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LETTER FROM CHIEF EDITOR

Dear Academic colleagues, industry associates, and research enthusiasts!

It is indeed heartening to present you with this journal again. Your association with Sydenham Management Review is a treasured one. India and its economy stand at the cusp of an important phase. It is obvious that India's importance globally is steadily growing after COVID-19. In order to maintain this momentum, one needs to imbibe change and move ahead in the current changing business environment. In this context, the current edition of the SMR has been bejeweled with articles we received from foreign as well as Indian scholars. This edition of SMR has contributions from Patgaonkar, Research Scholar, on the Study of the Impact of Local Brands vs. Global Brands on Indian Consumer's Buying Behaviour of Fast Moving Consumer Goods with reference to Personal Care Products. It is an interesting study that compares the buying behavior of consumers. Srivastava and Bhanot's paper talks about the impact of COVID-19 on luxury purchase behavior. Research findings will be useful for companies marketing luxury brands. Padhy, along with his colleague did secondary research on an interesting study on employee efficacy due to work-life balance. It is the need of the hour in the current environment. Sharma, Research Scholar, did research on a Study of Social Media impact on Pay Television viewership in the Hindi General Entertainment Category in India. At the same time, Patwardhan and. Gokhale did an interesting study on Svanidhi Yoja

A shining beacon of hope for Micro businesses. Patel and Sinha did research on Green Supply Chain Management and the Indian Electronics and Telecom Sector and wrote about the importance of green supply management. The impact of corporate social responsibility (CSR) activities by the Indian Hospitality companies on their employees during the Pandemic disasters (Covid19 situation) is researched by Pansare. The impact of Customer Centric thinking on Innovation in the organization is studied by Dadlani.

Mark of a Dynamic Global Business Environment: Indian Learnings from the U.S. Business System is studied by

Barge, along with his colleagues .in the journal. Impact of Social Marketing on Building Brands in India during the Corona Virus Lockdown (COVID-19)-A case study is an interesting case study by Srivastava.

Finally, we would like to thank our guest editor for this issue, Dr. R.K. Srivastava, HOD Marketing and Research, SIMSREE for his input, guidance, and mentorship.

Thanks, and Regards,

Aashish Pawaskar

Chief Editor

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Impact of Local Brands vs. Global Brands on Indian Consumer's Buying Behaviour of Fast Moving Consumer Goods with reference to Personal Care Products

Aditi Patgaonkar, Research Scholar, Sydenham Institute of Management Studies Email: aditipatgaonkar@gmail.com

Abstract: This research paper focuses on to study the buying behavior of Indian consumers towards local and global brands of personal care products. The other aim of this study is the consumer's brand experience and factors which contribute to the purchase of a particular personal care product brand in India. A pilot study of 35 respondents was conducted with structured questionnaire. The questionnaire had demographic questions along with some specific questions to study and segment the consumer group of personal care products. The data is analyzed by using IBM SPSS. T test and Chi-square test are conducted. In this research independent variables are consumer preferences of Local brands and Global brands, brand awareness of Local brands and Global Brands, brand image and brand experience and dependent variables are consumer buying behaviour and brand loyalty. The findings indicate that brand awareness and brand image have significant impact on consumer buying behaviour. It was found that majority of the respondents prefer the local (Indian) brands than global brands because of the quality, price and past experience of the products. There is no significant impact of brand awareness and brand image on purchasing behaviour of personal care products. As per the findings of this study consumers prefer more Indian brands in hair care and skin care products on the basis of price, quality, past experience, and recommendation from friends and relatives than global brands. Brand Image and Brand Awareness are not having significant impact on buying behaviour of consumers.

Keywords: Consumer Buying Behaviour, Brand Image, FMCG, Brand Awareness, Brand Loyalty, Global Brands, Local brands

1. Introduction: Personal care industry is one of the fastest growing consumer products sectors in India with a strong potential for foreign companies. The Fast Moving Consumer Goods (FMCG) sector is an important contributor to India's Gross Domestic Product (GDP) and is the fourth largest sector in the Indian economy. There are three main segments in this sector food and beverages, which accounts for 19% of the sector healthcare, which accounts for 31% of the share and household and personal care, which accounts for the remaining 50% share (Press Information Bureau, 2021). The personal care sector is one of the best and important sectors at the present time. There are a lot of future opportunities in this sector. The increasing trend of different cosmetic products, beauty care products, skin care products, hair care products etc. fuels the market growing opportunities for cosmetic products (Gupta and Misra, 2017). These are the most common FMCG items. These goods are required by everyone on a daily basis. In the global scenario the expenditure for cosmetics is growing enormously. People concentrate more on good looking in the modern world. There is a huge competition in the field to capture the interest of the consumer. The FMCG sector includes personal care items. In certain ways, personal care items might be considered the backbone of the FMCG sector. Personal care product demand is expanding day by day as time passes, and the future of these items is also very bright and profitable. (Gohil, 2018) A local brand can be distinct as a brand that exists in a particular country boundary or in a confined geographical border (Wolfe, 1991). (Schuiling & Jean, 2004) pointed out that local, international, or a global firm may be the owner of a local brand, they also share a connection between national economy and individual welfare.

Consumer behaviour is considered to be an inseparable part of marketing. Kotler and Keller (2011) state that consumer buying behaviour is the study of the ways of buying and disposing of goods, services, ideas or experiences by the individuals, groups and organizations in order to satisfy their needs and wants. Buyer behaviour has been defined as "a process, which through inputs and their use though process and actions leads to satisfaction of needs and wants" (Enis, 1974, p.228). Consumer buying behaviour has numerous factors as a part of it which are believed to have some level of effect on the purchasing decisions of the customers. Consumer behavior can be understood as: "The decision process and physical activity individuals engage in when evaluating, acquiring, using, or disposing of goods and services." (Loudon and Bitta, 1980). Consumers can now access and be exposed to a wide range of products and services from many nations because to the growing trend of globalisation and advances in transportation and communication technology. Some

consumers have diverse impressions and attitudes toward global and local brands within the same product category. Now days, the company's success depends primarily on what the consumers know, think and feel about the company and its products (Dado et. al., 2017). Customer loyalty can be measured by positive attitudes towards products, by the satisfaction with the brand, by trust in it, and by the retention of the brand purchase regardless of the change in its price (Zohaib, 2014). Personal care sector is an integral part of the nation's economy with its huge potential. The personal care industry is one of the largest consumer sectors in the country. The purchasing power and disposable incomes of the Indian consumer have considerably increased and it has created a niche for leading organizations in this segment in the last decade, resulting in phenomenal growth in this sector. (Anute et. al., 2015)

2. Aim or need for the study: This research focuses on the buying behavior of Indian consumers towards local and global brands of personal care products. The purpose of this study is to determine the relationship between brand image, brand awareness and consumer's preferences about choice of local or global brands of personal care products in India. Over time, there have been advancements in consumer behaviour. Given the tremendous demographic shifts in the modern world, this has taken on even greater significance. Manufacturers, advertisers, research organization, customers, and students of human behaviour are all quite interested in it. Research questions like: What are the preferences of the Indian customer on purchase of local or global brands of personal care products? What decides if a consumer chooses a local or global personal care brand? What effect does brand image has on consumer's purchasing decisions?

The main aim of this research is to find out whether consumers prefer global brands or local brands of personal care of products and to identify why consumers selected them. The extent to which a brand is perceived as global seems to have a favourable influence on consumer's brand preferences (Lysonski, 2014). The Primary objective of the study is to identify the factors that affect the consumer's behavior towards personal care products so that it could help the Industry to maintain their place in the market and can meet the required demands of the consumer regarding a particular product. In this way, they could retain their existing customers and can even increase their customers.

3. Literature Review:

Sapic et. al. (2018) found that the customer views towards local and global brands are statistically significantly influenced by brand quality, prestige, materialism, and ethnocentrism. The effect of behavioural intentions on actual customer behaviour when making local and global brand and purchases is examined. Barot & Rajender kumar (2017) in his study 'An Analytical Study of Consumer Buying Behaviour on the Way to Cosmetic Products' found that, most of the consumers use cosmetic products for caring skin and they are loyal towards only one brand. Most of these products are used by teenagers. Gupta & Misra (2017) concluded that the Indian company should give more emphasis on advertising to create market awareness and to make a brand image in the minds of investors. The Indian market is by and large for basic and essential personal care. Essential products like hair oil, shampoo and beauty creams are the most important categories. So it is essential to develop a national brand in personal care However, it is also important to have a product portfolio covering as wide a range of products as feasible. According to Alhedhaif et al. (2016) have found a significant insight into the buying behavior of female consumers in Saudi Arabia for cosmetic products and toiletries. It has also shown that the consumers have demonstrated a fairly high level of brand loyalty towards the cosmetic products they use. Factors such as product quality, design or features, brand name, store environment, advertising & promotion, and price have a significant impact on consumer's buying behaviour. Nagananthi & Mahalakshmi, (2016) studied consumer's brand preference and buying behavior of cosmetic products at Coimbatore city. The main aim of study was to identify consumers' brand preference towards cosmetic products and to determine the 11 relationship of brand factors with demographic data. Primary data were collected from 200 samples through convenience sampling. Chi square test and one way ANOVA were used for data analysis. They found that personal care is one of the most important reasons for purchasing cosmetics. Himalaya herbals were the most important brand among consumers. Demographic factors influence consumer to purchase the cosmetics.

Anute. et. al. (2015) studied consumer buying behaviour towards cosmetic products. The main aim of study was to study demographic profile of consumers and to find factors affecting consumer purchase decision. They also want to know the purchase pattern for cosmetic products. They found that majority of people use domestic cosmetic brand, television is most effective media to get information of cosmetics; quality of product is considered as most important factor for consumer purchase decision. Vibhuti. et. al. (2014) explored that the consumer behaviour plays an important role in marketing of fast moving consumer goods. This behaviour was affected by various factors. In the present era of globalization needs and wants of consumers changes with time. The fast moving consumer goods (FMCG) sector contributes a lot to the growth of India's GDP. Therefore it was necessary to identify the changes in consumer buying behaviour towards FMCG products. The paper revealed that consumer behaviour was largely affected by place, product, price, promotion, physiological and psychological factors. However effect of these factors also differs from product to product. Baalbaki & Samih (2012) revealed that consumers are looking for new aspects of brand equity, namely social influence and sustainability. Consumers expect a brand to help them socially in terms of making a positive impression and gaining social approval and acceptance. Company managers need to re-assess their brand equity with respect to quality, preference, social influence, sustainability and leadership.

4. Identification of variables: Based on the secondary research the variables identified were segregated into independent, dependent and moderating variables. In this research Independent Variables are Consumer Preferences for Local brands (CPLB), Consumer preferences for Global brands (CPGB), Brand Awareness for Local brands (BALB), Brand Awareness for Global Brands (BAGB), and Brand Image (BI). Our dependent Variables are Consumer Buying Behaviour (CB). Moderating Variables are Gender, Age, Education, Income, and Brand Experience. Explanation of Variables is given below.

Consumer Buying Behaviour- Consumer buying behaviour is traditionally influenced by quality, price and promotion. However, changing time has brought some new and interesting factors that influence the consumer's buying behaviour (Pham, 2021).

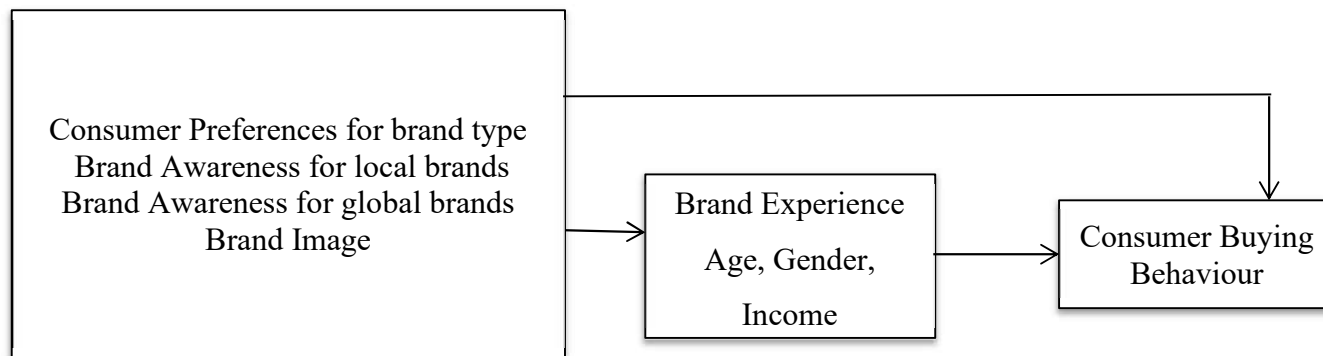
Consumer Preferences- Study of consumer's attitude is important for the measurement of the impact on the purchase behaviour. Determination of preference, intention, loyalty and brand equity are studied from attitude studies (Srivastava, 2013; Lysonski, 2014; Dado et. al., 2017).

Brand Awareness- (Keller, 2013) defines brand awareness as "the ability of consumers to remember and recognize the brand as shown by their ability to identify the brand under a variety of settings and to associate the brand name, logo, symbol, and so on with specific associations in their memory."

Brand Image- Brand Image is how customers think of a brand. It can be defined as the perception of the brand in the minds of the customers. (Balaji et. al, 2019)

5. Developing theoretical construct and hypothesis:

Based on literature research, variables like brand recall and awareness towards the brands is influenced by brand image, value for money and culture affecting acceptance of the brand and intention to purchase are taken up in formulating hypotheses (Srivastava, 2016). Based on these variables a theoretical construct is given below:



Independent Variables

Moderating Variables

Dependent Variables

Fig I: Theoretical Construct

Consumer buying behaviour is traditionally influenced by quality, price and promotion. However, changing time has brought some new and interesting factors that influence the consumer's buying behaviour. In today's market conditions it is no longer enough to have products of superior quality, with the best price, the best distribution network and excellent promotion. Nowadays, the company's success depends primarily on what the consumers know, think and feel about the company and its products (Dado et. al., 2017). Therefore, independent variables consumer preferences, brand image, awareness, brand experience and other factors impact on dependent variables like consumer buying behaviour and brand loyalty in selection of personal care products. Based on the same, following hypotheses were taken for study:

H01= There is no significant association of consumer preference for global brands on consumer purchase decision than local brands.

H1= There is a significant association of consumer preference for global brands on consumer purchase decision than local brands.

H02= There is no significant association of brand awareness on consumer buying behaviour.

H2= There is a significant association of brand awareness on consumer buying behaviour.

H03= There is no significant association of brand image on purchase decision of consumers buying behaviour.

H3= There is a significant association of brand image on purchase decision of consumers buying behaviour.

The next section relates to methodology.

6. Methodology: Research methodology is defined as the common approaches the researcher uses in carrying out the research project (Leedy & Ormrod, 2005). The study was focused on the preferences for personal care products among all age groups and income groups from Pune and Mumbai. The study was based on primary data. Secondary data was collected from the research papers, journals and various websites.

6.1. Research Design: Research study was done through two types of data i.e. primary data and secondary data. Secondary data helps to identify variables. Primary data consisted of pilot study and factor analysis. In this research, three personal care products categories (Skin Care, Hair Care and Body Care) were included in the scope of the research. In first phase a Pilot study was done to validate and determine the reliability of the questionnaire. The pilot study involved 35 people and it was followed by detailed primary research study.

6.2. Sample Design: The pilot study was conducted with 35 respondents by using the convenience sampling method. The data was collected through a structured questionnaire from Pune and Mumbai cities.

6.3. Questionnaire Design: The questionnaire was developed based on the works of Srivastava, (2016). Based on the identified variables Consumer preferences, brand image, brand awareness, brand experience, and consumer buying behaviour, are incorporated into the questionnaire and administered. Measurement scale used in the research was mainly Likert scale of one to five and rank test. Questionnaire covered points related to objectives like finding out the consumer preferences of local or global brands, factors for

changing buying behaviour etc. The brand awareness study adapted a scale based on studies of (Srivastava, 2015). Data on gender, age, education and occupation are collected on category scales. Preferences and buying behaviour were measured on a five-point Likert scale. Consumer preferences were measured using nominal scale.

6.4 Data Design: The researcher investigated the effects of global brands toward local brands in the present study from the perspective consumers from Pune and Mumbai. The current study, according to its purpose, is an applied research and is a kind of descriptive survey of the area of field studies considering the data collection method. For this reason, questionnaire survey method was conducted to gather data in the present study. A convenience sampling process has been used to collect data for this research. All questions are closed-ended because all possible answers were given to the respondents. The five-point Likert scale (where 1=strongly disagree to 5=strongly agree) has been used for research questions. The Data is analyzed by using IBM SPSS. T test and Chi-square test are conducted. T test is used for quantitative data and Chi square test is used for qualitative data in SPSS.

7. Results and Discussion

In this research, three personal care products categories (Skin Care, Hair Care and Body Care) are included in the scope of the research. All income and age groups data were considered. Majority of respondents of the age group of 16 to 25 years who have been using personal care products are aware of local and global brands. It was found that majority of the respondents prefer the both the brands products because of the Brand name, Quality, Price and Past experience of the products. It is found that Brand awareness and Brand image are significant factors which more influences on the consumer buying behaviour even though they are middle income groups and lower income groups. There is no significant impact of global brands on local brands while purchasing personal care products among consumers. The study reveals that most consumers are now more aware of the local and global brands of personal care products. They prefer both the brands in hair care and skin care products on the basis of price, quality, past experience, brand name and recommendation from friends and relatives. This study enables the manufactures to know the need and preference of the customers in this sector.

Table: 1 Brand awareness for local (Indian) brands of personal care products

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NOT SO FAMILIAR	9	25.7	26.5	26.5
	FAMILIAR	20	57.1	58.8	85.3
	VERY FAMILIAR	5	14.3	14.7	100.0
	Total	34	97.1	100.0	
Missing	System	1	2.9		
Total		35	100.0		

It is observed that 20 out of 34 (which are 59% approx.) are familiar with the Indian brands.

From the above table1 it is observed that approximately 27% are not so familiar with the Indian brands

and 59% are familiar and 14% very familiar with the Indian brands. The next table relates to global brand awareness of personal care products.

