has a different culture which defines its DNA. Organizational DNA showcases the levels of resilient organizational structures that are strong enough to handle certain uncertain situations (Köse & Kahveci, 2021). Kaptein described corporate DNA as the code that expresses the identity and heritage of an organization. (Kaptein, 2015) In uncertain times, Resilient Organizational Culture plays a unique role in building and implementing strong comebacks and adapting resilient mindsets. (Zarnadze & Kasradze, 2020). According to a recent study focusing on the pandemic situation, Organizational DNA or Cultures significantly Predict organizational happiness levels (Köse & Kahveci, 2021). Organizational DNA and organizational Happiness support each other and contribute positively to building Happy workplaces. Based on the above discussion, we propose that

Proposition 1: Resilient Organizational structures positively contribute toward building happy Organizations in the New Normal

**Discussion 2:** Quality organization starts with quality personnel, not a quality machine or office (Chaiprasit & Santidhiraku, 2011). Happy Employees lead to successful organizations. (Pelosi & Specialist, 2015). According to an article in The Economics Times, top companies have prioritized Human Capital as they understand the importance of Employee well-being. Top Companies like TCS, Accenture, Wipro, BigBasket etc., have supported their employees throughout the unprecedented times. Yahoo Finance (2020) said there is a significant positive relationship between employees' Happiness and the company's success or performance. Happy employees form Happy organizations. According to past research, an employee with the highest amount of work experience might be the worst person to work with within an organization. An employee's personality plays a significant role in handling different situations.

Hiring Happy Employees positively strengthens the basis for building happy Organizations. (Stein, 2021). Past literature has always supported that the Happy-Productive worker hypothesis may be more accurate than we thought. (Fisher, 2010a). A recent study by Nemteanu, Marcela Sefora, Dinu, Vasile Dabija, and Dan Cristian proved an effective and positive relationship between job instability and employee insecurity during the COVID times (Nemteanu et al., 2021). Employees' personality plays a significant role in supporting these uncertain times. An employee's mindset and that feeling of self-fulfilment; group working, attaining goals; leadership; sustainability and job/family balance during difficult times enhances employees

Happiness, ultimately making the workplace happier (Dutschke et al., 2019). On the basis of the above discussion, we propose that Proposition 2: Happy employees Positively contribute towards building happy Organizations in the New Normal

**Discussion 3:** Global disasters and uncertainties crop-up new situations which might not be imagined in normal circumstances. In situations like these, new plans, policies and work patterns are implemented. The current VUCA environment has broadened the scope of responsibility on employers and HR managers, as they are required to switch towards a proactive approach bringing forth best practices favouring the employee and organizational needs. (Kaushik, 2020) Organizations are revering through huge and unimaginable business changes, which requires adapting trial and error approaches. (Elsafy & Ragheb, 2020) Mistakes are common when something new is being adapted for the first time. For example, work from home became the new normal for every Organization, irrespective of the sector they belonged to (Vahdat, 2021). Building and adapting with the new work environment is uncertain for organizations and employees. A Study conducted by Loren Toussaint, Frederic Luskin, Rick Aberman, and Arthur DeLorenzo Sr introduced the concept of Forgive for good and highlighted the point that forgiveness training can be effectively implemented in the workplace setting as a means to promote wellness and increase productivity (Toussaint et al., 2019). In an uncertain situation where every individual is striving for survival, mistakes should be considered experiences. Forgiveness training would positively contribute to building a mindset that worker well-being and productivity benefit when forgiveness skills are taught (Toussaint et al., 2019).

Proposition 3: Forgiveness training Positively contributes towards building happy Organizations in the New Normal

**Discussion 4:** Technology use and adaption at the workplace is no longer an option (Dey et al., 2020). It's a new reality of the new normal where employees need to learn and upgrade themselves about the technologies for performing their day-to-day jobs. (Vahdat, 2021). Earlier, employees had an option to work online or offline. But the lockdown forced all the sectors to shift from offline to online modes. Organisations and institutions adapted and

provided complete access to Technology and the need of the hour was to learn and adapt that Technology (Carroll & Conboy, 2020). Based on the above Literatures Reviewed, Technology has proved to be the only means for continuing work in organizations and institutions. Technology has empowered employees to fulfil their job requirements and enhanced their productivity even during the pandemic (Dey et al., 2020). Hence, technology adoption by organizations is now one of the most critical factors impacting employees' overall performance and ability to contribute to the new age of Tech-empowered organizations by seamlessly adapting the new tech-infused work patterns. Happy Organizations focus on employee well-being and support them to overcome their shortcomings. On the basis of the above discussion, we propose that

Proposition 4: Technology Adoption at the workplace Positively contributes towards building Happy organizations in the New Normal

**Discussion 5:** Employee engagement has been considered one of the most important aspects for enhancing Employee happiness at the workplace (Othman et al., 2018). An old study suggested that employee

engagement regularly extends the benefits further than the employees' individual Happiness (Rodríguez-Muñoz et al., 2014). Covid times have posed various unfamiliar challenges to employees, altering their working patterns. Employees being unable to understand the new tech-based functional ways has hampered the employee engagement intensity at the workplace. For example, in educational institutions, a recent assessment by the National Foundation for Educational Research highlighted that the pandemic had burdened academicians with work-from-home demands, the use of advanced teaching methods, parental pressure, additional work duties, and the care of young children (Walker et al., 2020). This has led to imbalanced engagement among the employees. Employee engagement enhances the competitive advantage of the organizations and positively contributes to upskilling and reskilling of employees. (Lalić et al., 2020). Hence, Employee engagement is a vital factor impacting the organizations' productivity in the new normal. Proposition 5: Employee engagement at the workplace Positively contributes towards building Happy organizations in the New Normal

**Discussion6:** Organizations in the new normal require a separate set of research-oriented approaches for effective workplace management. The pandemic cropped up circumstances unanticipated by the governments, policymakers, organizations, etc. Take an example of the education, as the worldwide lockdown impacted the knowledge exchange patterns and may be the education sector was not ready for such a drastic shift in the teaching-learning paradigms (Doyumaç et al. 2020). Research has become the general basis for addressing the limitations faced by employees. According to a recent study, faculties are willing to participate in significant research projects, which helps them enhance their happiness levels at the workplace. (Arora, 2020). Hence, Research and development system in the Organization impacts the employees' happiness levels at the workplace.