Table: 2 Brand awareness for global brands of personal care products

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NOTSO FAMILIAR	15	42.9	44.1	44.1
	FAMILIAR	14	40.0	41.2	85.3
	VERY FAMILIAR	5	14.3	14.7	100.0
	Total	34	97.1	100.0	
Missing	System	1	2.9		
Total		35	100.0		

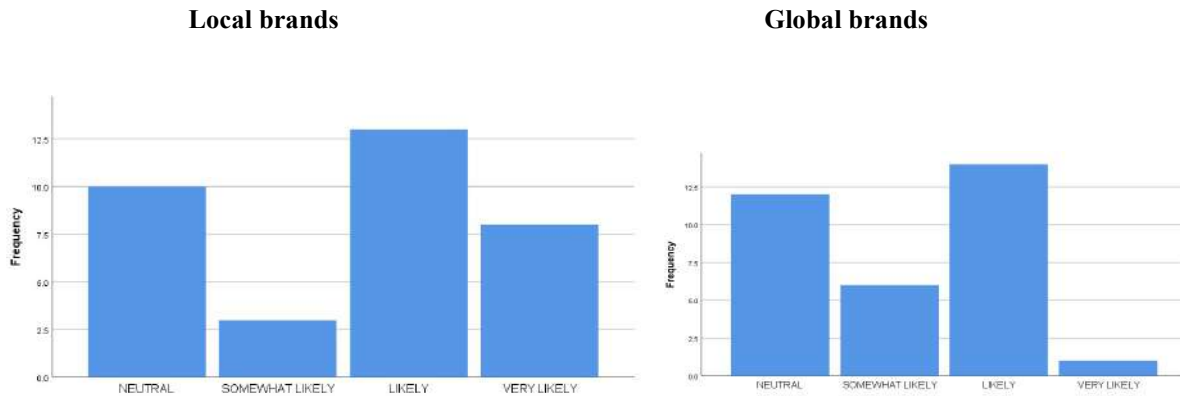
From the above table 2 it is observed that approximately 44% are not so familiar with the brands, 41% are familiar and 15% very familiar with the Indian brands. Consumer preference for global and Indian brands are given below in table

Table: 3 Consumer Preference for Global brands

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NEUTRAL	12	34.3	36.4	36.4
	SOMEWHAT LIKELY	6	17.1	18.2	54.5
	LIKELY	14	40.0	42.4	97.0
	VERY LIKELY	1	2.9	3.0	100.0
	Total	33	94.3	100.0	
Missing	System	2	5.7		
Total		35	100.0		

Table:4 Consumer Preference for local (Indian)brands

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NEUTRAL	10	28.57	30.30	36.4
	SOMEWHAT LIKELY	3	8.57	9.09	54.5
	LIKELY	13	37.14	40.4	97.0
	VERY LIKELY	7	20.00	21.21	100.0
	Total	33	94.3	100.0	
Missing	System	2	5.7		
Total		35	100.0		

Fig.II: Consumer Preference for local and global brands

As per Fig.II (Adding Likely and very likely count from the questionnaire) 15 out of 33 i.e. 45% Approx. of respondents are likely or very likely to purchase Global brand personal care products whereas 20 out of 33 i.e. 61% are likely or very likely to purchase Indian brand personal care products. But if we compare the counts of respondents for very likely, 20% very likely to prefer Indian brands but only 3% very likely to prefer global brand. So from Figure 3 we can observe that people are more inclined towards local brands as compared to global brands.

Using t- test to test the hypothesis of difference of means as given in table-5:

T-TEST	TYPE_BRAND	N	Mean	Std. Deviation
BUYING_BEHAVIOR	LOCAL	34	3.8	0.93305318
	GLOBAL	34	3.2	0.90097986

T-Test: Paired Two Sample for Means		
	How Likely do you purchase personal care products from Indian brand(s)?	How Likely do you purchase personal care products from Global brand(s)?
Mean	3.8	3.2
Variance	0.87058824	0.81176471
Observations	35	35
Pearson Correlation	0.01399457	
Hypothesized Mean Difference	0	
Df	34	

Table 5: T-Test

BRAND_AWARENESS

Total

t Stat	2.75603786	
P(T<=t) one-tail	0.00466826	
t Critical one-tail	1.69092426	
P(T<=t) two-tail	0.00933652	
t Critical two-tail	2.03224451	

An independent t-test has suggested that **there is significant difference** in buying behaviour for global brands (m=3.2, sd=0.9009) as compared to Local Brands (m=3.8, sd=0.933) t stat =2.756 p-value is 0.004 <.05 for one tail and p-value 0.009<0.05 for two tail. Hence, as per the table 4 and independent t-test, there is significant difference between consumer purchase decision for global brands and local brands. Hence on the basis of responses we can say that people are more likely to buy Indian (local) brands as compared to global brands. Therefore on the basis of above analysis local brands are more preferred by consumers than global brands. The next analysis relates to buying behaviour of brand and its awareness as given in Fig.III.

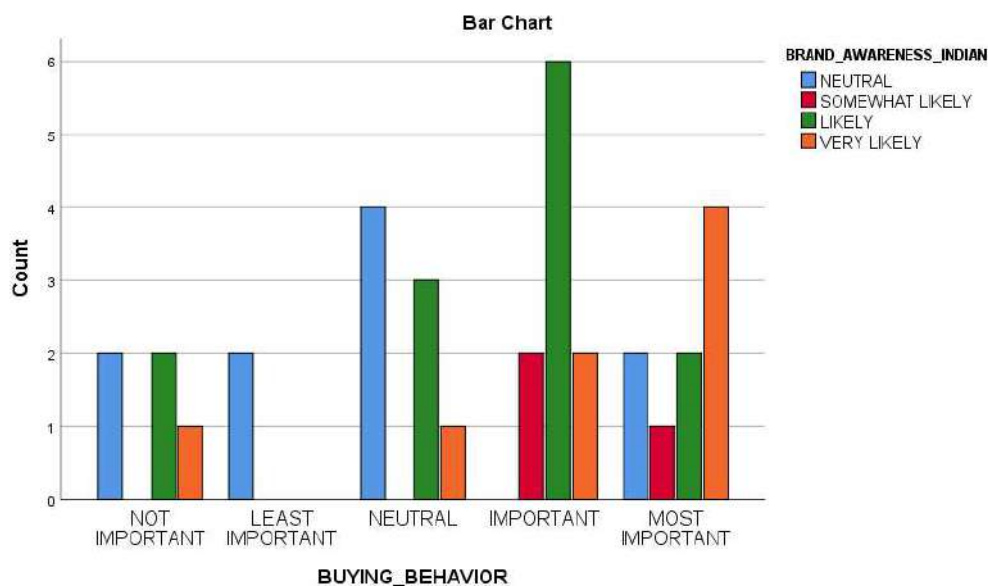
Fig. III: BUYING_BEHAVIOR * BRAND_AWARENESS Crosstabulation

Figure III shows Buying Behavior - In this study Brand name as factor that influence the purchase of personal care products in order of importance by ranking them from 1 to 5 where 1 denotes Not important and 5 denotes most important. (5= Most important, 4=Important, 3 =Neutral, 2= Least Important, 1=Not important) How likely are you to buy personal care goods from Indian brands or global brands? Is the questionnaire question that will be the focus of this study. As per Table 5 it is observed that 29% people are neutral 9% are somewhat likely 38% are likely and 24% are very likely about brand name while purchasing local and global brands of personal care

products. Table-6 gives the analysis of the same.

Table 6: Chi- square Test

Chi-Square Tests			
	Value	Df	Tabulated value 5% level of significance(2- sided)
Pearson Chi-Square	0.197	12	21.026
N of Valid Cases	34		

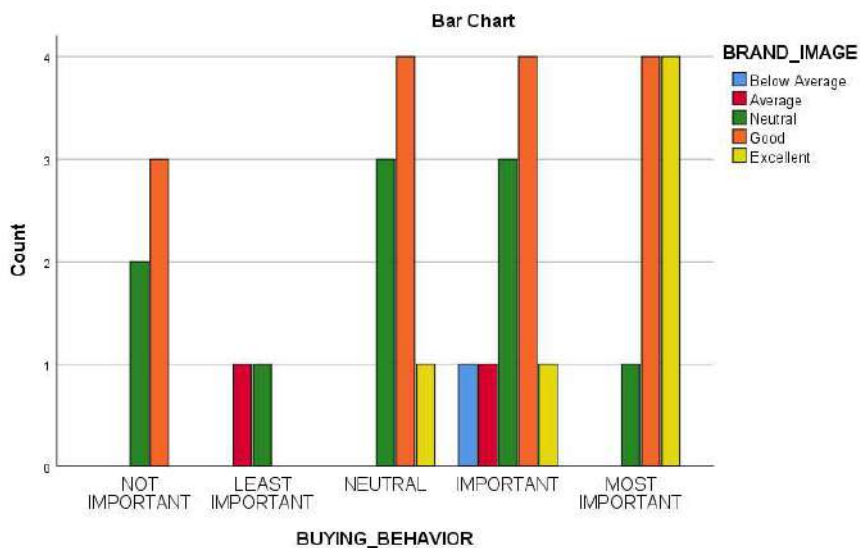
a. 25 cells (100.0%) have expected count less than 5. The minimum expected count is .06.

As per table 6 chi-square test, tabulated value is much higher than calculated so null hypothesis is accepted. Hence, there is no significant association between Brand Awareness and consumer buying behaviour.

Table 7: Buying_Behaviour * Brand Image Crosstabulation			BRAND_IMAGE					Total
			Below Average	Average	Neutral	Good	Excellent	
BUYING_BEHAVIOUR	NOT IMPORTANT	Count	0	0	2	3	0	5
		% within BUYING_BEHAVIOUR	0.0%	0.0%	40.0%	60.0%	0.0%	100.0%
		% within BRAND_IMAGE	0.0%	0.0%	20.0%	20.0%	0.0%	14.7%
		% of Total	0.0%	0.0%	5.9%	8.8%	0.0%	14.7%
	LEAST IMPORTANT	Count	0	1	1	0	0	2
		% within BUYING_BEHAVIOUR	0.0%	50.0%	50.0%	0.0%	0.0%	100.0%
		% within BRAND_IMAGE	0.0%	50.0%	10.0%	0.0%	0.0%	5.9%
		% of Total	0.0%	2.9%	2.9%	0.0%	0.0%	5.9%
	NEUTRAL	Count	0	0	3	4	1	8
		% within BUYING_BEHAVIOUR	0.0%	0.0%	37.5%	50.0%	12.5%	100.0%
		% within BRAND_IMAGE	0.0%	0.0%	30.0%	26.7%	16.7%	23.5%
		% of Total	0.0%	0.0%	8.8%	11.8%	2.9%	23.5%
	IMPORTANT	Count	1	1	3	4	1	10
		% within BUYING_BEHAVIOUR	10.0%	10.0%	30.0%	40.0%	10.0%	100.0%

		% within BRAND_IMAGE	100.0%	50.0%	30.0%	26.7%	16.7%	29.4%	
		% of Total	2.9%	2.9%	8.8%	11.8%	2.9%	29.4%	
	MOST IMPORTANT	Count	0	0	1	4	4	9	
		% within BUYING_BEHAVIOR	0.0%	0.0%	11.1%	44.4%	44.4%	100.0%	
		% within BRAND_IMAGE	0.0%	0.0%	10.0%	26.7%	66.7%	26.5%	
		% of Total	0.0%	0.0%	2.9%	11.8%	11.8%	26.5%	
	Total		Count	1	2	10	15	6	34
			% within BUYING_BEHAVIOR	2.9%	5.9%	29.4%	44.1%	17.6%	100.0%
			% within BRAND_IMAGE	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
			% of Total	2.9%	5.9%	29.4%	44.1%	17.6%	100.0%

Fig IV: Buying_Behaviour * Brand Image Crosstabulation



As per the above bar chart, it suggests that Consumers buying Behavior is impacted by Brand Image on Most Important Scale.

Table 8: Chi-square test

Value	Df	Asymptotic Significance(2-sided)
18.901 ^a	16	.274
17.395	16	.361
2.315	1	.128
34		

a. 25 cells (100.0%) have an expected count less than 5. The minimum expected count is .06.

As per above chi-square test, p-value is 0.274 which is greater than 0.05. Hence, we accept the null hypothesis and conclude that there is no significant association between Brand image and purchase decision of consumers buying behaviour.

8. Conclusion: The study of consumer buying behavior is most important for organisation as they can understand the expectation of the consumers. Organisation can understand what makes a consumer to buy a product. It is important to know the preferences of brands liked by consumers so that they can release it to the market. Marketers can understand the likes and dislikes of consumers about local and global brands of personal care products in India. The study emphasised on gaining insight into the influence of various factors like brand name, quality, price and promotion on the buying behaviour of consumers towards personal care products.

9. Managerial Implication: According to the results, it was found out that brand image and brand awareness had no significant impact on consumers buying behaviour of local and global brands of personal care products. It is proposed that future research focus at brand loyalty and consumer satisfaction. Because this was a pilot study with a limited sample size, therefore more research is needed to determine the elements that influence loyalty in large customer groups. Gender, age, education, and income, as well as global and local brands, will influence preferences of consumers while buying personal care products. As a result, managers must think about demographic characteristics in terms of economic and commercial implications.

10. Limitations: There are some limitations that should be taken into consideration when interpreting the results, and when using the research findings in this research in the future. One of the limitations of this research is the limited sample size and geographical area. Another limitation is incomplete responses by the respondents.

11. Contribution of Research: The findings of this study will help marketers to address the recommendation factors which influence consumers buying behaviour to purchase and to improve firm performances to meet consumer needs. Indian Manufacturers will focus on local brands to improve production and will contribute to our economic development. This research will assist Indian personal care product industry to forecast consumer's behaviour and to create more effective marketing and selling strategy. This study identifies not only the factors that affect the consumers behavior for the purchase of personal care products but also provides an answer to the question that who are the users of such products by taking into account the demographic variables like age, gender, income and occupation and also examines the influence of various factors on the consumer while purchasing personal care products.

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A study on impact of COVID-19 on luxury purchase behaviour of Indian consumers

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Abstract:

Introduction: COVID-19, since its onset in December 2019, has not only sent a health shockwave to the world but has also disrupted the global economy. The unprecedented hit has been suffered majorly by the luxury industry too. Just like for utilitarian products for which consumers have been engaging in panic purchase, shifts in consumer behaviour worldwide for luxury goods have also emerged, and are expected to prevail even when the pandemic is over.

Purpose: This paper aims to study the impact of COVID-19 on purchase behaviour of Indian luxury consumers. It is intended to compare the frequency of purchasing luxury brands and the average expenditure on luxury brands by Indian consumers pre and post pandemic. It is also intended to find whether the mode of purchasing luxury brands, visiting luxury brands once the pandemic recedes and expenditure returning to pre-pandemic levels varies according to demographic variables like gender, age group, occupation, annual income, education and native residence.

Methodology: First, secondary data is collected from various articles and research papers on the net. Then, primary data is collected by using a structured questionnaire administered to the respondents. The sample of 340 respondents was taken from Mumbai and Navi Mumbai and consisted of both genders, age ranging from 20 years to more than 60 years.

Results: There is a significant difference in the average ratings given by respondents to different luxury product categories pre and post COVID... Majority of the respondents (60.3%) prefer to buy luxury brands through physical stores. Majority of the respondents (58.2%) do not buy luxury brands online. A large number of respondents (30.9%) spent in the range of Rs. 50000 to Rs. 1 lakh on luxury brands pre-COVID. A large number of respondents (32.9%) spent in the range of Rs.10000 to Rs. 50000 on luxury brands post-COVID. Respondents have given a higher average rating to foreign visits as compared to online, company outlets and malls.

Keywords: COVID-19, luxury, luxury purchase behaviour, Indian consumers, demographic variables, pandemic, luxury consumption

1. Introduction:

1.1 Luxury brands: The concept of luxury has been present in various forms since the beginning of civilization. Its role was just as important in ancient western and eastern empires as it is in modern societies. With the clear differences between social classes in earlier civilizations, the consumption of luxury was limited to the elite classes. It also meant the definition of luxury was fairly clear. Whatever the poor cannot have and the elite can was identified as luxury. With increasing “democratization”, (Wong & Ahuvia (1998)), several new product categories were created within the luxury market which were aptly called – accessible luxury or mass luxury. This kind of luxury specifically targeted the middle class (or what is sometimes termed as aspiring class). As luxury penetrated into the masses, defining luxury has become difficult (Shukla. 2010). In contemporary marketing usage, Prof. Bernard Dubois (2004) defines “luxury” as a specific (i.e. higher-priced) tier of offer in almost any product or service category. However, despite the substantial body of knowledge accumulated during the past decades, researchers still haven’t arrived on a common definition of luxury. Many other attempts have been made to define luxury using the price-quality dimension stating higher priced products in any category is luxury. Similarly, researchers have used the uniqueness aspects of luxury too. Prof. Jean-Noel Kapferer (2005), takes an experiential approach and defines luxury as items which provide extra pleasure by flattering all senses at once. Several other researchers focus on exclusivity dimension and argue that luxury evokes a sense of belonging to a certain elite group. Several manufactured products attain the status of "luxury goods" due to their design, quality, durability or performance that are remarkably superior to the comparable substitutes. Thus, virtually every category of goods available on the market today includes a subset of similar products whose "luxury" is marked by better-quality components and materials, solid construction, stylish appearance, increased durability, better performance, advanced features, and so on.

As such, these luxury goods may retain or improve the basic functionality for which all items of a given category are originally designed. There are also goods that are perceived as luxurious by the public simply because they play a role of status symbols as such goods tend to signify the purchasing power of those who acquire them. These items, while not necessarily being better (in quality, performance, or appearance) than their less expensive substitutes, are purchased with the main purpose of displaying wealth or income of their owners. These kinds of goods are the objects of a socio-economic phenomenon called conspicuous consumption and commonly include luxury vehicles, watches, jewellery, designer clothing, and yachts, as well as large residences and urban mansions.

1.2 Indian luxury market: Indian luxury market is expected to grow tenfold in the next decade from the current US\$30 billion to US\$ 180 billion by 2025 (Sheetal Jain, 2019). However, India still lags far behind other developing economies like China in terms of its share in the global luxury market. India is a culturally diverse nation with varied languages, religions, food, music, dance, and customs. With such diversity, the Indian luxury market provides a huge set of opportunities as well as challenges to luxury brands. Therefore, it is critical for luxury players to understand the characteristics of typical Indian consumers to successfully serve this lucrative and growing market.