Proposition 6: Research & Development practices at the workplace Positively contribute towards building Happy organizations in the New Normal

## **PROPOSED FRAMEWORK**



**Figure 1- Factors contributing to building Happy organizations**

### **Conclusion**

This paper is meant to examine the dimensionality of Happy organizations as a construct and to investigate the factors positively contributing toward building Happy organizations in the new normal. Various works of literature have helped us explore the factors contributing toward building happy organizations in the new normal as Technology Empowerment, the adaption of resilient organizational structure, Happy Employees, Forgiveness Trainings, Employee engagement, and Research & development practices.

### **THEORETICAL CONTRIBUTION AND DIRECTIONS FOR FUTURE RESEARCH**

This paper makes various conceptual contributions to the existing literature on building Happy organizations in the New Normal, by studying the theories and research outcomes related to Happiness in the workplace and Organization's situation during COVID times. Specifically, our primary contribution is advancing the body of knowledge on the impact of the pandemic on factors contributing to building Happy organizations. We theorized old and new factors contributing toward building Happy Organizations in the New Normal. The second contribution lies in extending the body of work on how various components contribute towards enhancing Happiness at workplace in the new tech-based working Environment. The final contribution lies in extending the literature of factors strongly contributing toward building happy organizations to become more resilient in the uncertain Environment.

Apart from the above contributions, more in-depth and rigorous research is needed on this construct of Happy Organizations vis-à-vis its relationships and connections with other institutional and management-related outcomes due to the change in working patterns because of the pandemic. This study aims to widen our perceptions of Building Happy organizations and its transformation due to the pandemic, ultimately strengthening the knowledge base in this domain to add new dimensions to the existing Organizational Happiness and Well-being literature.

Several directions for future research could be explored further to expand the frontiers of knowledge in this domain. For validating the proposed model, Employees from different sectors could be approached, and data could be collected from primary sources. Studies could be undertaken to find empirical support for the model. Next, based on the proposed model, new scales and measures are required to be developed for measuring the levels of Organizational Happiness so that empirical studies can be conducted by collecting primary Data with greater ease. Future research must also explore upgraded theories and other possible dimensions of building Happy Workplaces in different nations which follow different philosophies. Further, the validity of the proposed model can be checked by collecting data from different sections of society, which would be a significant theoretical contribution to future studies in this field.

### **MANAGERIAL IMPLICATIONS**

The proposed model can be implemented across all organizations to test the positive enhancement levels towards building Happy Organizations. In the present situation, when the organizations are opening up again, the top management should take the necessary steps to develop a culture of resilience and health in the Organization. Training could be planned further based on the proposed model. This model is appropriate for all organizations, irrespective of their sector. Step-by-step inculcation of all the factors in the model would lead to building a strong Happy Organization

### **CONFLICT OF INTEREST**

This research work has not been funded by any funding organization. Thus, there is no Conflict of interest between any parties.

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## **Challenges Faced by Talent Management Practices Post Covid-19 by Real Estate Industry**

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### **ABSTRACT**

This research paper aims to define talent management practices and its changing dimensions post covid-19 period by Real estate industry.

### **Research Methodology**

The secondary data and literature from both academic and popular talent management articles was reviewed during this study.

### **Findings**

Dedication to developing an integrated, strategic, and technology-enabled approach to human resource management is known as talent management. This commitment is partly motivated by the commonly held conviction that an organization's massive source of competitive advantage—and a crucial resource that is getting harder to find—is its human capital. Improved staff recruitment and retention rates, as well as increased employee engagement, are advantages of a talent management plan that is challenged after covid-19. These results in links to enhanced operational and financial performance in turn. There are variously internal and external forces that restrain talent management practices.

### **ORIGINALITY/VALUE**

Anyone wishing to learn more about talent management or enhance employee recruitment,



retention, and engagement may find this study to be helpful.

**Keywords:** Talent management practices, Real estate industry, recruitment, retention, engagement.

## **Introduction**

### **A. CONCEPT- TALENT MANAGEMENT**

Lewis and Heckman (2006, p. 139) undertook an exhaustive and critical review of the talent management literature in both the professional and academic press. They discovered a "disturbing lack of clarity" regarding its definition. They did, however, establish three primary concepts that Talent management is "a collection of standard human resource practices such as recruiting, selection, talent development, and engagement and retention, " (p. 140). According to this viewpoint, talent management may be little more than a trendy word or euphemism for HRM. However, they also stated that talent management might imply a systems approach to carrying out these functions, one that utilises technology (e.g., the internet or software) and occurs at the company level.

Another talent management perspective defined by Lewis and Heckman (2006) focuses on sourcing, developing, and rewarding employee talent. Many HRM practitioner publications advise employees who have been identified as having the extraordinary capability to be treated differently (i.e., high potential or high performing employees). The recent Conference Board report represented the viewpoint which defined talent as "individuals with the possibility of making a major difference to the current and future performance of the firm" (Morton, 2004, p. 6). While we agree with Lewis and Heckman's (2006) classifications, we propose that an important thread that runs through all three conceptions described above, as well as the strategic orientation they ultimately suggest, is a sense of urgency associated with the "war for talent," a phrase coined in a 1998 research report by McKinsey Consultants (Chambers, 1998).

Proponents of this viewpoint frequently cite case studies and other anecdotal evidence in which firms that are employing this method allegedly see increases in sales and profitability. This was the case with the study of Handfield-Jones et al. (2001), whose usefulness was later questioned (Lewis

and Heckman, 2006) when the improvements in bottom line outcomes proved to be transient, despite a continued commitment to talent in the organisation.

Talent management also implies strategic integration, sophistication, and broad-based accountability that HRM has traditionally not engendered. In this approach, talent management offers the opportunity to elevate the practice of HRM to its theoretical potential, with evidence, shared accountability, and supportive culture as fundamental cornerstones of its approach.

Thus, talent management is defined here as both a concept and a practice.

## **B. SIGNIFICANCE OF TALENT MANAGEMENT**

In addition to the benefits mentioned previously, talent management is crucial for at least two reasons. The first is that effective personnel management guarantees that firms can successfully acquire and retain key people. The second factor is the level of engagement of these personnel. "Talent management is essential to engage people in the organisation," writes Morton (2005, p. 11). The ability to address both of these concerns successfully has become a fundamental factor of organisational success and in some circumstances, survival.