Indians perceive luxury brands differently. Their values, beliefs, and attitude towards luxury vary significantly from their western counterparts. Luxury goods are mainly purchased for personal or social orientation. Indians buy luxury primarily for social gratification. They go for loud brands and signal their status through luxury consumption. Therefore, marketers must highlight the symbolic value derived from luxury brands to gain traction from Indians. Expected forecast – 2020 onwards Statista estimates India's luxury goods segment to be worth \$8 billion and forecasts 6.6% CAGR growth during 2019-23.

A Boston Consulting Group forecast suggests the pandemic has resulted in global luxury sales dropping of 25-35% in 2020 compared to 2019. In India, luxury is still a relatively nascent industry, going back to the mid-2000s. The market is much smaller than more mature markets like the US and China. According to an April report from statistics and market data portal Statista, India's luxury goods market is expected to be worth \$7,956 million in 2020 (after adjusting for potential covid-19 losses) and is projected to grow annually by 10.6% CAGR between 2020-23, with cosmetics and fragrances forming the largest segment (in comparison, projections for the US luxury goods market in the same period are \$55,250 million). There is a huge scope for luxury brands in India but there are major challenges due to Covid 19 pandemic as well. Luxury companies need to tread carefully and strategically to grow and flourish in a culture - sensitive country such as India. Marketing strategies specific to the area need to be applied and the pulse of this new- age Indian consumer needs to be understood.

In 2020, the economy was running as usual, and suddenly at the end of the third quarter of the fiscal year 2019-20 a novel corona virus entered Indian territory and started to infect the people silently. Gradually, the number of infected persons increased, and a global pandemic situation was declared by the concerned authorities.

1.3 Impact of COVID -19 on Luxury Products: Popular luxury brands across the globe turned their focus towards the manufacture of essential items to protect health professionals and those working to combat COVID-19. A slew of the world's luxury brands announced they would make sanitizers, medical overalls to surgical masks. They used this pause in the business to digitize their processes and enhance their systems and technology. This will allow them to develop operational efficiencies and provide personalized experiences to the consumers. The pandemic may bring a major change in the consumers' mindset and the value system that underpin their luxury buying decisions. Statista-an online portal for statistics had estimated India's luxury goods segment to be worth \$8 billion and forecast 6.6 percent CAGR growth during 2019-23. But, with the coronavirus outbreak, the future of the Indian luxury market has once again become questionable. The pandemic has been continuing till 2021. However, for now, it is safe to say that businesses will define a new set of terms to resume operations and find new possibilities to ensure they can make a smashing comeback by the next year. By end of 2021, we expect the luxury businesses to make a comeback. However, possibly their approach towards re-entering the market will be

slowed down and buyers will be more careful in their buying preferences. Sectors such as automobile and real estate will be worst hit by the pandemic, while those like beauty and wellness will see quick recovery; we could expect to see a bout of revenge spending in India. COVID-19 has put a difficult challenge in front of high-end brands. They are struggling to sustain their patronage and maintain their dignity. Italy, the fashion hub of the world, remains one of the hardest-hit countries by a coronavirus. Consequently, multiple luxury retailers were forced to halt their operations and shut their stores leading to plummeting sales.

2. Literature Review

2.1 The concept of luxury: Luxury is an abstract concept and can mean different things to different people across different cultures. Vigneron and Johnson (1999) suggested the definition of luxury as the highest level of prestigious brands encompassing several physical and psychological values. Dubois and Laurent (1994) and Dubois et al. (2001) found that consumers' attitudes toward the concept of luxury vary considerably. Luxury products fulfill one's needs, not only functionally but also psychologically (Dubois et al., 2001). Due to the fluidity of the concept, different people define luxury in different ways and so luxury is highly subjective. Its meaning is determined by personal and interpersonal motives and is therefore primarily built on consumer perception (Vigneron and Johnson, 2004). China and India share a similar background where for a large part of the twentieth century, both were under the subjugation by imperial rule. Luxury goods that were commonplace suddenly vanished due to political factors such as closed borders government disapproval of luxuries and price inaccessibility. Now that both countries have open borders and a burgeoning middle class, they are able to afford luxury products (Danziger, 2005; Thomas, 2007). Consumers are motivated to buy luxury products with great enthusiasm as a means of self-expression and rebelling against the subjugation of the past (Chadha & Husband, 2006).

2.2 Factors influencing the purchase of luxury brands: Teck-Yong Eng et al. (2010) in their paper "Psychological and cultural insights into consumption of luxury western brands in India" examine why consumers buy luxury, what they believe luxury is and how their perception of luxury impacts buying behavior in the context of India. Chelsey Latter et al. (2010) in their study "The Roles of Consumers' Need for Uniqueness and Status Consumption in Haute Couture Luxury Brands" talk about the consumers' need for uniqueness and status consumption and provides an insight into Australian Generation Y consumers' purchasing intentions toward an haute couture luxury apparel brand and its ready to wear range. The primary objective is to assess how status and non-status consumers' attitudes in relation to their need for unique luxury apparel products and brands affect purchase intentions. This helps to highlight attitudinal and behavioral variables which marketers should consider when they introduce or market luxury fashion apparel. Findings indicate brand judgments have the strongest and most significant effect on purchase intentions and differ according to the type of consumers' need for uniqueness. Khor Eng Tatt (2010) in his study "Factors Influencing Consumer Buying Behaviour of Luxury Branded Goods" focuses on how consumer buying behavior reacts with regard to luxury branded goods. The study explains whether there is any interaction between the independent variable (Price, Perceived Quality, Perceived Societal Status, and Brand Loyalty) and moderating variable (Income) with the dependent variable (Consumer Buying Behaviour). Thus, we observe that factors like societal status, uniqueness, brand loyalty, and quality have been considered which influence the purchase behavior of luxury brands. Apart from this, there are demographic variables like age, gender, occupation, income groups, marital status, and educational qualifications which influence the purchase behavior of luxury brands. The purchase behavior of luxury brands also gets influenced by the need to have functional or usability value, snob value, financial value, and self-identity value.

2.3 Changing luxury market: Today, the global luxury goods market is valued at over 1.27 trillion euros with the luxury car industry worth 755 billion euros alone (Statista, 2020). The market is valued at \$US 285.1 billion in the US with a rapidly burgeoning Gen Z consumer base and the emergence of the luxury 4.0 model marked with e-commerce and extensive digitalization of consumers' overall luxury experience (Statista, 2020). With the digitalization of luxury experiences, social media has also significantly increased consumer engagement with luxury brands and also cast transformational effects on non-consumers of luxury products on platforms like Facebook

and Instagram (Colella, Amatulli & Martinez-Ruiz, 2019; Leban, Seo & Voyer, 2020; Phan, Thomas, & Heine, 2011). With regard to consumers, however, luxury purchase motivations have always been ever-changing, leading to intense dynamism in consumption patterns. According to a report by Statista, around 61% of luxury product consumers have claimed that sustainability positively impacts their purchase intentions (Statista, 2020).

2.4 COVID-19 and the Shift in Consumption Patterns in the Luxury Market: Since the onset of COVID-19 in December 2019, the world has witnessed a massive lockdown with an unprecedented blow to global economies and absolute shutdowns of several industries. Not only this, the pandemic has had detrimental effects on collective sociopsychological wellbeing across the world (Puaschunder, 2020). Scholars have likened COVID-19 to previous global emergencies like SARS, the Great Recession, the Great Depression, and the Black Plague to run a comparative analysis of their effects on certain industries and marketplaces but it may be noted that COVID-19 presents novel economic problems and consumer behavioral patterns (Cohen-Kristiansen & Pinheiro, 2020; Hays, 2005; Zwanka & Buff, 2020). The luxury marketplace has witnessed a major decline, particularly in the tourist and gastronomic industries (Puaschunder, 2020). However, once the pandemic ends, this marketplace may experience eccentric shifts that can be likened to those that happened after the Black Plague and the Great Depression; the luxury industry might undergo economic shifts like price insensitivity (Bourdieu 1979/2010; Puaschunder, 2020; Schmelzing 2019). It is expected that such conspicuous indulgence as that which happened during the Renaissance may occur once COVID-19 ends, thrusting consumers to engage in “Revenge Luxury Consumption”, an indulgence-oriented consumption phenomenon characterized by consumers’ overt inclination to hoard luxury products, “balance out” the lack of spending during COVID-19 and engage in self-gratifying hyper-consumerism, draining their resources (CNBC, 2020; Darshan & Krishnegowda, 2020; McKinsey, 2020).

Conversely, it is also expected that COVID-19 will lead luxury consumers to engage more in “silent consumption” instead; consumption will be inconspicuous and focused more on ethicality, sustainability of humanity and mother Earth as well as centered on the valuing of human relationships and belongingness after a prolonged period of death and suffering (Bain & Co., 2020; Echegaray, 2020; Kapecki, 2020; McKinsey, 2020). Reports by Bain & Co. (2020) and CNBC News (2020) have propositioned that the luxury consumer market will undergo a significant rise in the “post-aspirational mindset” where ethics and meaningful purpose ideologies will dictate the business model. Consumers will value artisan work and craftsmanship more with heightened social consciousness after millions of COVID-19 deaths that they’ll disregard the show of power and the Snob effect that accompany conspicuous consumption (Bain & Co., 2020; Jones & Comfort, 2020). Hence, as per the predictions of both research scholars and luxury consultants, luxury consumption might shift either in favor of silent luxury or revenge conspicuous consumption in a post-COVID world.

2.5 In-Store Shopping or Online Purchasing Post-COVID19: The COVID-19 global emergency has caused unexpected disruption in the luxury industry; Luxury industry experts have reported a gargantuan decline of 25%–30% in global sales of luxury goods in the first quarter of 2020 alone as customers are recalibrating their lifestyles, engaging in less materialism, spending less on luxury products and shifting purchasing activities online (D’Arpizio, Levato, Fenili, Colacchio & Prete, 2020; Manthiou, 2020; McKinsey, 2020). Around 10% of the total revenue of the Luxury Goods Market has been generated through online sales in 2020 since the onset of the pandemic, the highest ever in the last decade (Statista, 2020). Be it conspicuous brands that are predicted to engage in “buying ceremonies” to lure in customers to purchase luxury products in bulk, or silent luxury products that symbolize compassion for humanity and nature, a significant shift in purchasing channels is also predicted to take place once the pandemic ends; however, it is uncertain which particular channel will be preferred as high probabilities for both in-store and online channels have been predicted (Alaimo, Fiore & Galati, 2020; Laato, Islam, Farooq & Dhir, 2020; McKinsey, 2020). Due to increased penetration of the online experience seeping into consumers’ habitual wiring during the pandemic, stores may need to adapt to accommodate fewer customers as most shopping may remain online (CNBC, 2020; McKinsey, 2020). Hence, it is predicted that customers may prefer sticking to the more convenient and relatively faster

online purchasing experience after the pandemic ends, particularly members of Gen Y who are the most intense users of e-commerce owing to Generational Cohort Theory and the boom of social media during their time (CNBC, 2020; Lissitsa & Kol, 2016; McKinsey, 2020). In addition to this, in accordance with Instant Gratification and Motivation theories (Boulay, Faultrier, Feenstra & Muzellec, 2014; O'Donoghue & Rabin, 2000), luxury shoppers may also be increasingly motivated towards online shopping because it brings instantaneous gratification and satisfaction, unlike in-store, offline experience where consumers have to make more logistical effort, while gratification is what luxury shopping is primarily about (Brun, Liu, Burns & Hou, 2013; McGuire, 1974). The high degree of availability and product variety also serve as contributing factors toward luxury shoppers' motivation to e-shop luxury products as flagship stores are situated in limited geographic locations (Brun, et al., 2013). However, when it comes to consumer trust, in-store shopping secures a good 76% as consumers can see and feel the product live, whereas internet shopping majorly poses product return issues (Boulay, et al., 2014; Brun, et al., 2013). Once COVID-19 ends, however, the sense of power and prestige that consumers feel in stores will heighten and they will once again be able to physically enjoy the retail experience that they were missing out on; for luxury purchasing especially, shopping is all about retail therapy, relaxation, and hedonic indulgence that only in-store shopping is conducive to fulfill (Brun, Liu, Burns & Hou, 2013).

Talalah Khan (2021) provides research-backed insight into future luxury behaviors (that may surface once COVID-19 is over), by investigating consumers' current purchase intentions for them. It employs a quantitative survey procedure with a sample of 291 participants to examine whether purchase intentions will tilt towards silent luxury or revenge consumption styles, in-store or online channels once the pandemic ends.

Darshan S. & Y.T. Krishnegowda (2020) explain that there is a huge scope for luxury brands in India but there are major challenges due to the COVID-19 pandemic as well. Luxury companies need to tread carefully and strategically to grow and flourish in a culture - sensitive country such as India. Marketing strategies specific to the area need to be applied and the pulse of this new- age Indian consumer needs to be understood. This review paper studies the luxury industry in India, the opportunities and challenges the marketers face, and the strategies being applied to reach and influence the Indian luxury consumer post covid 19.

Phang Ing Grace, Zaiton Osman, and Izyanti Awang Razli (2021) examine consumers' purchase intention of luxury brands, by comparing the influences of perceived values (e.g. experiential, functional, and symbolic) and social influence. The findings provide valuable insights for marketing practitioners to plan for effective positioning and marketing mix strategies; and for academicians to have a better understanding of the consumers' cognitive and conative structures during the time of the COVID-19 pandemic.

3. Formulation of hypothesis:

H1: *There is a significant difference in the frequency of online purchases of luxury brands pre and post COVID -19*

H2: *There is a significant difference in the average expenditure on luxury brands pre and post COVID-19*

H3: *There is a significant relation between the mode preferred for buying luxury brands and demographic variables like occupation, age group, annual income, education, and native residence.*

H4: *There is a significant relation between 'Visiting luxury malls once the pandemic has receded' and demographic variables like occupation, age group, annual income, education, gender, and native residence.*

H5: *There is a significant difference in 'Has your purchase of luxury brands reached pre-pandemic level' with respect to occupation, age group, annual income, education, and native residence*

4. Methodology: First, secondary data is collected from various articles and research papers on the net. Then, primary data is collected by using a structured questionnaire administered to the respondents.

The sample of 340 respondents was taken from Mumbai and Navi Mumbai and consisted of both genders, with age ranging from 20 years to more than 60 years. They were people of different educational backgrounds, occupations, and income groups. The sampling

procedure used for the study was judgement sampling. Respondents were asked to express their agreement/disagreement with statements on a five-point Likert type scale with anchors ranging from “1 = strongly disagree” to “5 = strongly agree”.

5.1 Data collection: The reliability of the questionnaire is tested by finding the value of Cronbach alpha using SPSS software. The value of Cronbach alpha was found to be 0.885 which is greater than 0.7. Hence the questionnaire has high reliability.

6. Results: First, descriptive analysis is used to show the profile of the respondents. Then, the reliability of the questionnaire is tested using Cronbach alpha. Factor analysis is used to find the most important factors influencing the purchase of luxury brands by Indian consumers. Then, testing of the hypotheses, formulated earlier is done using tests like Paired t test, Chi-square test, ANOVA and Independent samples t test.

a. Descriptive Statistics

Table1:Gender Analysis

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	63	18.5	18.5	18.5
	Male	277	81.5	81.5	100.0
	Total	340	100.0	100.0	

Comment: The majority of the respondents are male.

Table2:Occupation profile

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Service	54	15.88	15.88	15.88
	Professionals	156	45.88	45.88	61.76
	Business	128	37.65	37.65	99.41
	Others	2	56.2	0.006	100.0
	Total	340	0.006	100.0	

Comment: Professionals and Business people form a major part of the respondents.

Table3:Age-group analysis

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30 years	110	32.35	32.35	32.35
	30-45 years	200	58.82	58.82	91.17
	45-60 years	20	5.9	5.9	97.07
	More than 60 years	10	2.93	2.93	100.0
	Total	340	100.0	100.0	

Comment: The majority of the respondents are in the age group of 30 -45 years.

Table4:Annual income of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Rs. 5 lakhs-10 lakhs	130	38.24	38.24	38.24
	Rs. 10 lakhs -20 lakhs	160	47.06	47.06	85.3
	Rs. 20 lakhs -50 lakhs	40	11.8	11.8	97.1
	More than Rs. 50 lakhs	10	2.9	2.9	100.0
	Total	340	100.0	100.0	

Comment: About 47% of the respondents have an annual income between Rs. 10 lakhs and Rs. 20 lakhs followed by 38% respondents whose annual income is between Rs. 5 lakhs and Rs. 10 lakhs.

Table5:Education profile of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Undergraduates	10	2.9	2.9	2.9
	Graduates	70	20.6	20.6	23.5
	Post graduates	200	58.8	58.8	82.4
	Doctorates	30	8.8	8.8	91.2
	Professional qualification	30	8.8	8.8	100.0
	Total	340	100.0	100.0	

Comment: The majority of the respondents are postgraduates.

Table 6:Place of native or permanent residence

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Northern India	50	14.7	14.7	14.7
	Southern India	50	14.7	14.7	29.4
	Eastern India	40	11.8	11.8	41.2
	Western India	200	58.8	58.8	100.0
	Total	340	100.0	100.0	

Comment: The majority of the respondents are from Western India.

Reliability

Reliability Statistics

Cronbach's Alpha	N of Items
.881	15

Comment: Since the Cronbach alpha is high (greater than 0.7), the questionnaire has high reliability.

Factor analysis

Table7:KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.757
Bartlett's Test of Sphericity	Approx. Chi-Square
	3043.922
	Df
	105
	Sig.
	.000

Comment: Since the KMO value is greater than 0.7, the sample size is sufficient to carry out factor analysis. Also, the significance value in Bartlett's test is 0.000 (very close to 0). Hence the data is suitable to conduct factor analysis.