### **a. Recruiting and retaining employees**

Factors traditionally associated with the industry and have contributed to the image that it is less-than-ideal workplace are fuelling the recruiting and retention difficulty (Christensen Hughes, 2008; Kuslivan, 2003).

Management's traditional focus on minimising labour costs (Christensen Hughes, 2008), the emotional labour requirements of many services industry jobs (Hoschschild, 1983; Lashley, 2002); the lack of job security associated with sales fluctuations and seasonality (Twinning- Ward and Baum, 1998); the lack of opportunity for promotion from within (Riley, 1996); and poor working conditions are all contributing factors. The industry's recruiting and retention issues will likely worsen unless these critical qualities are effectively challenged and the industry's overall employer brand improves.

### **b. Employee engagement**

An organization's talent management approach should contribute to employee engagement and effective staff recruitment and retention. "Employee engagement," like talent management, is a term that is frequently used but has no precise definition. Employee engagement, according to Gibbons (2006), is "a heightened emotional and intellectual connection that an employee feels for his/her job, company, management, or co-workers that leads him/her to apply greater discretionary effort to his/her work" (p. 5). Hewitt and Associates may provide a more comprehensible definition (2004). According to their research, engagement measures employees' enthusiasm and passion for their organizations. Engaged employees take action to improve business outcomes for their organizations. They "stay, say, and strive-remain with and commit to the organization, speak positively about their workplace, and strive to go beyond to do exceptional work" (p. 12).

In other words, the more engaged an employee is, the more likely he or she is dedicated to an organization, thereby contributing to developing a positive employer brand. Also, the employee tends to stay with the organization and consistently exerts a superior level of effort, potentially influencing variables such as service quality, customer satisfaction, productivity, sales, profitability, etc.

## **Review of Literature**

Due to the global COVID-19 Pandemic, businesses worldwide are functioning in a volatile environment today. Recently, the COVID-19 epidemic has imposed difficult circumstances on human resource managers; enterprises must respond, adjust to the changes, and manage the workforce in accordance (Carnevale and Hatak, 2020; Gigauri, 2020). In an ever-changing and uncertain world, organizations aim to be proactive. A report from the KPMG survey (2020) highlights the economic impact of COVID19, which says that it noted that the massive market shock led to a decline in production. Consequently, businesses have experienced a lack of inputs and other essential supplies. The spread of the Pandemic has contributed to market tensions. When the new coronavirus began to spread, it was anticipated to only extend in China. However, it eventually expanded worldwide, resulting in a global pandemic that caused social separation and economic hardship (Elliot, 2020). Many firms were affected regardless of size or location.

Camacho (2020) indicated that coronavirus significantly impacted company internal management, particularly the structure and administration of talent management. The employers require new skills and talents from their staff environment (about the globalization or

deglobalization processes, intensifying competitiveness, etc., at the beginning of the Pandemic). Consequently, the lack of skilled people is growing in prominence. To implement changes more effectively, human resource managers must assess their talent management strategies, match them with the company's new strategic objectives, and indicate the priority of new areas.

In the research (Sparrow and Makram, 2015; Collings and Mellahi, 2009), writers focus on talent management and state that it is a crucial aspect of the success of every firm. Thus, globally, talent and highly competent individuals have become scarce resources. The arrival of the information economy and the emergence of a new workforce need a shift in the traditional human resource. Management is not an effective tool because its actions are concentrated on a vast, homogenous, and employer-reliant workforce. The new candidates are less experienced, more globally focused, increasingly virtual, etc. Due to its autonomy and independence, a new generation of human resources requires management techniques - global talent management. According to Nilsson and Eilstrom (2012), the success of an organization can only be accomplished through recruiting, developing and retaining high-performing or loyal employees, remarkably gifted persons. Large multinational corporations know that they could improve their operations competitive by talent and rapidly adapting to change (Richbell et al., 2010).

Brad (2019) identified seven significant global trends and recommendations that describe the human resource management process and the talent management practices: retaining talented staff; implementing technologies and virtual cooperation could decrease costs, increase productivity, strengthen connections, and enhance teamwork. Modernizing the recruitment and selection processes; employing contemporary and efficient techniques, doing what other employers do not; ensuring that candidates have the necessary qualifications (L., Tomcikova, N., Svetozarovova, J., Coculova).

The framework presented by Nangia and Mohsin (2020) could serve as a foundational model for talent management aid for distinct businesses that may experience several company challenges. The writers investigated talent management industry practices during a worldwide epidemic. They developed talent-based prioritization, strategies and techniques identified during the global COVID-19 Pandemic. In addition, Nangia and Mohsin (2020) indicated that businesses might utilize the established structure of essential and less crucial factors in times of epidemic, and other areas of the economy have vital priorities.

## **CHALLENGES FACED BY REAL ESTATE INDUSTRY POST PANDEMIC**

As we all know, the real estate industry is owner-driven, and it is way too challenging to manage the employee's talent and requirements, especially post-COVID-19. This situation has established a 'new normal' that all firms - and HR departments in particular - must now adhere to. If businesses wish to remain competitive during this time, they must address a variety of particular problems posed by the pandemic with specialised, practical solutions. To emerge from the current scarcity of talented employees in a secure position, companies must first address fundamental talent management issues affecting the profitability of employee engagement and retention.

### **a. The immediate challenge:**

A report from The McKinsey (our insights, 2020) the real estate industry has also given higher returns on investments than traditional sources of yield, such as corporate debt, with just slightly more risk over the previous several years. Since the viral epidemic, however, this reality has shifted, and real estate players across the value chain have been impacted severely. Service providers struggle to protect their personnel and clients from health dangers.

Numerous developers cannot secure permits, resulting in developmental delays, halts, and potentially declining rates of return. This has directly affected employment in the industry, resulting in talent scarcity. During the crisis, not all real estate assets function similarly. The market appears to have mostly reacted to the inherent degree of physical risk.

### **b. Employment security:**

Since COVID-19 is essentially a health emergency, companies are responsible for safeguarding the safety of their employees and preventing the exposure of their employees. Physical separation has been key to efforts to combat the virus's global spread and must now be a top concern for companies. However, this raises challenges for businesses in industries, where labours working close on construction sites.