Table-8:Rotated Component Matrix

	Component		
	1	2	3
Buy luxury brands for high-quality and functional value	.823	.298	-.016
Buy luxury brands consistent with my characteristics	.788	.139	-.068
Buy luxury brands to be a part of high-class society	.773	.018	.410
Buy luxury brands because of their uniqueness and exclusivity	.752	.372	-.069
Buy luxury brands because they are premium priced	.718	-.063	.235
My life will be better if I owned certain things	.656	-.016	.303
Investment in luxury brands is worth its retail price	.581	.561	.035
Buy luxury brands to show off my wealth	.310	.709	.254
Buy luxury brands because they have high aesthetic value	.137	.704	.206
Buy luxury brands to show what I have achieved in life	.043	.687	.319
Buying luxury brands because it increases my self-esteem	.491	.671	.233
Buy luxury brands to satisfy my personal needs	.192	.624	-.210
I want to be a part of the group which purchases these products	-.274	.600	.080
I want to express my individuality	.137	.163	.777
Buy luxury brands to differentiate me from others	.147	.487	.630

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

Comment: Statements 1 to 6 can be clubbed together as factor 1 which can be named 'Quality, Exclusivity & high class'. Statements 8 to 13 can be clubbed together as factor 2 which can be named 'Materialism and self-actualization'. Statements 14 and 15 can be clubbed

together as factor 3 which can be named 'Individuality & Differentiation'.

b. Testing of hypotheses

The following table gives the summary of the hypothesis testing as under:

Table 9: Summary of hypotheses testing

Sr. No.	Parameter	Average rating: pre-COVID	Average rating: post-COVID	Test used	Sig. value	Conclusion
1.	Purchase of luxury Writing material	2.87	2.56	Paired t-test	0.000 < 0.05	There is a significant difference in the average ratings given by respondents to purchase of luxury writing material pre and post COVID
2.	Purchase of luxury Bags	2.92	2.57	Paired t-test	0.000 < 0.05	There is a significant difference in the average ratings given by respondents to purchase luxury bags pre and post COVID
3.	Purchase of luxury apparel	3.11	2.87	Paired t-test	0.000 < 0.05	There is a significant difference in the average ratings given by respondents to purchase luxury apparel pre and post COVID
4.	Purchase of luxury watches	2.04	2.00	Paired t-test	0.391 > 0.05	There is no significant difference in the average ratings given by respondents to purchase luxury watches pre and post COVID
5.	Purchase of luxury cosmetics	2.10	1.51	Paired t-test	0.000 < 0.05	There is a significant difference in the average ratings given by respondents to purchase luxury cosmetics pre and post COVID
6.	Purchase of luxury shoes	2.46	1.42	Paired t-test	0.000 < 0.05	There is a significant difference in the average ratings given by respondents

						to purchase luxury shoes pre and post COVID
7.	Purchase of luxury electronic goods	2.82	2.62	Paired t-test	0.012 < 0.05	There is a significant difference in the average ratings given by respondents to purchase luxury electronic goods pre and post COVID
8.	Purchase of luxury vehicles	2.21	2.87	Paired t-test	0.000 < 0.05	There is a significant difference in the average ratings given by respondents to purchase luxury vehicles pre and post COVID

Sr. No.	Parameter	Average rating: pre-COVID	Average rating: post-COVID	Test used	Sig. value	Conclusion
1.	Frequency of online purchases of luxury brands	3.96	2.63	Paired t-test	0.000 < 0.05	There is a significant difference in the average ratings given by respondents to the frequency of online purchases of luxury brands pre and post COVID
2.	How much did you spend on luxury brands?	2.40	2.23	Paired t-test	0.001 < 0.05	There is a significant difference in the average ratings given by respondents to expenditure on luxury brands pre and post COVID
Sr. No.	Parameter	Test used	Sig. value		Conclusion	
1.	Mode preferred for buying luxury brands	Chi-square test	0.252 > 0.05 for Gender 0.000 < 0.05 for Occupation 0.019 < 0.05 for the Age group 0.000 < 0.05 for Annual income 0.000 < 0.05 for Education 0.000 < 0.05 for Native residence		There is a significant relation between the mode preferred for buying luxury brands and demographic variables like occupation, age group, annual income, education, and native residence.	
	Visiting luxury malls once the	Chi-square test	0.008 < 0.05 for Gender 0.000 < 0.05 for Occupation 0.000 < 0.05 for the Age group		There is a significant relation between 'Visiting luxury malls once the pandemic has receded'	

	pandemic has receded		0.000 < 0.05 for Annual income 0.000 < 0.05 for Education 0.000 < 0.05 for Native residence	and demographic variables like occupation, age group, annual income, education, gender and native residence.
2.	Has your purchase of luxury brands reached pre-pandemic level	ANOVA	0.005 < 0.05 for Occupation 0.000 < 0.05 for Age group 0.000 < 0.05 for Annual income 0.000 < 0.05 for Education 0.000 < 0.05 for Native residence	There is a significant difference in 'Has your purchase of luxury brands reached pre-pandemic level' with respect to occupation, age group, annual income, education and native residence
		Independent sample t test	0.178 > 0.05 for Gender	There is no significant difference in 'Has your purchase of luxury brands reached pre-pandemic level' with respect to gender

Table10:How do you prefer buying luxury brands?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Through physical stores	205	60.3	60.3	60.3
	Online	135	39.7	39.7	100.0
	Total	340	100.0	100.0	

Comment: Majority of the respondents (60.3%) prefer to buy luxury brands through physical stores.

Table 11:Do you buy luxury brands online?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	142	41.8	41.8	41.8
	No	198	58.2	58.2	100.0
	Total	340	100.0	100.0	

Comment: The majority of the respondents (58.2%) do not buy luxury brands online.

Table12:How much did you spend on luxury brands pre-COVID?

		Frequency	Percent	Valid Percent	Cumulative Percent

Valid	Less than Rs. 10000	93	27.4	27.4	27.4
	Rs. 10000-Rs. 50000	93	27.4	27.4	54.7
	Rs. 50000-1 lakh	105	30.9	30.9	85.6
	Rs. 1 lakh-5 lakhs	22	6.5	6.5	92.1
	More than Rs. 5 lakhs	27	7.9	7.9	100.0
	Total	340	100.0	100.0	

Comment: A large number of respondents (30.9%) spent in the range of Rs. 50000 to Rs. 1 lakh on luxury brands pre-COVID.

Table13:How much do you spend on luxury brands post-COVID?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than Rs. 10000	103	30.3	30.3	30.3
	Rs. 10000-Rs. 50000	112	32.9	32.9	63.2
	Rs. 50000-1 lakh	77	22.6	22.6	85.9
	Rs. 1 lakh-5 lakhs	39	11.5	11.5	97.4
	More than Rs. 5 lakhs	9	2.6	2.6	100.0
	Total	340	100.0	100.0	

Comment: A large number of respondents (32.9%) spent in the range of Rs.10000 to Rs. 50000 on luxury brands post-COVID.

Statistics

		From where do you like to buy luxury brands: Malls	From where do you like to buy luxury brands: Company outlets	From where do you like to buy luxury brands: Online	From where do you like to buy luxury brands: Foreign visits
N	Valid	340	340	340	340
	Missing	0	0	0	0
Mean		1.53	2.49	2.97	3.39

Comment: Respondents have given a higher average rating to foreign visits as compared to online, company outlets, and malls.

Table14:Have you visited luxury malls once the pandemic has receded?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	149	43.8	43.8	43.8
	No	191	56.2	56.2	100.0
	Total	340	100.0	100.0	

Comment: The majority of the respondents (56.2%) have not visited luxury malls since the pandemic has receded.

Table 14. a: If yes, how frequently?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Once a month	100	29.4	29.4	29.4
	Once in a quarter	98	28.8	28.8	58.2
	Once in 6 months	26	7.6	7.6	65.9
	Once a year	116	34.1	34.1	100.0
	Total	340	100.0	100.0	

Comment: A large number of respondents (34.1%) buy luxury brands once a year followed by 29.4% who buy once a month and 28.8% who buy once in a quarter.

Table-15:Has your purchase of luxury brands reached the pre-pandemic level?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	191	56.2	56.2	56.2
	Disagree	99	29.1	29.1	85.3
	Neutral	30	8.8	8.8	94.1
	Agree	20	5.9	5.9	100.0
	Total	340	100.0	100.0	

Comment: Majority of the respondents feel that their purchase of luxury brands has not reached pre-pandemic level.

7. Discussion and Conclusion:

Statements 1 to 6 can be clubbed together as factor 1 which can be named as 'Quality, Exclusivity & high class'. Statements 8 to 13 can be clubbed together as factor 2 which can be named as 'Materialism and self-actualization'. Statements 14 and 15 can be clubbed together as factor 3 which can be named as 'Individuality & Differentiation'. There is a significant difference in the average ratings given by respondents to different luxury product categories pre and post COVID. There is a significant difference in the average ratings given by respondents to frequency of online purchase of luxury brands pre and post COVID. Majority of the respondents (60.3%) prefer to buy luxury brands through physical stores. Majority of the respondents (58.2%) do not buy luxury brands online. A large number of respondents (30.9%) spent in the range of Rs. 50000 to Rs. 1 lakh on luxury brands pre-COVID. A large number of respondents (32.9%) spent in the range of Rs.10000 to Rs. 50000 on luxury brands post-COVID. Respondents have given a higher average rating to foreign visits as compared to online, company outlets and malls. Majority of the respondents (56.2%) have not visited luxury malls once the pandemic has receded. A large number of respondents (34.1%) buy luxury brands once a year followed by 29.4% who buy once a month and 28.8% who buy once in a quarter. Majority of the respondents feel that their purchase of luxury brands has not reached pre-pandemic level. There is a significant difference in the average ratings given by respondents to expenditure on luxury brands pre and post COVID. There is a significant relation between mode preferred for buying luxury brands and demographic variables like occupation, age group, annual income, education and native residence. There is a significant relation between 'Visiting luxury malls once the pandemic has receded' and demographic variables like occupation, age group, annual income, education, gender and native residence.. There is a

significant difference in 'Has your purchase of luxury brands reached pre-pandemic level' with respect to occupation, age group, annual income, education and native residence. There is no significant difference in 'Has your purchase of luxury brands reached pre-pandemic level' with respect to gender.

8. Managerial Implications: This study can be used to understand consumers' luxury purchase intention during the pandemic period. It compares the preference of Indian luxury consumers for various luxury product categories before and after the pandemic. It also tries to find out whether consumers prefer to buy luxury brands online or from physical retail outlets. The frequency of purchase and amount of money spent on luxury brands pre and post COVID is also compared. Indian consumers prefer to buy luxury brands more from physical retail outlets rather than online. In term of practical implications, the findings stress the importance of perceived experiential, functional and symbolic values in influencing luxury purchase intention. Luxury marketers can utilize these findings to plan for their positioning and marketing mix strategies. Functional aspects such as superior quality, sophistication and even craftsmanship should be emphasized along with the experience criteria such as precious, rare, unique and stunning in building up a brand position through the marketing mix strategies. Finally, symbolic values such as expensive and conspicuous could be used to create an image of wealth. People are relying on their perceived experiential, functional and symbolic values to form buying intention. Marketing communication should put greater emphasis on portraying how these three values are properly expressed by the possession of luxury brands.

9. Limitations and scope for further research:

The sample size is limited to only 340 respondents. A larger sample size will make the study more representative of the population. The sample covers people only from Mumbai and Navi Mumbai. The study can be extended to cover people from other cities like Delhi, Bengaluru, Pune and Hyderabad which have a number of luxury buyers. This is a quantitative study and it can be supplemented by a qualitative exploratory study to understand the motivations and perception of Indian consumers towards luxury brands.

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A Systematic Literature Review On Women Employee's Efficacy Of Work Life Balance On Their performance

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Abstract

Women struggle with balancing work and personal life demands to a greater extent than their male counterparts. In recent years, the term 'WLB' has replaced 'work-family balance' (Hudson Resourcing, 2005; Omar, 2010). WLB is a proper prioritizing between career and ambition on the one hand, compared with family, leisure and spiritual development on the other (Nath and Patra, 2010). The objective of the study aims to identify the main challenges and issues related to WLB among married and unmarried working women related to their demographic background, i.e. age, qualifications, marital status, etc. The current article reveals the research gap and its implication to further research in upcoming days related to work-life balance and employee performance. Using Systematic Literature Review researcher try to focus on the various key issues related to work-life balance and employee satisfaction.

Key Words: Work-Life Balance, Organizational Support, Work Load, Employee Satisfaction,

1. Introduction

The working life balance (WLB) acts a pivotal role in every female employee working in the private sector, government sector, or public sector. Women struggle with balancing and maintaining parity between work and personal health needs on a larger scale than their male counterparts. The work-life balance is about people having some control of both formal and personal life by giving equal importance to work and family. The human right to end life in and out of work is achieved. It is a process of balancing both legal and personal life by making the necessary changes in both with equal importance. In this competitive world, working women have caught their attention because the number of working women has been growing exponentially in various fields of professional employment. For each job, there will be different expectations and they should manage without compromising their life expectancy. In ancient times women played a key role in the household as they had to care for their children with aged parents and relatives in the event of a united family. The idea of men at the time was that women should take care of their families and all the necessities of the household, but nowadays the situation has changed and women have gone out to do this work and build a strong reputation for themselves.

The need for women to work arises for a variety of reasons such as family finances and economic independence for them. Women's exposure to education and technology, increased nuclear family formation and shared partnerships for men and women to raise the standard of living. In this, women face many challenges in balancing their health and occupational health. Many factors such as time management, work stress, targets, lack of contact with colleagues, harassment, lack of family support, etc. affect the working life balance of working women. They suffer so much to break and overcome the challenges of working life. Despite having many occupational health problems, most women are not discouraged and still, successfully lead their careers. The work-life balance is about people having some control of both formal and personal life by giving equal importance to work and family. The human right to end life in and out of work is achieved. It is a process of balancing both legal and personal life by making the necessary changes in both with equal importance. In this competitive world, working women have caught their attention because the number of working women has been growing exponentially in various fields of professional employment. For each job, there will be different expectations and they should manage without compromising their life expectancy.

Recently, the term Work-Life Balance has gained wide popularity and has been replaced by the term “Work-Family Balance” (Hudson Resourcing, 2005; Omar, 2010). Work-life balance is the perfect balance between profession and aspiration for prominence on the one hand compared to entertainment, family life and spiritual well-being on the other (Nath and Patra, 2010). From the very beginning, management is not yet aware that an unbalanced work and family life caused by increased work demands leads to higher levels of stress, and stress caused by higher work demands results in family-work conflicts, which have a negative impact not only on health. - being employees, but also for other life and social requirements. (AkintokunboOluwarotimi et. al. 2020)

In any research paper, the objective of the study is key. The current research aims to identify the main challenges and issues related to WLB among married and unmarried working women related to their demographic background, i.e., age, qualifications, marital status, etc. It also identifies factors that influence work-life balance (WLB). Female employees in various service sectors i.e., education, IT, healthcare etc. It also focuses on profiles of working women and finding out the impact of demographic profiles on factors related to personal health expectations, personal satisfaction, job expectations, job satisfaction and workload.

1.2 Research Problem

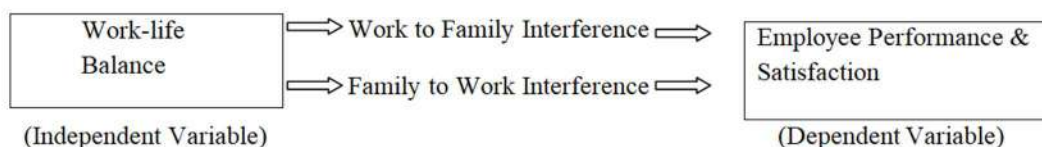
In a systematic literature review, the researchers took relevant research papers from the last 10 years. Work-life balance and employee performance have become a burning issue in the workplace these days. Work-family interdependence, family-work interdependence, organizational and family support, work overload, and personal satisfaction are some of the factors that directly affect work-life balance and employee performance that have not been captured by researchers. Attention, especially in the field of information and technology. Thus, there is a research gap in this regard. Based on the research objectives, the researchers found the following research question:

RQ1: What is the extent of the impact of work-life balance on employee performance and satisfaction? This study examines the degree of impact of work-life balance on employee satisfaction. In this regard, researchers have taken previous domains of work from the same field over the past twenty years and used the systematic literature as a useful tool to determine the relationship between different variables.

RQ2: What are the various observed challenges and opportunities related to work-life balance and employee performance? The current article reveals how work-life balance policies affect employee performance, especially for female employees. In this regard, the researcher conducted a systematic review of the literature to understand the degree of research that has been done in this area. Using a Systematic Literature Review, the researcher tries to focus on various key issues related to work-life balance and employee satisfaction.

RQ3: What are the leading methodologies, tools & techniques lashing the literature so far? Finally, research also puts light on the methods, tools, techniques used in the recent studies and to understand the findings and its impact on future implications. The next section relates to variable of the study

2.Variables of The Study



Research Model (Fig. 1.1)

In the above research model work-life balance is considered an independent variable and Employee performance and satisfaction is dependent variable whereas work-to-family interference and family-to-work interference is taken as mediating factors between work-life balance and employee performance.

Work-Life Balance (WLB): WLB refers to the ability of employees to successfully pursue their professional and personal lives without undue pressure from one area undermining a satisfying experience in the other. An ideal work-life balance is defined as a state in which employees feel able to balance their professional and personal responsibilities for the most part. Work-life balance is also called family-friendly work arrangements (FFWA) (A Vasumathi et al., 2011).

Work-Family Interdependence: Family interference includes all struggles and conflicts between the workplace and family. The availability of time to do specific work (related to work or family) may not have enough time to do other personal or work activities. This kind of conflict is quite common in the case of female employees because they are very committed to their family responsibilities. However, men are not exempt from this kind of conflict (Delrose et al. 2020). Areas covered include equal treatment of all staff in assisting with family matters; providing support for family and personal emergencies; the employee had the opportunity to talk to the manager about family matters (Dai et.al, 2016).