Randstad, in partnership with other HR services industry leaders, has prepared a variety of tools

for returning to work safely in the new normal for businesses with numerous questions and apprehensions about changing to the new climate.

There are sector-specific health and safety regulations and information on best business practices to implement in your organisation.

### **c. Competing effectively**

Employees returning to work during this health crisis should prioritise the safety and health of their employees. Still, they will also focus on maintaining a productive, sustainable workforce that allows them to remain competitive.

Numerous organisations are reevaluating their HR policies in response to this unstable environment. As you negotiate the difficulty of balancing cost considerations with the requirement to deliver a continuous, dependable service, objectives such as finding the correct mix of permanent and flexible workers in your workforce have become more critical than ever.

#### **a. Advancement in HR technology:**

As the pandemic persists, HR technology will play a vital role. When your shift and workforce planning requirements change daily, you need practical solutions to help you adapt and achieve your goals. As organisations have become more flexible in recent years, remote recruiting and onboarding have become more prevalent, but the constraints imposed by COVID-19 have elevated their significance even further.

For many businesses, all of this will be novel. It is different from how you are accustomed to functioning. The proper HR services partner can help you address these issues and make the right decisions based on technological skills, sector-specific insights, and an understanding of the local labour market.

#### **b. Adapting to change and uncertainty:**

Adapting to a climate characterised by constant change, volatility, and unpredictability is arguably the most significant talent management challenge. Governments and health officials worldwide continue to warn that the possibility of new outbreaks of COVID-19 remains high. Employers

should be prepared for regular legislation changes and recommendations to prevent infection and ensure employees' safety.

In this volatile climate, consumer demand is expected to fluctuate due to rapidly shifting fashions and health concerns. These advancements will necessitate swift organisational adaptation, increasing the strain on supply chains to be flexible and responsive.

These changes require that firms evaluate their capacity and be adaptable about what their staff can handle. Physical health is a concern at this time. Still, HR managers will also consider the psychology of their employees and how they can assist workers in coping with these challenging conditions.

Even though the current situation is exceptional, the current issues are strongly related to long-standing concerns, such as ensuring that workforces are future-proof and sustainable. This will increase the need for HR managers to collect, manage, and analyse data about their personnel, labour market, and emerging HR technology.

## **Conclusion**

As the post-pandemic crisis affects many industries, some real estate owners go beyond merely adapting and thriving, while others decline. The ability of individual talent, skills, etc., the enterprises to weather the storm will rely on how they respond to the industry's immediate issues, including the current losses in a shortfall of talent and demand for space, as well as the uncertainty surrounding the industry. In the medium to long term, the behaviour changes imposed on the sector will undoubtedly have impacted how employers and employees interact with and use real estate. The crucial question is which of these modifications will endure. Acting swiftly and intelligently will determine the fate of talented potential candidates, not just in these difficult times but also as the industry rises from the current crisis and must undoubtedly reinvent itself.

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**Teaching English Language and Communication Skills during Covid-19 Pandemic:  
Opportunities and Challenges**

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## ABSTRACT

Although the Covid-19 pandemic has caused unprecedented situation affecting all aspects of human life, including education worldwide, technology has provided an opportunity for educators to replace their classroom-based education and face-to-face learning with digital modes of online teaching and learning, which led to dependence solely on online education and adopting strategies fit solely to distant learning. With the paradigm shift in education, the present study adopted a descriptive research design that involved the analysis of quantitative data, investigated the opportunities and challenges of teaching the English language and communication skills online during the pandemic. To meet the aims, a comprehensive questionnaire containing information on many aspects of teaching Communication Skills in English was created. The data was gathered from the respondents using e-forms and personal interactions. The findings revealed that sudden paradigm shift without systematic training and little time space to adapt to the paradigm shift, time taken to adopt technical tools to virtual mode of teaching, lack of technological tools, low parental support for active participation of students, concentration issues, network problems, course-planning and executing classes were among the challenges that teachers faced while using technology in their classes during the pandemic. The study concluded with some recommendations and pedagogical implications that can be adopted by educationists in developing effective Language teaching and learning strategies.

**Keywords:** Covid-19 Pandemic, English Language, Communication Skills, Technology, Strategies, challenges

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## Introduction

The Outbreak of CORONA Virus in India was officially confirmed in the month of January and the higher education institutes have already started their curriculum and the seriousness of COVID-19 was reported in the early month of March. The cluster of few cases of COVID-19 resulted in the closure of lower educational institutions and their activities in the third week of March. Higher education authorities, in consultation with the health department, instructed to close the academic activities to prevent the spread of COVID-19 disease through a set of measures. The Prime minister of India made a decision in view of CORONA disease to maintain Quarantine Lockdown to cover the whole regions of India. The Ministry of Human Resource and Development (MHRD) recommended the institutions of higher education to conduct online classes for uninterrupted teaching and learning. A world-wide transition took place in the education sector to conduct classes online, which witnessed several difficulties and challenges to achieve effective teaching/learning.

Since the advancement of online teaching and learning, a profusion of terminologies and definitions have been employed to define it. E-learning, cyber-learning, tele-education, web-aided learning, virtual learning, Blended learning, web-based learning, E- education, remote learning, distributed learning, E- training computer-based learning, resource-based learning, and technology-based learning are some of the terms widely used to characterize online teaching and learning. In the present study, the term “online teaching and learning” will be employed. Because of the huge range of terminologies used in this context, there are many alternative definitions of online teaching. Online teaching has been defined in numerous ways by academicians, authors, researchers, theorists, and educators from a variety of perspectives and standpoints.

Online teaching has been defined as the presentation or teaching of course syllabus or syllabi through a computer system in which learning takes place through the explicit use of technology and computer networking systems. Some academicians define online teaching as teaching that takes place completely online (pure online teaching) or partially online (blended teaching). Others describe online teaching as “internet-based instructional settings” which provides access to learning material via web and includes virtual interactions between the teacher/instructor and learners. The students receive complete assistance and support from the educator during the learning process. Additionally, modern online teaching learning platforms, such as mobile learning and MOOCs, have emerged. MOOCs (Massive Open Online Courses) are a hybrid of online learning and open educational materials provided on NPTEL and SWAYAM platforms. MOOCs are online courses that are free, open, non-credit and certified. They are incorporated by several higher education institutions.

## **Review of Literature**

English is the lingua franca of this modern era and the same is taught and learnt as a second language around the world. In India, English is used not only for communicative purposes but also serves as a link language for inter-state and intrastate coordination as the nation is found with great ethnic and linguistic diversity. Though modern technology has begun to play a pivotal role in imparting and acquiring English language in schools and colleges especially in the small towns and remote areas, it is rather inadequate and unproductive (R. Abilasha, M. Ilankumaran, 2018). Restricted online class timings and limitations of online teaching along with the emotional and psychological challenges experienced by students require adequate pedagogical implementations in the COVID-19 pandemic (Rifat Kamasak (Yeditepe University, Turkey) and Tugce Ezgi Soyaltin (Istanbul Kultur University, Turkey), 2021). In developing nations, especially in India, Information Technology has a special place in teaching the English language where not only it is a complement for traditional education but also works separately as online English courses, online English teaching institutes, and virtual Universities. The nationwide lockdown in response to COVID-19 has compelled more than 300 Million Indian students to stay at home (Mehrddad Younesi and Mohammad Rizwan Khan, 2020).

Emergency lockdown was a preventive measure that caused havoc to the lives of students, parents and teachers. To combat this inevitable crisis, educational sectors started conducting online classes. The sudden paradigm shift in teaching/learning methods and techniques has raised new challenges and opportunities (Naik et al., 2021). Creation of high-quality e-content for language learning has recently surfaced as a major challenge for many language institutions throughout the world. While many academicians and researchers have studied computer-assisted language acquisition, no sufficient data is available regarding building fully online English courses and delivering e-contents for EFL (English as a foreign language) students who have instantaneously become accustomed to the usage of digital technology. Regardless of the pandemic, instructional designers and learning strategists are constantly challenged with the task of designing e-learning content for languages, and they discovered the best appropriate tools, the most valuable pedagogical strategies and the most efficient interface in order to build the perfect e-content (De Paepe 2014; De Paepe et al. 2018).

**Objective of Study:**

The goal of this study is to find out the challenges and obstacles English language teachers experienced during online teaching sessions. Due to sudden lockdown the whole teaching learning process was hampered and the sudden paradigm shift brought many challenges.

1. To study the possible ways of using technology for English language teaching during a pandemic-like situation.
2. To study major problems and challenges faced by English language and Communication skills teachers while teaching online because of the sudden paradigm shift.

**Scope of study:**

Despite the fact that several researchers have analyzed the challenges of online English education during COVID-19's, one key research gap that has yet to be filled is evaluating the appropriate pedagogic experiences and suggestions provided on the teaching of English language and communication skills. COVID-19 has devastated the majority of the world's occupations and industries. In most places around the world, education is the only sector that has entirely transitioned to an online method. During the pandemic, online learning was the best option for continuing education, especially in higher education.

**Methodology:**

Descriptive survey method is used for data collection. The survey is conducted on professors of English and Communication Skills of all the higher educational institutions in Himachal Pradesh with different age groups. The total number of 121 responses was recorded by conducting an online survey using Google forms. The survey is composed of a set of questions defined through brainstorming technique. The questionnaire is framed after conducting the brainstorming sessions carried out with the language and academic experts heading the institutions/universities in a different role. The collective opinions of all experts confirm that the teacher's delivery and students' understanding capability in online classes decides the efficacy of the Teaching Learning

Process. In view of above, a questionnaire is framed, and shared on various online platforms (WhatsApp, Social Media Sites and Email) to seek the honest opinion from English Professors.

### Data Analysis:

There were 20 items in the Questionnaire pertaining to various parameters such as Method of teaching, work from home, subject topics, challenges faced by professors.

Demographic information is shown in Figure No. 1. and 2. However, this information is not used for this study since it does not help in achieving the purpose.

Count of Gender

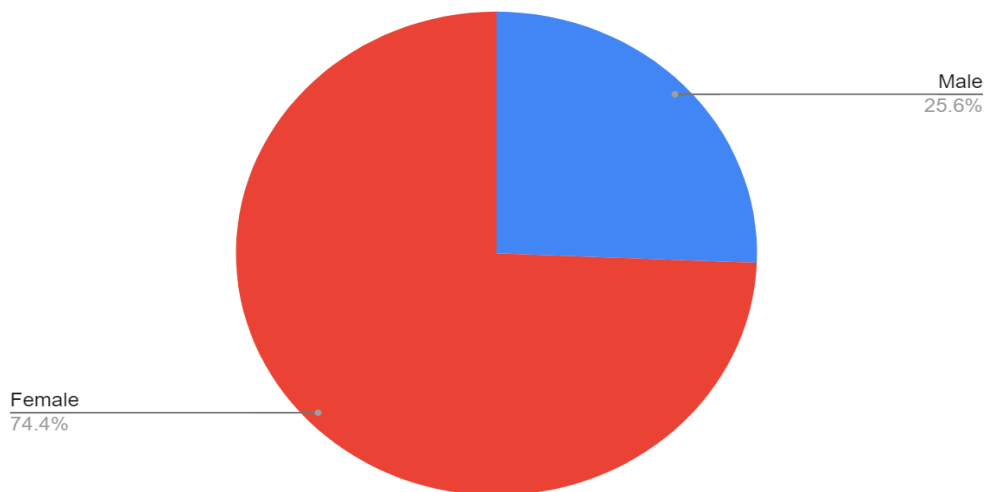


Figure 1. Count of gender

Figure 1. shows the count of gender. A total number of 121 responses were recorded out of which 74.4% is female respondents and the percentage of male respondents is 25.6%.