Interdependence between family and work: When domestic responsibilities become an obstacle to effective work, they in turn become an obstacle for the family to work. Several factors contribute effectively to increasing family stress at work, which certainly includes family responsibilities such as caring for children, the elderly, and the elderly. The rapid increase in dual-income parents, the demand for longer working hours and additional work has made it very difficult to maintain a balance between work and family (Pahuja, 2016). This feature covers how an employee's family consisting of parents and spouse members maintain a healthy work-life balance for employees. For example, a spouse/domestic partner sharing housework and childcare, paying bills, etc (Liung et al.,2019)

Employee Performance: Employee performance refers to how your employees behave in the workplace and how well they perform the job duties that have been assigned them. A company typically sets performance goals for individual employees and the company as a whole in hopes that the business will offer good value to customers, minimize waste, and operate efficiently (Diamantidis et al., 2018).

Personal satisfaction: Occurs when a person is satisfied with his life. A person is satisfied when he gets enough rest during the week and on weekends and has a good time with his wife/husband and children; you have enough time for shopping and celebrations (Bavani et al., 2015).

3.Methodology-

3.1 Research Design

Systematic Literature Review (SLR) is an effective way to help academics and researchers equip themselves with the changes needed to adapt to changing work culture and work demands.

This section of the study provides a diagram highlighting the process adopted for accessing the Systematic Literature Review (SLR). Systematic Literature Review is a more robust and well-defined process of reviewing books in a more formal way than the usual systematic review of texts (Cronin, P., Ryan, Frances and Coughlan, Michael, 2008).

A Systematic Literature Review provides practical information on the work-life balance of female employees and their dual roles. Initially, 95 issues of research papers on women's work balance were sequentially analyzed and sorted into 82 relevant journals on women's work-life balance from different journals and different researchers. Approximately 78 abstracts may match. Our systematic literature review identified almost complete fragments of about 78 books related to women's work-life balance, and 50 of them were found to be relevant. Therefore, the 19 different journals are important because they are all designed between 2000 and 2020. Flowchart 1.2 summarizes the process of systematic peer review of journals. Literature review of the study

Figure 1.2 describes the percentage of articles per month from 2000–2020 used in the literature collected to study the systematic review of the literature on the effectiveness of women's work-life balance on performance. It can be seen that about 13.6% of articles are published in 2001, followed by 14.6% in 2003 in 2020.

Fig.II: Systematic Literature Review

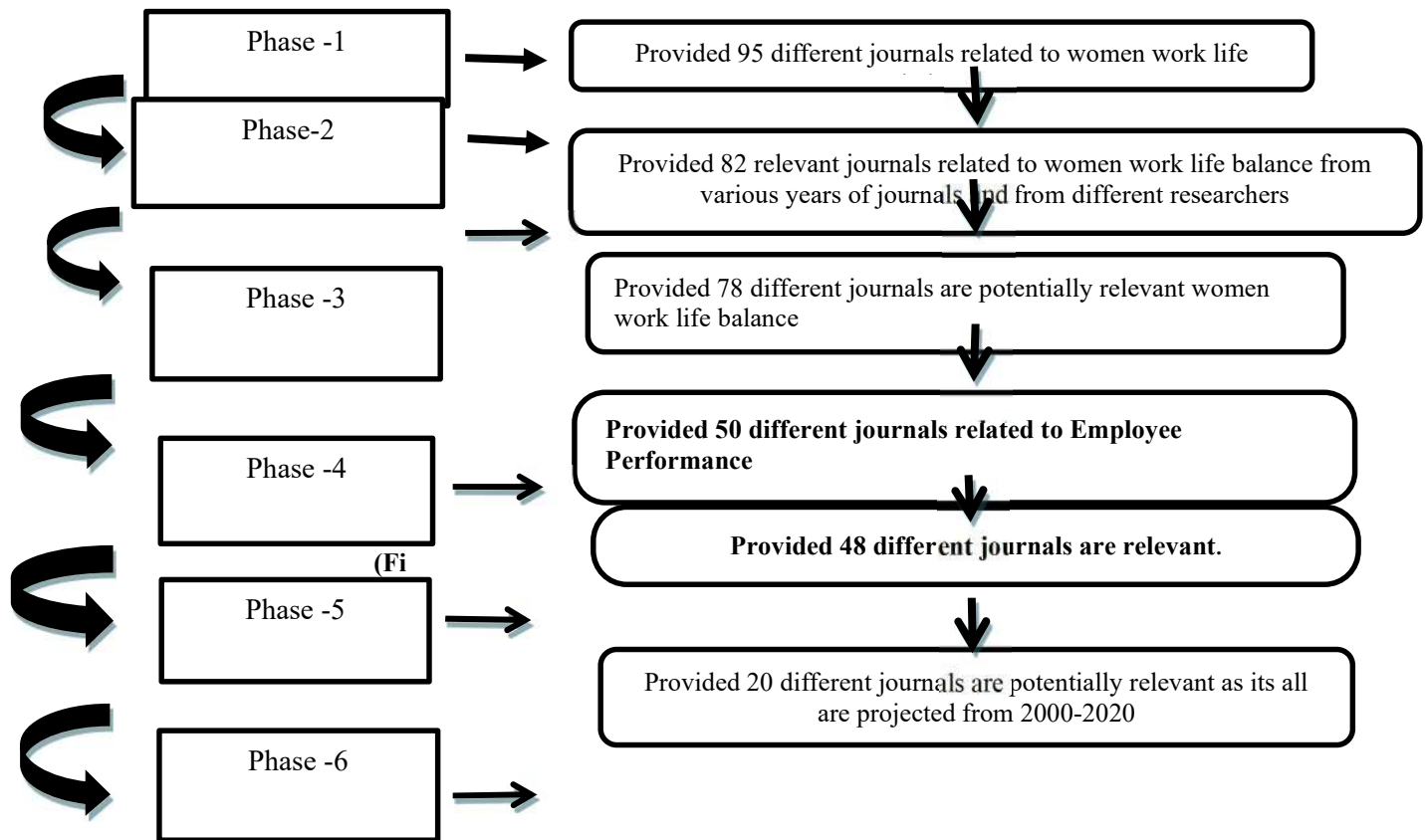
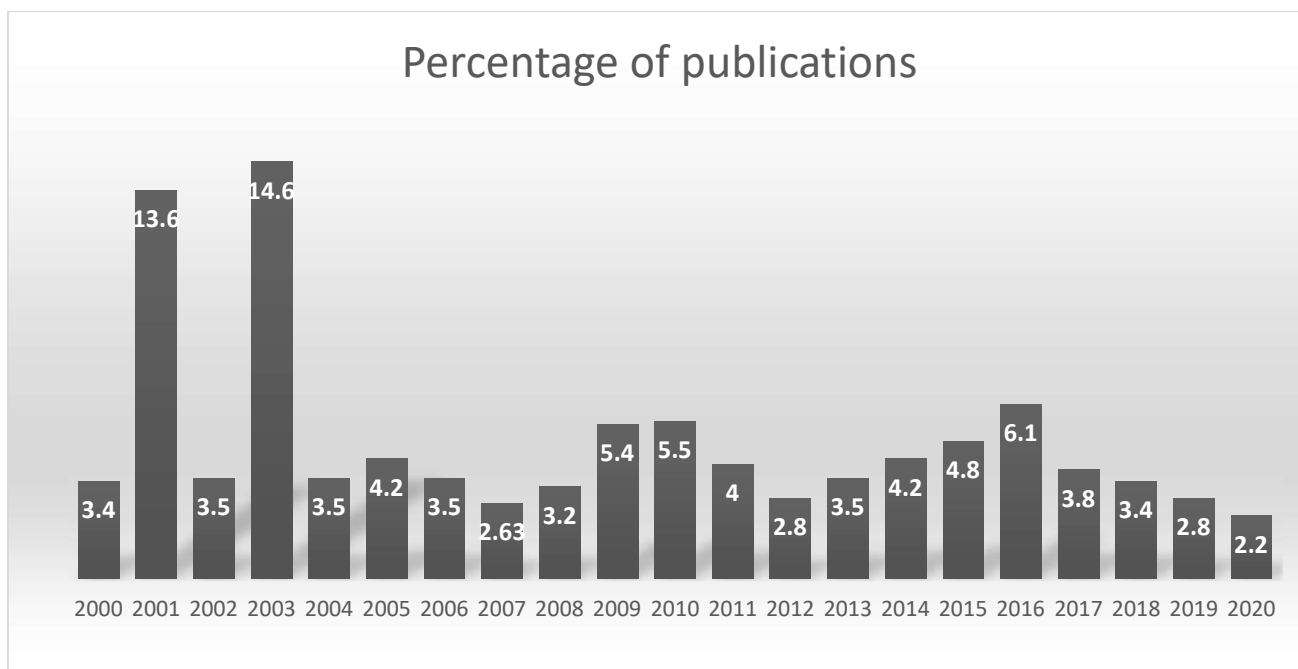


Figure II illustrates how the present study has been an outcome of a systematic and phase-wise study. The researchers have come across a six-phase illustration. In the first phase researchers have gone through 95 different journals work-life balance of women employees. In the second phase, 82 relevant journals were found 78 potentially relevant journals subsequently in the third phase. In phase four the paper number is 50 which are potentially related to employee performance. Finally, 20 different journals are potentially relevant to Work-life balance, employee performance, and satisfaction.

3.1.1. Studies by Books/ Journals

The data in Figure 1.3 shows the percentage of publications in various books and journals that used a systematic literature review on the effectiveness of work-life balance for female employees in the research study. It shows that the Prospects Journal of Springer leads the way with the leading number of articles on work-life balance with 12.1% followed by 4.7% from a study on work-life balance for working women in post-digital science.



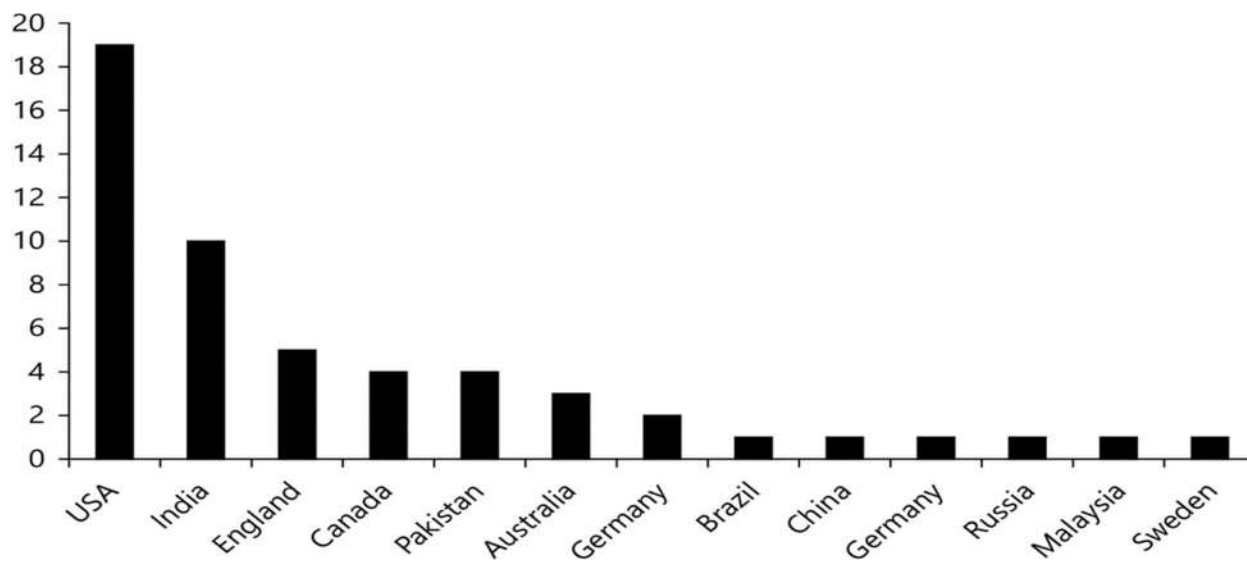
(Figure:III)

3.2 Study by Country

Figure III shows the percentage of articles published per country used in the research to study a systematic literature review on women employees' efficacy of work-life balance on performance. It is clarified from the graph that about 18.5 % of the articles are from the USA and 10 % from India.



(Figure: IV)



(Figure-V)

Table-1: Systematic Literature Review

No	Author	Title	Area Studied	Gap Findings
1	A. Vasumathi et al., 2000	Work life balance of women employees	The purpose of the study is how women balance their work and family life.	Research suggests an only growing level of stress, depression, profit motive, and decreased job satisfaction. Ignoring the factors like Work to Family Inter-dependence, Family to Work Inter-dependence.
2	Vijaya Mani et al., 2001	Work Life Balance and Women Professionals	Current study was to examine the attitudes and beliefs of women in professional organizations and the challenges WLB professional women face in Tamil Nadu, India.	The study limit is for married women working in Pondicherry from the education, health, and IT fields about the challenges they face, but overlook the issues and challenges faced by unmarried female employees.
3	Satinder Singh et al., 2002	Work- Life Balance	The purpose of this paper is to review existing literature on occupational health balance-by identifying & defining the occupational health balance by number of categories, firstly by Care.	Based on factors i.e., attraction, selection, development and retention of employees but ignoring the main factors affecting work-life balance i.e., working hours, work-related stress, work-family interference etc.
4	N. Deepa et al., 2003	Work Life Balance of Women in India	The balance of the main purpose of working life has become a full-blown concern for employers and employees Population change.	It focuses on policies that create a workplace that is suitable for women. Introduce training programs for women such as mentoring, career counseling and leadership development for female managers, but there is hardly any mention of factors related to work-life balance and its impact on their performance.
5	Sonali Bhattacharya et al., 2004	Work-life balance of women employees in the information	Identifying and analyzing work-related and personal aspects that	Work-health balance in the broadest sense is defined as a satisfactory level of involvement or "equality" between

		technology industry	challenge the working life balance among working women in IT companies.	many roles in a person's life, but many smaller issues such as work stress, work hours, work-family interference are hardly possible. found
6	Fathima Aroosiya et. al., 2005	A Study on Work-Life Balance of Working Women with Special Reference to Government Schools and Divisional Secretariat	To test level of working life balance for working women public schools and the Divisional Secretariat in Nintavur.	While testing the level of work life, many parameters such as organizational and family support, work overload and personal satisfaction were omitted and created a research gap.
7	V.Rama Devi et. al., 2006	Work- Life Balance of Women Employees – A Challenge for The Employee and The Employer In 21st Century	The concept of a working life balance is based on the fact that a person's work life and personal life may reflect conflicting interests with each other and the needs of both domains are equally important. Employee health balance means maintaining a balance between work and home responsibilities.	Organizational support provided to the organization in the form of HR processes contributes to work-life balance, but the study lacks the support that women receive from their family when performing professional tasks.
8	Paula Brough et. al., 2008	Work-life balance: A review of the meaning of the balance construct	Focusing on individual satisfaction also extends to recognizing that individuals see their many roles as important (or awareness) to them.	Researchers have also focused on the psychology of creating an inclusive work-life balance, which is apparently a contradiction in terms.
9	. R. Prabhakara Raya, 2009	A study on Work-Life Balance in Working Women	In this study various factors that were considered to influence the working life balance	The responsibility of caring for working mothers put them under a lot of pressure when it was taken in combination with their professional

			of working married women were considered	careers, but women as wives, daughters and sisters faced problems that were not respected.
10	N. Krishna et al., 2010	Work-Life Balance among Married Women Employees	Many roles are played by the type of role women play as a result of multiple roles, i.e., role conflict and role fullness. Organizational culture and work ethic: Organizational values that support a work-life balance have a positive effect on work and personal well-being.	Emotional support and work orientation are factors that are considered as indirect factors, but direct factors, i.e., organizational and family support, work overload and personal satisfaction are not considered.
11	A vasumathi et al., 2011	Work life balance of women employees: - A literature review	This paper examines how working women balance their work and family health. There has been growing concern about work-related family issues and the idea of balancing these two areas due to the increasing number of women entering the world of paid employment.	The data was taken from various articles in the world of work-life balance and beyond. However, these seem irrelevant and insufficient to understand the real issue of work-life balance. Obligations and external obligations for paid work.
12	Farah Mukhtar, 2012	work life balance and job satisfaction	The aim of the study to find out how the age and climate, and culture were important predictions of the balance of occupational health.	The limit is the design of the different stages of the analysis. The COACHE survey assesses satisfaction with pre-existing professional work over time and does not take into account how their satisfaction with variables includes changeover time.
13	G.Delina et al., 2013	A study on Work-Life Balance in Working Women	This study is basically for assessing the prevalence of work-life among	The study is to focus how married working women of Pondicherry from the academic, health, and IT sectors

			married working women. The purpose is also to present and discuss specifically the problems women face in the process of balancing their work and family life.	regarding the challenges that they face in balancing professional life and personal life. But unmarried, widowed and separated women's positions have been completely overlooked and a research gap is found.
14	R Balaji et al., 2014	Work Life Balance of Women Employees	To study various factors which could lead to a piece of in-depth knowledge about work life balance and stress undergone by women employees?	The study could not analyze the situation of working women their demographics, family pressure, and family environment creates stress for women to handle work areas.
15	K.ThriveniKumari et. al., 2015	A Study on Work–Life Balance of Women Employees in Selected Service Sectors	To study the work-life balance of women employees in select service sectors in Bangalore.	This article examines the literature regarding the work-life balance of female employees. The balance between work and private life confirms the necessity of personal satisfaction. But the literature review could not cover many important articles related to the main factors that directly influence i.e., work stress, duration, family backbiting, interference with family work, etc.
16	SaloniPahuja, 2016	Work Life Balance of Female Employees: A Case Study	The objective is to study and describe the prevailing level of work-life balance of working females in Axis Bank	The focus needs to be on improving work-life balance, which will further improve their professional lives, leading to more productive and efficient employees, especially

			from employees' point of view and to demonstrate the impact of work-life balance on personal and professional life by applying personal life and professional life in Axis bank.	women.
17	Anant Kumar Verma et al., 2017	A Study of Work Life Balance from the perspective of the employees. (2017)	The ultimate aim of this study is to scrutinize the hotels and the work-life balance of the hospitality workers	This paper assesses work-life balance issues only from the perspective of employees, but the employer's policy framework and its impact were not mentioned.
18	Sonali R. Kshirsagar, 2018	Work-Life Balance of Women Employees in Service Sector	To study the existence of work-life balance problem among the working women in Academics, Banks and Health care sector of Aurangabad Region.	It turns out that they can be under considerable stress due to a lack of work-life balance. But the recommendations for how women improve their performance seem weak and insufficient.
19	Kishor S. Chandran et al., 2019	Systematic Literature Review of Research on Work-Life Balance in Hospitality Industry	The objective is to understand review the current literature related to work-life balance from Private Banks, Academics, and Healthcare sectors.	The literature review couldn't cover many important papers related to major factors that directly influence i.e., job stress, time duration, job-family, family-job interference, etc.
20	Sonia Delrose et. al., 2020	Work-Life Balance Issues Encountered by Working Women in Higher Education Sector	To review the challenges faced by working women in maintaining work-life balance	To achieve top to bottom comprehension of one's work and family life, researchers need to ponder numerous points of view, for example, work pressure, personal satisfaction, emotional wellness, and work request.

Based on previous research and findings (for example, Schieman and Glavin, 2008; Kamau, et al., 2013; Ojo et al., 2014; Oludayo, et al., 2015), there appears to be a relationship between work-life balance and different variables. Researchers from all over the world have conducted a study on job satisfaction, role conflict, involvement, stress, deployment, workload, absence, burnout, motivation, turnover, intention to leave, etc. and directly or indirectly related to work-life balance (Schieman and Glavin, 2008; Kamau, et al., 2013; Oludayo, et al., 2015). Work life balance is responsible attitude formation employees and their personal lives (Oludayo, et al., 2015). Out various factors which affect worker efficiency in the workplace, work-life balance is one of them (Kamau, et al., 2013). Those who have a balanced career and life are most likely to appear to be more effective at work and vice versa. One of the challenges is to achieve a balance between family and personal life, as this has a greater impact on the work and life of employees. (Oludayo, et al., 2015).

Role conflict suggests that family and work domains are incompatible due to their different norms and responsibilities (Greenhaus and Powell, 2006; Omar et al., 2015). So, one could to say that exposure to stressors in a given domain, for work can lead to tiredness, irritability or preoccupation with these problems and thereby limit a person's ability to meet requirements for other areas of life such as family therefore leads to work-family conflict (Ojo, et al., 2014).

In most societies, work-life conflict seems to be quite high, especially for working women. This is because, in most societies around the world, women have traditionally taken on and remained the majority of family responsibilities primarily responsible for their children and care for the elderly (world Bank, 2016). So, you can see the balance between work and private life more like women a problem caused by traditional thinking, where a woman is considered primarily responsible for the smooth running of the family's daily affairs, regardless of her work profile and official duties. This explains why it can be very difficult for working women to manage work and family responsibilities. (Omar et al., 2015; World Bank, 2016). The next section deals with results.

4.Results

A lot has been achieved from 2000 to 2021, where various authors have published various articles and journals on various topics such as women's pressure on the family, workplace, women's health and work culture, stress, role conflict, role fulfillment, and employee numbers. The evaluated research papers found a great sort of research gaps like many direct factors i.e., organizational and family support, work overload, and personal satisfaction have been overlooked. In certain cases, to find out the relationship between work-life balance and performance, only the employee's perspective is taken into consideration, and the employee's perspective has not been added. In some other analyses only married employees' work-life balance is crucially taken, whereas unmarried and marital separated female employees have not been taken into consideration. It turns out that they can be under considerable stress due to a lack of work-life balance. But the recommendations for how women improve their performance seem weak and insufficient. In addition, it has been found that inequalities in occupational health protection and the resolution of work and personal problems among female employees are very high in various service areas such as IT, hospitality, healthcare, etc. This is especially true in the case of married women. But very little research has been done mainly on family work and family disruption at work outside the service sector. There are a research gap and further research in this regard.

5.Conclusion

In modern times, women's work is challenged by full-time job holders in India. In order to prosper the economic life of the family, they are ready to take any responsibility at home and in the office. Recently, women report that their life is turning into a complex process involving responsibilities such as business trips, odd working hours, difficult meeting times and so on. Successfully achieving work-life balance ultimately satisfies employees and increases productivity and success in their personal lives.

6.Limitation

This study contains sizable number of limitations as well. Only secondary data has been considered to find out the research gap that is not sufficient enough. Secondly, the complete paper is based on theoretical implications. Thirdly, the systematic literature review considered selected service industries i.e., IT, Health Care, and Education only, whereas other major service sectors and the manufacturing sector have been overlooked. Finally, the major challenges related to Work-Life Balance and employee performance in the workplace after the covid-19 situation rose. But researchers only considered literature review between the year 2000-and 2020 only, which has a major limitation.

7. Recommendation& Managerial Implication

With the changed cultural norms and times in India, women have strengthened their managerial position. In this regard, organizations must be more open and initiate the necessary changes in their working life. In this regards the preparation of suitable policies will create an ideal workplace suitable for women employees. It is also essential to create and plan women's training programs i.e., career guidance, mentoring, and leadership development. Continued support for awareness program and obtain a response and freedom from female employees on program policies promotion and performance evaluation process. It is further necessary to provide space for women in the areas of maternity, i.e., before and after childbirth. Last but not least Include women in your annual business growth and recruitment and promote them for business development.

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A Study of Social Media impact on Pay Television viewership in the Hindi General Entertainment Category in India

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Abstract

The study surveyed the impact of social media interactions on television viewership intent of audience of Hindi General entertainment shows on Pay Television in India. It also studied the impact of social media sentiment, author type and timing of social media interactions on television viewership. The survey was done using a sample of 54 respondents who watch Hindi general entertainment shows on pay television. This was supported by a secondary study of social media conversations pertaining to one Hindi television show 'Anupamaa'. Natural Language processing and Machine Learning has been used to track 614,000 public social media conversations during the year 2021 about 'Anupamaa' and plot on a time series to check its correlation with the show's weekly Television Ratings as released by Broadcast Audience Research Council India (BARC). The results indicate that social media interactions impact television viewership intent of audience in the age group 15-21. Further it indicates that negative social media sentiment does not negatively impact television viewership. Social media interactions authored by close networks of individuals and social media influencers exert greater influence on the viewership intent than the interactions authored by television channels or celebrities. This study aids television broadcasters and advertisers to understand the nature and extent of impact of social media on television viewership decisions of their audience. They can prioritize specific audience segments and specific genres such as reality and fiction to build anticipation for appointment viewing or shape moment marketing to get consumers to tune into Hindi television shows which otherwise, they would miss.

Keywords: social media; Television Viewership; Sentiment, Viewership Intent, Authors, Timing of Social Media Interactions

1.Introduction

1.1. *Social media and Television viewership in India:*

Social media has enabled interaction on a large scale possible for individuals and groups. In this social age, consumers are continuously sharing good and bad experiences about brands and services. (Sharma and Kharas, 2017) In India popular social media platforms are WhatsApp with about 53 crore users, YouTube with about 44.8 crore users, Facebook with 41 crore users. Instagram with 21 crore users and Twitter with 1.75 crore users. (Press Information Bureau report, Government of India, 2021) Television (TV) is the primary source of daily entertainment to over 89.2 crore Indians. Around 21 crore households in India now own a TV set. (Broadcast Audience Research Council (BARC) India, TV estimates report, 2020) A paid subscription to a television service from a cable, satellite or telephone company is considered Pay-Tv. In India, pay television is accessed through local cable service providers or Direct-To-Home (DTH) service providers such as Tata Sky, Airtel DTH, Dish TV DTH amongst others. This does not include Internet-based streaming services such as Netflix, Amazon, Disney plus Hot star and others. In terms of total television viewership distribution, Paid Cable Television contributes 48%, Paid Direct to Home (DTH) contributes 32% and Door darshan (DD) free dish accounts for 19% of total distribution. (BARC India TV estimates report, 2020) Thus Pay Television accounts for majority of Television distribution in the country. Disney- Star India, Zee Television, Sun Network, Viacom 18, Sony are some of the leading media and entertainment networks offering channels on Pay TV. As consumers are paying for the channels being accessed by them, Pay Tv subscribers are an attractive target audience for which advertisers pay a price premium in terms of advertising rates to the channels.

1.2. *Understanding of General Entertainment Category and Role of Hindi entertainment in Television viewership:*

The General Entertainment Category (GEC) genre of television in India comprises of Drama or Fiction shows and Reality or Nonfiction shows. GEC genre has 54% share of Indian pay tv viewership and Movies 19%, News 11%, kids 7%, Music 4% and sports 3% (BARC India TV viewership data, 2nd January 2021 – 10th September 2021) Further within GEC genre, channels in Indian languages like Hindi, Tamil and Telugu drive maximum viewership. Hindi GEC has 34.80 % of GEC viewership in India (BARC viewership data, 2nd January 2021 - 10th September 2021) Star Plus, Star Bharat, Sony Sab, Sony Television, Zee Tv and Colors are some of the popular Hindi GEC channels. In terms of Hindi GEC viewership share in India, Star Plus has 27% share, Sony Sab 19%, Colors 18%, Sony Entertainment Television 14%, Zee Tv 12% and Star Bharat has 6% share. (BARC viewership data, 2nd January 2021 - 10th September 2021) Every Hindi GEC channel broadcast original show which are aired during Prime television viewing time between 6pm to 11pm every day. There are a variety of fiction or Drama programs and Non-Fiction or Reality shows that are broadcasted. Based on the total number of viewers per minute and time spent per viewer, BARC measures Television Rating points, which decide the basis for top viewed programs. Star Plus serials like Anupama, Ghum Hai Kisikey Pyaar mein, Imli, Yeh Rishta Kya Kehlata Hai, Yeh hai Chahatein are the most popular in Prime-Time fiction shows. These are followed by Kundali Bhagya of Zee TV, Taarak Mehta Ka Ooltah Chashma of Sony Sab, KumKum Bhagya of Zee TV and Choti Sardarni of Colors channel. In terms of Hindi GEC Non-Fiction or Reality shows Bigg Boss and Fear Factor- Khatron Ke Khiladi of Colors channel is most popular, followed by Indian Idol and Super Dancer of Sony Entertainment Television. (BARC viewership data, 2nd January 2021 - 10th September 2021). Given the relative viewership share, Hindi GEC remains the most popular genre for Pay Television viewers.

1.3. *Social media and Hindi General Entertainment category:*

The way individuals create their accounts and profiles on social media, in the same manner television channels also have social media accounts. The followership of these Hindi GEC Pay TV Channel accounts on social media can be a quick measure to verify their popularity. Star Plus has 30 lakh followers on twitter, 1 crore fans on Facebook, 39 lakhs on Instagram and 1.76 crore subscribers on YouTube. Colors channel has 33 lakh followers on twitter, 1.36 crore fans on Facebook, 55 lakhs on Instagram and 4.48 crore subscribers on YouTube. Zee Tv has 13 lakh followers on twitter, 81 lakh fans on Facebook, 15 lakhs on Instagram and 5.92 crore subscribers on YouTube. (Social media pages of respective brands, 23rd September 2021) The social media handle following of Hindi General Entertainment Pay Television channels on various social media platforms demonstrates the enormous interest in social media users in Hindi GEC Pay Television category. A quick read through some of the posts and conversations on these channel social media pages and handles also indicates user interest to discover new content and shows, intent to watch, celebrating key show moments, fandom for artistes and technicians, discussions on plot progression amongst various other themes. These social media interactions which are accessible to anyone on the internet are termed as “Public social media conversations”. These do not include interactions that are private in nature. Such “Public conversations” can help unearth user sentiment and opinion about the topics of their discussion. Given the massive size of Indian social media user base and tremendous viewership and exposure to television content, the scale of such public social media interactions will be in many lakhs of tweets, posts and comments per day. To study these public social media interactions at scale, we require machine learning and data hoses providing access to billions of public social media conversations. There are various tools available which can be licensed to access these conversations with specific Boolean query constructs. A preliminary analysis on social media analytics tool Sprinklr to gauge scale of public social media conversations pertaining to Hindi General Entertainment content in India, revealed more than 20 lakh conversations happening per month. Users are responding to promotions by television brands, commenting in anticipation before a new show launch or before commencement

of a new episode of the show every day. They can also be seen using social media as a second screen, with television being the primary screen. Some of the social media interactions happen at the same time when the show is being broadcast on Television. And some of it happens post the show is broadcast on television. Television Audience are engaging with other show viewers as well as channel brands and talent (actors and actresses). Thus, it is evident that Hindi General entertainment content that plays on pay television in India evinces keen interest on social media.

1.4. Motivation for the Study:

It is possible that with such deep connection between television viewership and social media, the television viewership that determines revenues for broadcasters and marketing spends for advertisers, can be influenced by social media. Viewers can decide to watch or not watch a show based on opinions and views expressed by other views on social media. On an equally significant note, it is also possible that only popular programs that get high viewership ratings on television get higher social media conversations and programs with lower viewership may get less conversations. There is significant audience engagement in both Hindi General Entertainment television content and social media. Given the limited research material available in these sectors especially in India, a study to understand the influence of social media on television in the Indian context will benefit marketers, broadcasters, social media platforms and academia.

1.5. Contribution:

This study can bring in some unique insights which can be useful for multiple stakeholders. By understanding social media's impact in stimulating viewership intent, Broadcasters like Sony, Star, Zee etc., can execute social media marketing activities to build anticipation for appointment viewing or shape moment marketing to tune into episodes or events which otherwise consumers would miss. Deeper understanding of the two mass media vehicles television and social media and their influence on each other and resultant impact on consumers can help marketers optimize their television and social media advertising spends. Given television's ability to attract top dollars of advertising spend, this study can also help, social media platforms like Facebook, Twitter, YouTube to create products that can interest broadcasters and marketers to deepen their engagement with television audiences through social media. This study can contribute to the existing academic knowledge in the space of television and social media and become bedrock for future research to understand other areas of interest such as Sports, regional content, Over the Top streaming media etc. The next section covers aim or need for the study

2. Aim or need for the study

Television viewership, as measured by independent rating agency Broadcast Audience Research Council (BARC) Increase in viewership of a particular program or a channel result in the same being given preference from a media planning and buying perspective by advertisers and media agencies. As more people watch the program, more likely will the advertisement be seen and result in a better brand awareness and recall. In both Fiction and Non-Fiction content, traditionally Television program discovery relies heavily on Broadcaster promotions on the home channel network and word of mouth. However, with multitude of media options, channel and program choices, consumer attention span is fragmented often resulting into a viewership inertia which directly impacts the program and channel reach as measured by BARC. To break viewership inertia requires stimulus. (Rust et al., 1994) Such a stimulus can help viewer 1. Take a decision to switch on the television 2. Decide the channel or show to watch. Social media's potential in being such a stimulus for Hindi GEC Pay Television viewership necessitated this study. Do conversations on social media provide a stimulus for consumers to decide on watching or not watching a specific Hindi General Entertainment Category show on pay television? (RQ 1)

“Individuals interact with the TV programming by simply watching it (i.e., consuming), commenting on what others are saying

about it on social media (i.e., contributing) or posting their own reviews of the program (i.e., creating).” (Segjin et al., 2019) Such comments and reviews expressed on social media can be broadly classified as having positive, negative or neutral sentiment. Based on such sentiment expressed about Hindi GEC programs on social media, their reactions may happen differently outside social media, prompting them to take decisions to start watching, or continue watching or stop watching a program. How does sentiment express in the social media interactions impact viewership intent of consumers? (RQ 2)

In the social media age, consumers are exposed to a plethora of opinions about their shows, brands, campaigns and characters, by a plethora of stake holders 1. Television channel brands 2. Television actors 3. Social media influencers 4. Other consumers. The influence of the author type of social media posts on consumer viewership behavior is not known. Does consumer response in terms of television show viewership decision vary by who authors the social media interaction? (RQ 3)

During the day as people are busy with work, studies and household chores, maximum television viewership happens during evening hours between 6 pm and 11 pm. This is referred as television Prime Time. (Barc Year book, 2020) Most original content on Hindi GEC is aired during this prime time every day. “Today, television and social media are deeply intertwined” (Ming et al., 2015). While television viewership is bound by appointment viewing happening around the scheduled airing time, social media interactions are not time bound and happen throughout the day, especially before, during and after airing of television programs. While the programs are aired on television daily, BARC releases the television viewership ratings only once a week. Therefore, there is a time gap between program airing and knowing the program performance ratings as measured by BARC. It is currently not known whether there exists a correlation between public social media interactions as measured by social listening platforms such as Sprinklr and Television viewership ratings as measured by BARC. Can timing of social media interactions impact Television ratings? (RQ 4)

With the increasing influence of social media in our day to day lives and continued significance of television as a mass media vehicle in India, this study will help understand the consumer Television viewing behaviour in the social media age.

A Study of Social Media impact on Pay Television viewership in the Hindi General Entertainment Category in India. Given the scarcity of study in India exploring television viewership and social media, this study will be of immense interest to the media, marketing fraternity and academia and will add to the existing knowledge in this area.

3. Literature Review_

3.1. Role of social media in Television viewership

Audience reactions to television programs used to be confined to drawing rooms of homes. Evans (2014) makes a case that social media is now making such reactions public. Fortunato, et.al, (2017) argue that analysis of open data coming from social media allows TV networks to identify the specific TV contents and Twitter elements, which are able to increase the social media conversations related to the show and gain insights for innovating the design of the TV show’s episodes or seasons. The paper on tweeting as a marketing tool authored by Gong, et.al, (2017) confirms that television networks tweeting about their own shows increases television viewership. Crisci, et.al, (2017) proposed an approach for creating Twitter-based models and metrics in order to predict the expected audience on television programmes. Guo and Olmsted (2015) investigated social television viewing by

introducing the social engagement construct. Three categories of factors, television program related perceptions, social media characteristics, and audience attributes, were pro- posed to predict the social engagement experience. Lochrie and Coulton (2012) hailed emergence of social media on mobile as a second screen for television.

Television which used to be a social event at homes is increasingly becoming individual experience thanks to myriad of viewing options and media fragmentation. No two people are watching the same program at the same time from the same place, says Simons (2015) However social media responses to specific television shows build communities around that interest and thus making the viewing experience shared. Min, Zang and Liu (2015) share that such uniquely engaged audiences' interactions with the show related posts correlates with the viewership ratings of the show. Shestyuk, et.al, (2019) demonstrated that Television program performance is dependent on the overall cognitive and emotional engagement of audiences with the show content, as measured by electroencephalography (EEG). Kosterich and Napoli (2015) recognized the emergence of social TV analytics as a possibility of a new market information regime taking hold in the audience marketplace. They make a case for advertisers and television station to read viewership ratings alongside social media engagement.