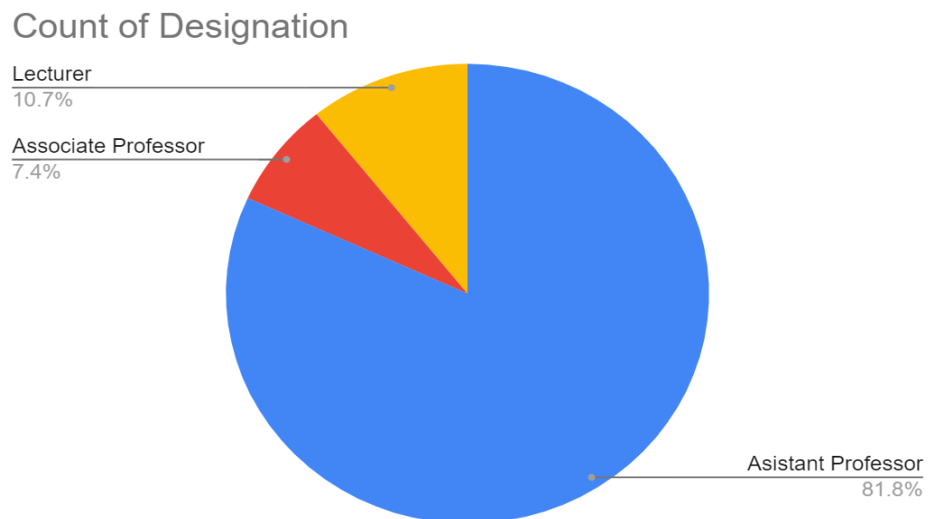


Figure 2. Count of Designation

Figure 2. shows the count of Designation. Out of 121 respondents 81.8% were Assistant Professors, 10.7% were lecturers and 7.4% were Associate Professors.

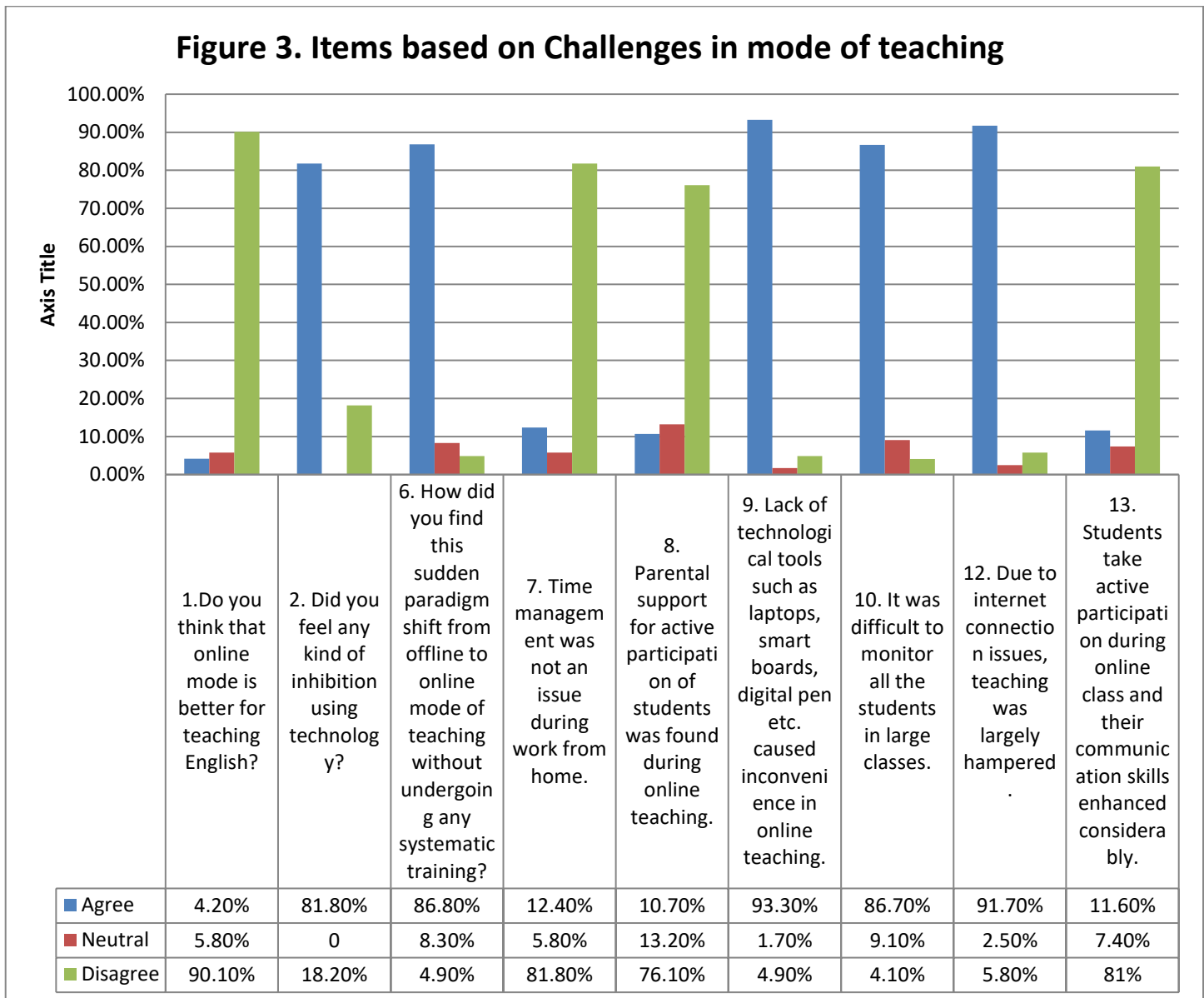


Figure 1. Shows the responses pertaining to challenges in mode of teaching, wherein, 90.10% of respondents disagree with the statement that online mode is better for teaching English. 81.80% of respondents felt inhibition using technology, whereas 86.80% found difficulty in adapting to online teaching without undergoing any training. 76.10% of university professors did not experience any kind of parental support for active participation of students, whereas, 93.30% felt inconvenience because of lack of technological tools. 86.70% found it difficult to monitor large classes while online teaching and 91.70% agree that due to internet connectivity issues, teaching was largely hampered. 81% of respondents found no active participation of students and that led to poor communication skills.