Table 1: Summary of Literature review: Role of social media in Television viewership

Author	Area of Research	Gaps
Herrero, Rey, Vazquez, (2021)	Social media interactions	Television ratings
Shestyuk, et. al, (2019)	TV viewership, twitter conversations	Role of influencers and celebrities
Crisci, et.al, (2017)	Social media interactions, Predictive analytics, Television viewership Reality shows	Television viewership of Fiction shows (Non reality shows)
Gong, et.al, (2017)	Social media interactions, television viewership, role of influencers	Social media Sentiment
Fortunato, et. al, (2017)	Twitter interactions, television viewership	Other social media interactions
Sommerdijk, Sanders and Bosch, (2016)	TV viewership, Twitter correlation	Other social media interactions
Guo and Olmsted, (2015)	Television viewership, social media interactions	Timing of social media interactions
Min, Zang and Liu, (2015)	Social media interactions, television ratings	Classification of social media interactions
Kosterich and Napoli, (2015)	Social media interactions, television ratings, advertising spends	Timing of social media interactions

Simons, (2015)	Social media interactions, television viewership	Television ratings, classification of social media interactions
Evans, (2014)	Social media interactions, television programming decisions	Television ratings, classification of social media interactions
Sinha, et.al, (2013)	Social media interactions, predictive analytics	Social media Sentiment, role of influencers
Lochrie and Coulton, (2012)	Timing of social media interactions, sentiment	Social media interactions, television viewership

Role of social media in television viewership is reviewed and after this next part of this chapter is about impact of social media sentiment on consumer preference.

3.2 Social media sentiment and impact on consumer preference

Negative social media sentiment for any product or service quickly gains significant momentum and negatively impacts brands, say Sharma and Kharas (2017). Wibowo et al. (2021) considered social media marketing activity and Customer Experience to measure the customer's relationship quality, which can impact customer behavioral outcomes, which are purchase intention, loyalty intention, and participation intention. Ranjan and Sood (2019) built a mathematical model based on the sentiment analysis of the community tweets mined for movie Twitter hashtags. They demonstrated correlation of the same with movie box office success. Sharing a divergent point of view Cespedes (2015) made a case that number of social media likes, tweets, retweets etc. does not translate to hard business metrics like sales. However, Unnava and Aravindakrishnan (2021) argue that engagement varies by platform type and social engagement can be linked to hard metrics like sales.

The volume of chatter a brand receives is directly in proportion to the brand love, say Chen and Qasim (2020). Assigning greater weight to polarity of sentiment rather than just volume of chatter Vasu Jain(2013) was able to predict movie popularity based on twitter chatter.

Table 2: Summary of Literature review: Social media sentiment and impact on consumer preference

Author	Area of research	Gaps
Unnava and Aravindakrishnan, (2021)	Social media interactions by platform, impact on sales	Social media interactions by author type
Wibowo, et.al, (2021)	Customer experience, customer purchase, participation and loyalty behavior	Social media interactions by platform
Matheson and Jorgensen, (2020)	Timing of social media interaction, audience involvement	Measurement of impact on behaviour
Chen and Qasim, (2020)	Social media interactions, brand equity, brand love	Social media sentiment

Barreda, et.al, (2019)	Social media interactions, purchase intent	Measurement of impact on behaviour
Ranjan and Sood, (2019)	Social media interactions, sentiment analysis	Classification of interactions
Sharma and Kharas, (2017)	Social media interactions, sentiment	Viewership intent
Gill, (2017)	Social media interactions, community behaviour	Social media sentiment
Cespedes, (2015)	Social media interactions, results on business metrics	Sentiment, preference, Purchase intent
Vasu Jain, (2013)	Social media interactions twitter, predictive analytics	Social media interactions Facebook, Instagram
Gruhl et.al, (2005)	Interactions, sales	Social media sentiment

After reviewing social media sentiment which affects consumer preference, now last part is on Individual viewership decisions and their impact on network television.

3.3 Individual viewership decisions and their impact on network television

Decision to switch on the television or switch to a particular channel or show is dependent on the kind of stimulus the viewer receives say Rust, Kamakura and Alpert (1992). Building on this Napoli (2011) highlights that Audience attention, is the currency that fuels the television industry. Elpers, et.al, (2003) place high importance to consumer control and that they are discerning to distinguish between information and entertainment. His work demonstrates the positive effects of moment-to-moment entertainment and the negative effects of moment-to-moment information value on consumers' likelihood to continue watching during a television commercial. Without resorting to advertising, Lin and Pena (2011) explained how "old media" (i.e., television networks) communicate with their consumers through "new media" (i.e., Twitter). In doing so, they have detailed the type of interpersonal messages employed by television networks to maintain and attract viewers.

In their paper, Monteni and Leon (2016) studied the interactions between television audience and social networks using twitter data. They collected about 2.5 million tweets, for 14 USA TV series in a nine-week period through the use of an ad hoc crawler created for this purpose. Subsequently, tweets were classified according to their sentiment (positive, negative, neutral) using decision trees, a linear regression model was then used to analyse the data. The conclusions explain the existence of a significant relationship between viewership choices in the form of tweets and show ratings. In their paper Kubler, Seifert and Kandziora (2020) demonstrate how a single piece of content diffuses through consumers' journeys and influences subscription fees through acquisition and retention as well as revenues from cross-sales and advertising. Furthering the case of impact on viewership decisions on television network, Varghese and Chinnaiah (2021) say that viewers of the modern era are constantly searching for original, connected, and interactive entertainment and they are ready to pay extra money to seek a completely immersive experience.

Table 3: Summary of Literature review: Individual viewership decisions and impact on network Television.

Author	Area of research	Gaps
Varghese and	Consumer behaviour, viewership	Pay television viewership

Chinnaiah, (2021)		
Fossen and Bleier, (2021)	Social media interactions, viewership	Sentiment, classification of social media interactions
Kubler, Seifert and Kandziora, (2020)	Social media classification of interactions	Pay television viewership
Schauerte, (2020)	Television viewership, content choices	Social media interactions
Segjin, et.al, (2019)	Television viewership in Netherlands, social media interactions, classification of interactions	Indian television viewership, drama and reality genres
Belo, et.al, (2019)	Television viewership, digital viewership	Social media interactions
Gill, (2017)	Twitter interactions before show airing, viewership decisions	Other social media interactions, impact of interactions during and after show airing
Monteni & Leon, (2016)	Sentiment analysis, viewership for free to air Tv channels	Viewership of pay tv channels
Yeo, (2016)	Viewership, Television ratings	Social media interactions, sentiment
Tse, (2014)	Viewership intent, social media interactions	Pay television viewership
Dijck and Poell, (2014)	Social media interactions, viewership of free to air channels	Pay television viewership, sentiment
Lin & Pena, (2011)	Twitter based social media interactions, viewership intent	Other social media interactions, pay television viewership
Napoli, (2011)	Viewership intent, audience choices	Social media interactions, sentiment
Elpers, et.al, (2003)	Audience choices, advertising	Social media interactions, pay television viewership
Rust, Kamakura and Alpert, (1992)	Viewership intent, television ratings	Social media interactions, sentiment

As literature review has been studied, and area of research and gap has been identified. Therefore, identification of variables has been identified in the basis of literature review.

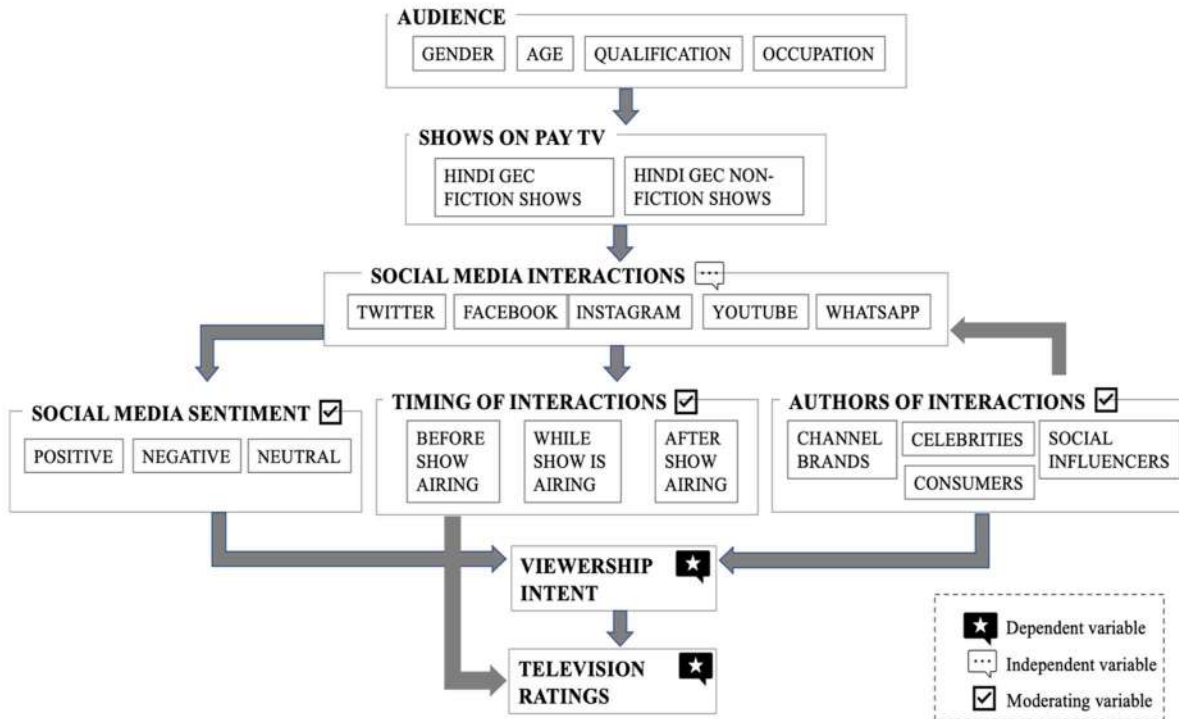
4. Identification of Variables of study

As per literature review which have included following variables which are shown in theoretical construct. Variables are divided in three parts that is independent variables, Moderate Variables and Dependent variables.

Table 4: Variables of the Study

Independent	Moderate	Dependent
Social media interactions (on various platforms like twitter, Facebook, Instagram, YouTube, WhatsApp)	Sentiment of social media interactions- (positive, negative and neutral) Authors of Interactions. - (channel brand, celebrity, social influencer, consumer) Timing of social media posts- (before show airing, during airing of the show or after the show airing)	Viewership Intent. Television show ratings

Interactions. - Framework and Justification



Waddell and Sundar (2020) say that audience opinion as expressed through social media interactions can shape their reaction with respect to consumption of media. The same authors further talk about a ‘bandwagon effect’ that in the era of social television our viewership choices are determined by what others are viewing and saying about those shows. Therefore, social media interactions about Hindi General Entertainment shows in Drama and Reality are the independent variable and the audience impact measures as

dependent variables viewership intent to continue to watch a show or stop watching a show or start watching a show and the resultant television viewership ratings are the dependent variables. According to Waddell and Sundar (2017) negative sentiment in social media interactions has an overpowering impact on viewership decisions of television audience. Therefore, social media sentiment has been identified as a moderating variable. While the content of a social media interaction is important but its impact on audience behavior is largely influenced by author of such an interaction say Ross et al. (2019). Such authors have been classified as Television channels, actors or celebrities, social media influencers and other consumers. Author of social media interactions thus has been identified as a moderating variable. In Indian Television Hindi general entertainment programs are broadcasted at specific times of the day. Social media interactions can happen either before, during or after airing of such television shows. Therefore, timing of social interactions has been identified as the third moderating variable. Social media interactions with a positive sentiment by influential celebrities or television brands can stimulate viewership intent. If such interactions happen before airing or during airing of the show, a viewer can start watching a show, thus contributing to television viewership rating. Similarly social media interactions with a negative sentiment by influential celebrities or television brands can dampen the viewership intent. Such interactions especially after airing of the show, can reduce viewership for future episodes of the show and therefore reduce the television viewership ratings.

4.1 Meaning of Variables

1. Television Ratings

“Ratings (earlier called Television Rating Points (TRP) or Television Viewership Ratings (TVR)) are a time- weighted average of the total time, people in the sample homes spend watching a certain television programme.” (Khandekar, 2021). If 10 people in 10 homes spend different amounts of time watching the television program Anupamaa on Star Plus channel, the average of this, weighted by the time each has spent, becomes Anupama program’s rating. Broadcast Audience Research Council (BARC) measures viewership of every show based on their study panel and publishes the same on a weekly basis. This data helps broadcasters plan their programs and promotions. All major advertising spend decisions by marketers are based on ratings. “After 2015, the measure used by BARC was impressions instead of ratings. In line with global terminology, it was renamed Average Minute Audience or AMA in November 2020. AMA refers to the number of individuals, in thousands, of a target audience who viewed an ‘event’ averaged across minutes.” (Khandekar, 2021)

Viewership Intent

Psychologist Ajzen (1991) says intentions broadly indicate how hard people are willing to try, of how much of an effort they are planning to exert. An intention has been defined as a person’s commitment, plan, or decision to carry out an action or achieve a goal (Eagly and Chaiken, 1993) Viewership intent refers to an ‘implementation intention’, a term originally coined by Gollwitzer and Brandstatter (1997) describing an intention which involves planning when, where, and how to act.

2. Social Media Interactions

Social media has transformed the way firms and customers interact with each other. (Li, et.al,2020). Social Media interactions involves “actions,” whether through communications or passive observations, that influence others’ choices and behaviors (Chen et al., 2011). Social media interactions have been described as “word-of-mouth (WOM) effect” or “contagion effects.” by Nair et al. (2010). Such interactions are widely characterized by their volume, variety, and velocity, which refer to the vast quantity of data, various sources of data, and expansive real-time data (Alharthi, et.al, 2017) These interactions can be derived from different venues (e.g., social networks,

blogs, forums) and in various formats (e.g., text, video, image) can be extracted and usefully exploited with the aid of modern information technologies (Moe and Schweidel, 2017). Specific social media interactions about specific Hindi GEC Television shows captures audience interest in social media as well as the specific television show. These interactions happen on social media platform of choice of consumers. The popular social media platforms in India are WhatsApp, YouTube, Facebook, Instagram, and Twitter. (Press Information Bureau report, Government of India, 2021) This will be the independent variable for the study.

3. Social Media Sentiment

Sentiment refers to the different behavioral manifestation's basis the use of social media by customers says Dolan, et.al, (2016) Further the same author says that customer social media interactions can be either positive (e.g., sharing) or negative (e.g., create negative content), depending on customers' attitudes and information processes during interactions. These can also be passive or neutral (e.g., observing) (Maslowska et al., 2016). Ren, et.al, (2021) concluded that social media sentiment directly affects social media users. Thus, sentiment expressed in interactions pertaining to television shows which can be classified as positive, negative and neutral can influence consumer actions in different ways. This will be the moderating variable for the study.

4. Authors of social media interactions

Tavares (2013) distinguishes an author from an average social media user. Whereas an average social user is used to the idea of a constant image management in their social feeds amongst their friend circles. Stating or not stating, liking or not liking one's friends' updates, critiquing a current event or a brand, product or service or showing wit or humor in a status update. Author's social media activity on the other hand has the function of being the extension of author's persona. Author could be a brand, celebrity or a social media influencer. Social media authors shape audience attitudes through blogs, tweets, and the use of social media. (Freberg, et.al, 2011) Authors of social media interactions can be classified as brands, celebrities, social media influencers and other social media users. (Ross, et.al, 2019)

- 4.1. Brands: In this study Brands will refer to the respective Hindi General Entertainment Category Pay Television Channels (e.g., Star Plus, Colors, Zee, Sony etc.)
- 4.2. Celebrities: Television actors, Movie actors, Directors other cast and crew members associated with Hindi General entertainment content.
- 4.3. Social Media Influencers: Abidin (2015) defines social media influencers as "every day, ordinary Internet users who accumulate a relatively large following on blogs and social media through the textual and visual narration of their personal lives and lifestyles, engage with their following in digital and physical spaces, and monetize their following by integrating 'advertorials' into their blog or social media posts.
- 4.4. Other Social media users: Social media interactions by other users who are not Brands, Celebrities or Social Media Influencers will be considered in this set. These could be friends, family members or people in the connected social networks whose feeds appear in social feeds of audience due to algorithms of various social media platforms.

Along with content of the post, the post creator's popularity or authority can determine the influence of specific television show posts amongst audience. Along with sentiment this will also be a moderating variable for the study.

5. Timing of social media interactions

This refers to a specific time of the day when social media interactions are published when the audience is most naturally receptive to it. (Kanuri, et.al, 2020) This is relevant to Hindi General Entertainment Category Pay Television audience as they watch television by appointment based on what time the program broadcasts in the day. In the context of this study, Timing of social media posts will refer to

- 5.1. Before Show Airing on Television: The social media interactions that happen before airing of show on television. (e.g., if show airs on Television at 8Pm, all social media posts published before 8 Pm will be considered as social media interactions before show airing)
- 5.2. While the Show is Airing on Television: The social media interactions that are published as the show is being aired on television (e.g., if show starts airing on Television at 8Pm and ends at 8:30 PM, all social media posts that happen between 8 Pm- 8:30 Pm on that day will be considered as social media interactions while the show is being aired on television)
- 5.3. After the show airs on Television: The social media interactions that happen after the show airs on television. (e.g., if show's airing on TV ends at 8:30 Pm, all social media posts published after 8:30 Pm that day will be considered as social media interactions after the show airs on television)

5. Development of Hypothesis

Social media users who come across such television related social interactions tend to tune in, opine Min and Liu (2015). Previous research on this, especially in the context of Indian audience of Hindi General Entertainment shows, has rarely looked at the ability of social media interactions to influence viewership intent to either watch or not watch a show. Therefore, this hypothesis is related to social media interactions' ability to influence television viewership intent.

H1= There is significant influence of social media interactions on the viewership intent of audience of Hindi General Entertainment Category shows on Pay Television.