**Figure 4. Items pertaining to Teaching skills and Pedagogy**

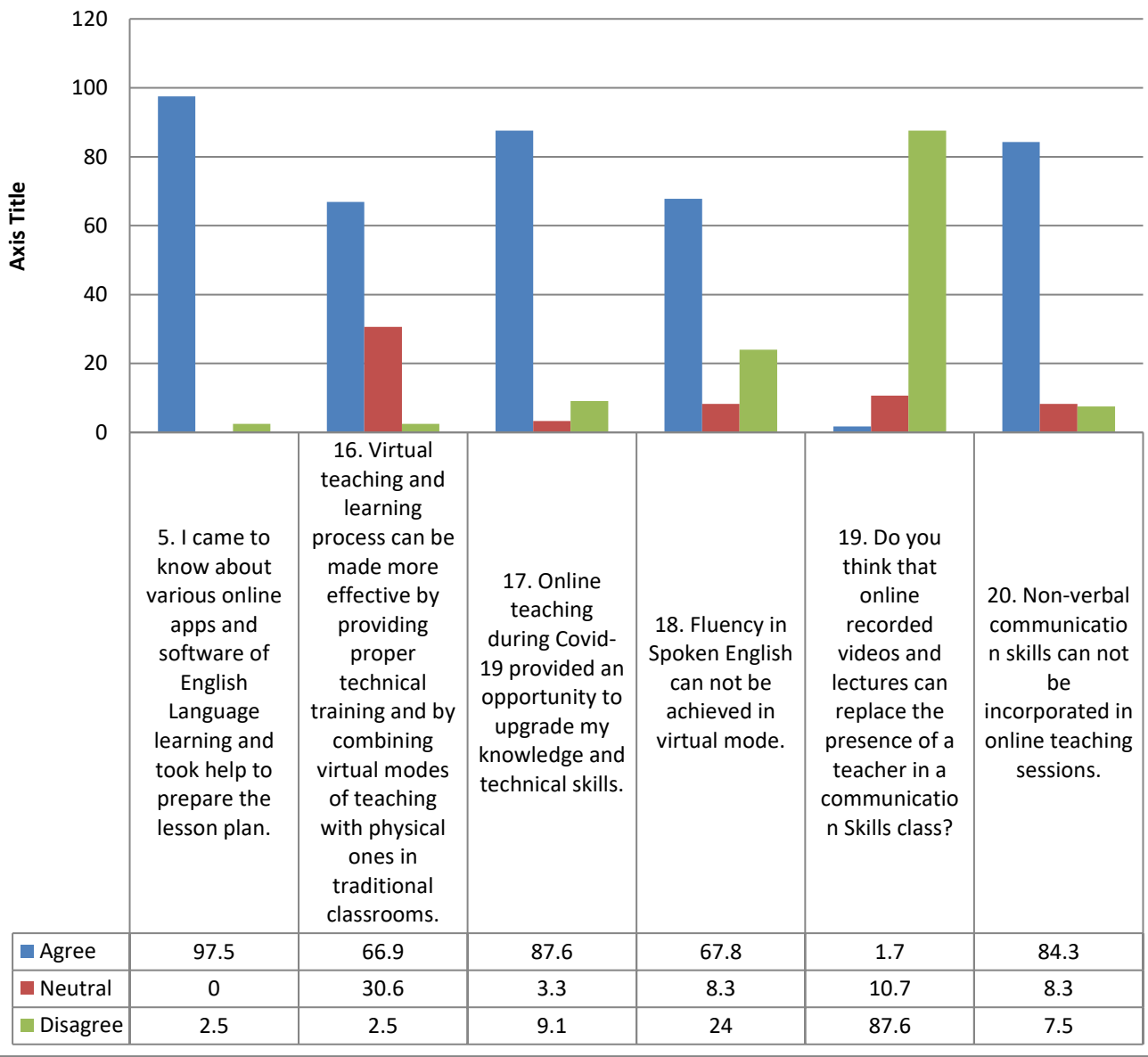


Figure 2. shows the responses pertaining to teaching skills and pedagogy wherein, 97.5% of respondents agree with the statement that they came to about various online apps and software of English Language learning and took help to prepare the lesson plan. 66.6% respondents think that the learning process can be made effective by providing technical training and by combining virtual modes of teaching with physical ones. 87.6% respondents agree that virtual teaching has provided an opportunity to upgrade the knowledge and technical skills of teachers. When it comes to fluency in Spoken English, 67.8% agree that it cannot be achieved in virtual mode. Admitting the importance of a teacher in a communication skills classroom, 87.6 % respondents denied replacing

a teacher with recorded lectures and videos. 84.3% of respondents expressed that non-verbal communication skills cannot be taught online.

4. Which areas of English communication Skills you think can be taught online effectively?

121 responses

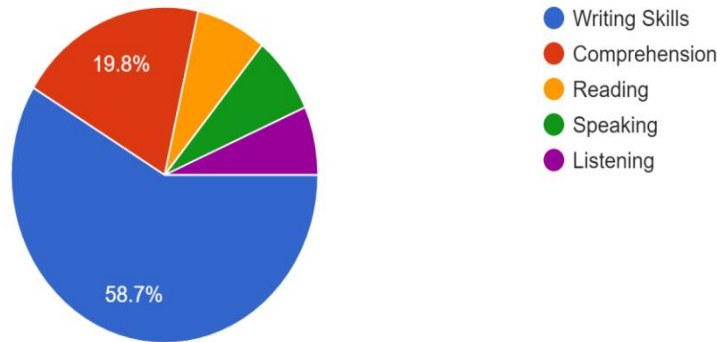


Figure 4. shows that 58.7% respondents preferred to teach Writing skills effectively using online mode whereas, challenges were found in the teaching of comprehension, reading, speaking and listening. Only 19% of respondents found comprehension to be taught effectively online.

Count of 11. What are some major tools you found effective in the teaching of communication skills?

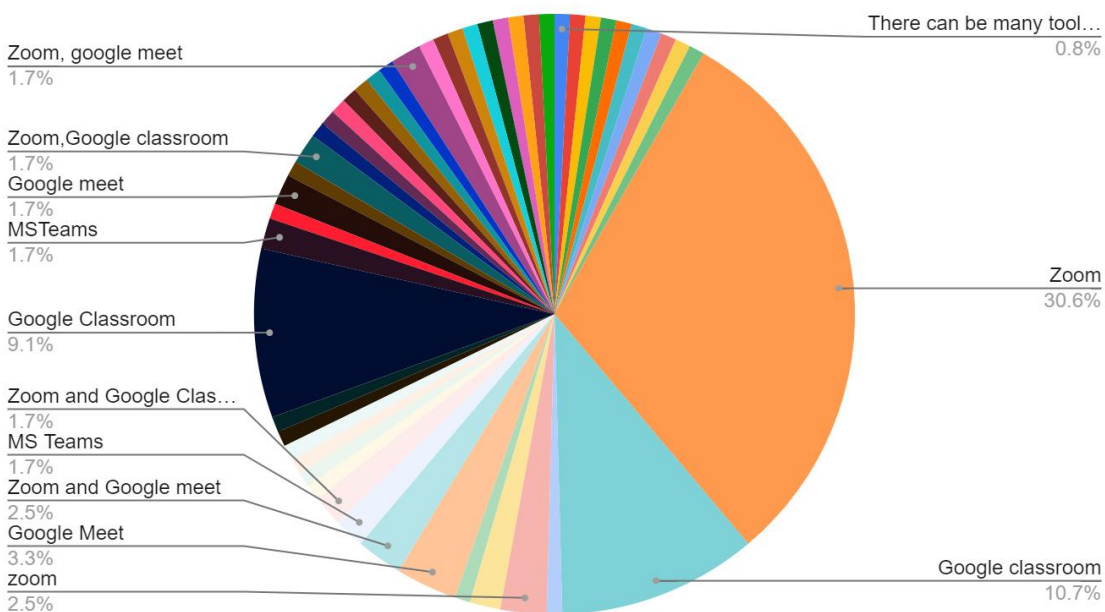


Figure 11. shows the various online modes of teaching used by respondents among which Zoom and Google Classroom were the most preferred ones.

14. What would you prefer as a mode of evaluation in online teaching? ( Multiple Options can be selected).

121 responses

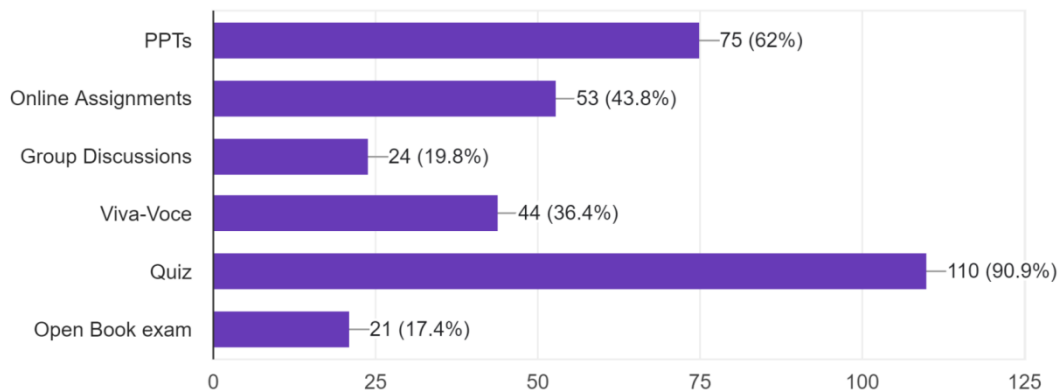


Figure 14. shows the preferences of respondents regarding the mode of evaluation for online examination.

15. Which of the following is more convenient to teach virtually?

121 responses

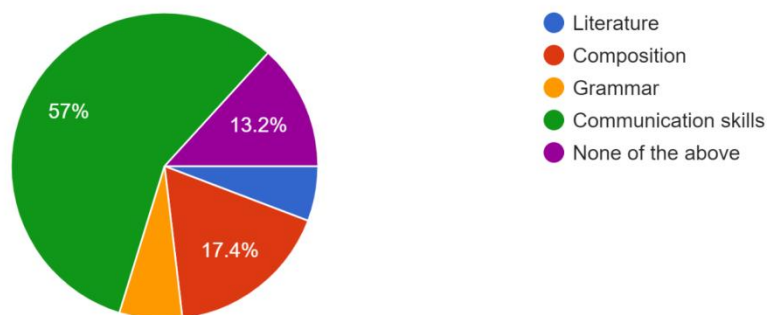


Figure 15. shows the preferences of topics most convenient for the respondents to teach online.

**Findings:**

The sudden shift from classroom teaching to online teaching led to neophobia, fear of new things closely followed by technophobia as no prior training sessions could be organized and consequently teachers experienced inhibition in the use of technological tools. Some topics such as writing skills and comprehension can be taught online effectively but drama being designed for enactment cannot be studied online. The educators also faced communication gaps because of network issues, lack of efficiency to use online teaching apps and most common among which is the monitoring issue. Non-verbal communication skills cannot be incorporated in students by online teaching. Besides this, because of the large number of students in a class, it was not possible to keep vigilance on each and every student. Moreover, lack of parental support in the sense that there was no personal space for students to focus on learning uninterrupted since the background noise and consistent disturbance at home caused concentration problems. Lesson planning in online mode of teaching was extremely time-consuming as teachers had to prepare PPTs and look for appropriate tools and techniques according to the course content. But as it was the need of the hour, educators became accustomed to the new-normal mode of teaching and it led to enhancement and upgradation of subject knowledge and skills along with becoming tech savvy.

**Recommendations:**

It is suggested that online teaching can be combined with classroom teaching that would result in blended learning and teachers must be provided training sessions and workshops to use technological tools for the teaching of English language and communication skills effectively.

**Conclusion:**

A paradigm shift from traditional in-class face-to-face education to online teaching during COVID 19 has given rise to lack of availability of internet facilities and technical support. Prior to online teaching, the faculty must have been provided training regarding the effectiveness of technological software adopted by premier institutions for online learning. One should understand that this online learning/teaching is a momentary teaching aid and an alternative mode to combat the situation of COVID-19 like crisis. Note that online learning has made more disproportionate problems that may cause students mental ability to learn more effectively, and be fruitful. Attentive, methodical and regular concentration will be necessary to change the mind-set to shift to online teaching/learning from traditional methods. There are possibilities that many students may not be having access to

internet facilities. In India, especially in remote areas it is often difficult to reach out to the internet or any other technical equipment such as smart phones and laptops. Time management, finding appropriate teaching strategies, content development and effective academic delivery through the integration of multimedia is an arduous task for faculty irrespective of their teaching subjects. Planning to have systematic meaningful learning is a challenge for both the teacher and the taught. Communication is the key factor particularly to understand the behaviour through the online education system, irrespective of pros and cons. It is being much difficult for a teacher to address and clear the doubts of a student via online teaching platforms.

### **Limitations of the study:**

1. The study was conducted only on 121 university/college professors.
2. Due to time restraints the study was limited to the teachers of higher education institutions of Himachal Pradesh only.
3. Statistical tests could not be used for data analysis due to paucity of time.

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