Social media interactions pertaining to Hindi General Entertainment Category television shows give people a chance to glance through other consumers' opinions and expressions of like or dislike. Hennig-Thurau et al. (2015) opine that positive social media sentiment has little to no effect on consumer preferences. However, the same authors suggest negative social media sentiment to be having a negative effect on consumer preferences. Therefore, this hypothesis concerns to social media sentiment and its influence on viewership decision.

H2= There is significant impact of social media sentiment on consumer's viewership decision to watch or not watch a specific Hindi General Entertainment Category show on Pay Television.

In India Television actors, especially in the Hindi General Entertainment Category have a sizeable social media following. They often post on social media about their shows and episodes. It is also a social media marketing practice in India to use opinion leaders to influence reviews about any show, movie, brand, product or service. Using these influencers allows the brand to be seen as warmer and more personal, and more effective in engaging consumers (Chang et al., 2019). Hindi General Entertainment Category television channels and media companies have strong social media presence and they often post about their own shows and episodes. Understanding the content and influence of messages posted by traditional media companies can clarify how these companies use social interactions to influence consumers. (Lin and Pena, 2014) In addition to media companies, television celebrities and micro influencers, a social media user is exposed to social interactions from his friends, followers and their extended networks. Therefore, this hypothesis relates to authors of social media interactions and their influence on viewership decisions of Hindi GEC Pay TV audience.

H3= There is significant influence of author type of a social media interaction on viewership decision of Hindi General

Entertainment Category Pay Television viewer.

Since social media interactions happen before, during or after the television show airing, their impact on viewership behaviour and television ratings needs further study. Therefore, the current hypothesis deals with impact of timing of social media interactions on television viewership ratings.

H4; There is significant impact of timing of social media interactions on television viewership ratings of Hindi General Entertainment Category shows on Pay Television.

6. Methodology

6.1. Research Design: Research study has been done through two types of data i.e., primary data and secondary data.

6.1.1. Primary data consist of pilot exploratory research involving 54 respondents who watch Hindi shows on pay television, selected through random sampling, administering a questionnaire which consists of independent, moderate, dependent variables. Google forms have been utilized for this study.

6.1.2. Secondary data

6.1.2.1. A study of 64 papers from refereed journals formed base for this. This gave insight to research problems and helped identify variables and their measurement approach.

6.1.2.2. Using the tool Sprinklr, natural language processing and Machine Learning have been used to track all public social media conversations during the year 2021 about one Hindi GEC Pay TV show ‘Anupama’ and plot on a time series to check its correlation with the show’s Television Ratings as released by BARC India. A Boolean query was created on Sprinklr comprising of keywords consumers would have used while referring to Anupama show on social media. Query with Keywords such as “Anupama”, “Star Plus Anupama”, “Anupama Tv Show”, “Anupama serial” yielded about 614,000 social media Mentions about the show during the date range 02nd January to 31st December 2021 on Sprinklr. These social media interactions were further categorized by social media sentiment, author type and timing of the posts. These formed the social media data set. Television Ratings of 317 episodes of Anupamaa aired during 52 weeks between 02 January to 31st December 2021 by BARC formed the television rating data set.

6.2. Sample Design: This being a pilot exploratory research respondents were selected through random sampling. Owing to the pandemic situation and logistical challenges google forms were utilized to fill in the questionnaires.

Table 5: Respondent Profile

Respondent profile	N	%
Gender		
Male	19	35%
Female	35	65%
		100%
Geography		
Maharashtra	43	80%
Rest of India	11	20%
		100%

Age Group		
15-21	6	11%
22-30	14	26%
31-40	20	37%
41-50	10	19%
51 and above	4	7%
		100%

Above Table 5 provides an understanding of the respondent profile which can be summarized as 35% of the respondents are Male and 65% are Female. 80% of respondents are from Maharashtra and remaining 20% from rest of India. 11% of respondents belong to the age group 15-21, 26% respondents belong to age group 22-30, 37% respondents are from age group 31-40, 19% belong to age group 41-50 and remaining 7% respondents are from age group 51 and above. Further in terms of education 7.4% have high school as their highest qualification, 57.4% are graduates and the remaining 35.2% are post graduates. In terms of profession 22.2% respondents are housewives, 20.4% are students, 7.4% are in business, 44.4% are employed in either private or government service and 5.6% are unemployed. To summarize respondents, represent both genders and various age groups of Television Viewing audience.

- 6.3. Questionnaire Design:** The pilot exploratory research was based on a self-administered questionnaire with definite, structured and predetermined question. Attention was paid to ensure ease of understanding of questions and a proper sequence to ensure quality of response. It consists of part (A) which examines role of social media in viewership intent with respect to specific Hindi GEC Television programs and Part (B) influence of positive or negative sentiment in social media posts, variance by author of the interactions, timing of the interactions and how that determines their viewership decisions. These measuring instruments are well tried to measure viewership intent, influence of social media sentiment, author variance and timing of interactions on viewership decisions. Structure questionnaire has been prepared by incorporating independent variable, dependent and moderate variables. Questionnaire also has demographic variable i.e., age, gender, educational qualification, and occupation. Five-point Likert scale (Likert, 1932) was used to capture the extent to which they agreed or disagreed with the statements concerning the impact of variables on viewership intent and also to prevent respondents from being too neutral in their responses (Colman et al., 1997)
- 6.4 Data Design:** The Data collected through primary research has been analyzed by using Microsoft Excel. Publicly available social media interactions in India for one Hindi GEC TV show Anupama have been obtained for the time period 01st January 2021 to December 31st 2021 by building a Boolean query comprising of multiple keywords associated with the show such as “Anupama”, Anupamaa, Star Plus Anupamaa, TV serial Anupama”. Natural Language processing and Machine learning capabilities of the tool Sprinklr were utilized to organize the data by variables of study such as volume of interactions, social media sentiment, author type, platform of interaction and time of the posts. Daily episodic television ratings of the show “Anupamaa” for the time period “02nd January 2021 to December 31st 2021, were obtained from the television show ratings data of Broadcast Audience Research Council (BARC). Subsequently a time series analysis of social media interactions and actual television ratings of the show was carried out to check correlation between the variables.

7. Results

In this Study of Social Media impact on Pay Television viewership in the Hindi General Entertainment Category in India, we can understand how social media influences television viewership decisions of consumers and therefore how broadcasters and advertisers can decipher viewer sentiment and fuel marketing activities using television celebrities and social media influencers to

build anticipation for appointment viewing or shape moment marketing to get consumers to tune into shows which otherwise they would miss. Hypothesis has been tested using two data sources. First by analyzing the responses collected in primary research. Subsequently Using Natural language processing and machine learning with the help of the tool Sprinklr, a time series analysis was plotted was conducted with 52 weeks data of social media conversations for one Hindi GEC TV show “Anupamaa” and its actual television ratings as per BARC and tested for correlation between both the variables. Thus, each hypothesis has been tested by both methods and following are the results.

7.1 Impact of independent variable social media interactions on dependent variable television viewership intent was measured on a Likert scale and the weighted average has been calculated by various demographic variables of age and gender and basis the genre of television content that is Drama/fiction shows and Reality/ Nonfiction shows.

The value thus arrived has been mentioned in intersection of every row and column in table 6 below. Since 5-point Likert scale has been used, a score above 2.5 indicates positive influence and a score closer to 5 would indicate very high degree of influence of social media interactions on television viewership intent. And a score less than 2.5 indicated lesser influence and a score closer to 1 would have indicated no influence of social media interactions on television viewership intent. Thus, the first hypothesis concerning influence of social media interactions on the viewership intent of audience of Hindi GEC shows on Pay Television was tested based on analysis of responses across various age groups and by gender. In tables 6 and 7 below a weighted average score more than 2.5 will validate the influence of social media interactions on television viewership intent.

Table 6: Analysis of Social media interactions on viewership intent

	Hindi GEC Pay television Viewership intent	Drama or Fiction Genre TV Viewership intent	Reality or Non- Fiction Genre TV Viewership intent
Overall Influence of Social media interactions on viewership intent	2.17	2.19	2.15
Impact on Viewership intent Age Group wise			
51+	2.43	2.43	2.43
41-50	1.70	1.66	1.74
31-40	1.86	1.83	1.89
22-30	1.92	2.18	1.65
15-21	2.95	2.6	3.29
Impact on Viewership intent by Gender			
Male	2.07	2.14	2.0
Female	1.97	2.01	1.92

H1= There is significant influence of social media interactions on the viewership intent of audience of Hindi GEC shows on Pay Television.

For the age range 15-21, H1 is valid as the combined score of both fiction and nonfiction genres for this age group is 2.95 which is more than the mean of 2.5. In the case of reality shows, there seems to me much more significant influence of social media interactions on the viewership intent as the overall score in this case is 3.29 compared to the fiction score of 2.6. Audience in the younger age group use social media to forge deeper connection with Hindi GEC television shows’ content, promotions, cast and the fandom significantly and

therefore it influences their viewership intent of watching those shows on television. This behavior holds true for both genres of Hindi GEC shows fiction and nonfiction. However, given the nature and format of Hindi GEC reality shows such as Bigg boss, Kaun Banega crorepati etc., the influence of social media on viewership intent is much more significant. Unlike Hindi GEC fiction shows which play continuously almost 6 days a week throughout the year, the nonfiction shows are seasonal, with each season lasting less than 2-3 months in a year and resulting in specific winners and losers.

However, for rest of sample of respondents who are 22 and above, there is no significant influence of social media interactions on the viewership intent of audience of Hindi GEC shows on Pay Television. Combined score across all age groups is 2.17 which is less than the mean of 2.5 and therefore the impact is not significant. Therefore, as per this survey H1 is not valid and social media interactions do not influence television viewership. Relatively social media influence is higher on viewership intent in Males (2.07) than females (1.97). This perhaps is due to India Internet usage being over indexed to male population. Male users comprise 60% and female users comprise 40% of India's internet users (Nielsen, 2022) Since this was a pilot study and respondents chosen randomly, the number of respondents in the age group 15-22 was the lowest amongst all age groups and as older age groups 31 and above constituted more than 63% of the survey respondents therefore their views may have influenced the overall result. A further study with a larger sample set representative of the television viewing audience with better representation of the younger audience may help examine if the results be different. However as per the present primary study barring age group 15-21, conversations on social media do not provide a stimulus for consumers to decide on watching or not watching a specific Hindi General Entertainment Category show on pay television. Further the influence on dependent variable social media viewership intent of the independent variable social media interactions was analyzed by each of the specific social media platforms on which such interactions take place. The same has been captured in Table 7 below:

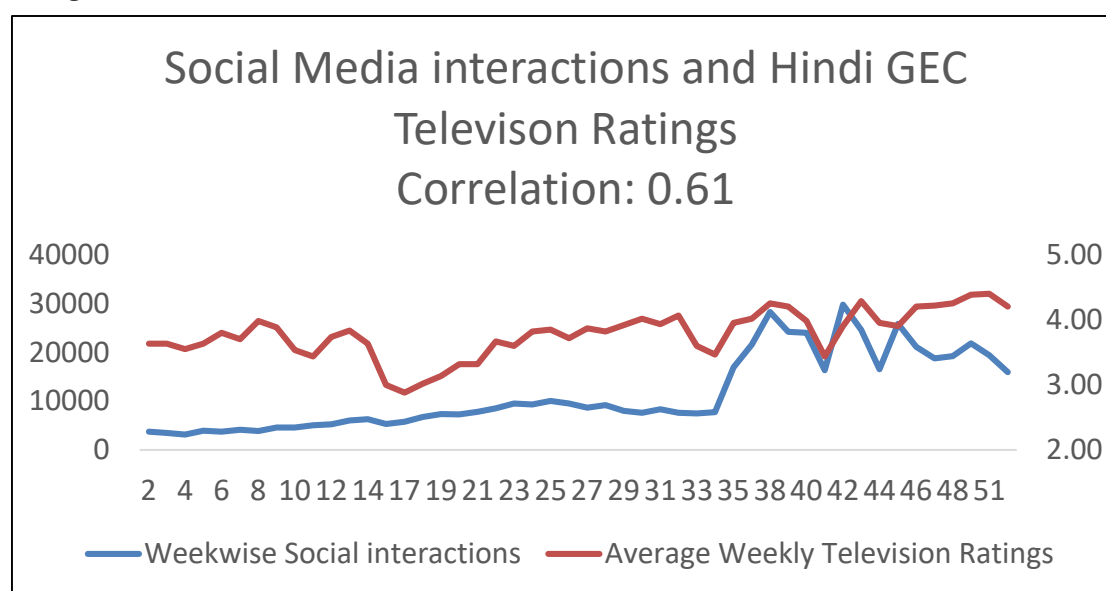
Table 7: Analysis of Social media interactions on specific platforms on viewership intent

	Overall Hindi GEC Pay Television Viewership intent	Drama or Fiction Genre Viewership intent	Reality or Non- Fiction Genre Viewership Intent
Television viewership impact of social media interactions on specific platforms			
Twitter	2.02	2.02	2.02
Facebook	2.27	2.26	2.28
Instagram	2.22	2.28	2.17
YouTube	2.39	2.43	2.35
WhatsApp	2.31	2.30	2.31
Blogs	2.03	2.07	1.98
Forums	1.99	2.02	1.96

Social media interactions on YouTube have the highest influence across all platforms followed by WhatsApp, Facebook and Instagram. Twitter and social media forums are least influential on viewership intent. YouTube. These seem to be in line with the relative popularity of these platforms in the country. Though YouTube with about 44.8 crore users, is second only to WhatsApp with about 53 crore users (Press Information Bureau report, Government of India, 2021), YouTube conversations are primarily targeted around content posted on

the platform, whereas WhatsApp is a private messenger platform for family, friends and specific groups. Following YouTube, Facebook has 41 crore users. Instagram has 21 crore users and Twitter has the lowest base with 1.75 crore users. (Press Information Bureau report, Government of India, 2021) This result can help marketers and advertisers re priorities their social media budgets in favor of YouTube, Facebook and Instagram.

Table 8: 52-week Time Series analysis of actual social media interactions about one Hindi GEC show ‘Anupama’ and its TV ratings



A query was created on social media analytics tool Sprinklr and 614,000 conversations pertaining to Hindi GEC Television show ‘Anupama’ were analyzed. Every week Television Ratings of all episodes of Television shows broadcast on various channels in the week are released by BARC India. Beginning January 2nd 2022, for 52 weeks the average Television rating for the show Anupama has been plotted with the weekly social media conversations about the show in the table 8 above. Correlation function on Excel has been used for the same. Correlation coefficient of +1 would have indicated perfect correlation and coefficient of -1 would have indicated inverse correlation. The score thus obtained of Correlation coefficient 0.61 indicates a high correlation between social media conversations about the show and its resultant Television ratings. The television ratings of shows have increased with increasing social media interactions and decreased with decreasing social interactions thus validating H1.

Therefore, the research question ‘Do conversations on social media provide a stimulus for consumers to decide on watching or not watching a specific Hindi General Entertainment Category show on pay television’ has been studied with results from primary data and secondary data validating H1 especially in the age group 15-21. However, barring age group 15-21, analysis of primary data has invalidated H1 therefore it is necessary to increase the scope of both primary and secondary research. Along with an expanded sample for primary research discussed earlier, the scope of secondary research also needs to be expanded further. In addition to one Hindi GEC show ‘Anupama’ that was studied in this study, social media interactions and television ratings of more Hindi GEC drama shows and reality shows need to be studied to conclusively determine impact of social media on television shows.

7.2 Impact of the variable social media sentiment on television viewership impact on viewership intent was measured using the Likert scale and the weighted average has been calculated by various demographic variables of age and gender.

Depending on the kind of positive, negative or neutral sentiment, viewer can choose to either start, continue or stop watching a

show. Therefore, impact of sentiment on both the scenarios was analyzed. Firstly, the Impact of Positive, Negative or Neutral social media sentiment on shows that a viewer is already watching resulting in their viewership intent to either continue or stop watching a show was checked. And thereafter the Impact of Positive, Negative or Neutral social media sentiment on shows that a viewer is not watching resulting in their viewership intent to start watching the show. The value thus arrived has been mentioned in intersection of every row and column in the tables 9,10 and 11 below. Since 5-point Likert scale has been used, a score above 2.5 indicates positive influence and a score closer to 5 would indicate very high degree of influence of social media sentiment on viewership intent. And a score less than 2.5 indicated lesser influence and a score closer to 1 would have indicated no influence of social media sentiment on viewership intent. Thus, the second hypothesis concerning influence of social media sentiment on the viewership intent of audience of Hindi GEC shows on Pay Television was tested based on analysis of responses across various age groups and by gender.

H2= There is significant impact of social media sentiment on consumer's viewership decision to watch or not watch a specific Hindi GEC show on Pay Television. The validity of this will be indicated by a score greater than 2.5.

Table 9: Analysis of Impact of Positive social media Sentiment on Viewership intent

	Positive sentiment in social media and continue watching the show	Positive sentiment in social media therefore start watching a show	Positive sentiment in social media so stopped watching the show
Overall Impact of social media Positive sentiment on viewership intent	3.41	2.65	1.83
Impact of positive sentiment by Age Group			
51+	4.25	3.5	1.5
41-50	4	3.2	2.1
31-40	3.3	2.4	2.05
22-30	3.29	2.64	1.57
15-21	2.75	2.5	1.75
Impact of positive sentiment by Gender			
Female	3.62	2.79	1.91
Male	3.11	2.37	1.74

The scores above indicate that positive sentiment in social media interactions influence television viewership intent of Hindi GEC audience across all age groups and genders. A score of 2.65 across all ages and gender groups for the scenario of 'positive sentiment in social media and start watching the show', implies that if the audience is not watching any particular television show and come across social media interactions which speak positively about that show, they are likely to watch that show. A score of 3.41 across all ages and gender groups for the scenario of 'positive sentiment in social media and continue watching the show', implies that in case they are

watching a particular show currently and if they come across social media interactions which speak positively about the show, they will continue to watch it. And lastly with a score of 1.83 across all ages and gender groups for the scenario of ‘positive sentiment in social media and stopped watching the show’, the implication is that positive sentiment in social media conversations does not stop audience from watching the show. Broadcasters need to shape the narrative around their shows to elicit and amplify positive social media conversations to enhance viewership.

Table 10: Analysis of Impact of Negative Sentiment on Viewership intent

	Negative sentiment in social media and continue watching the show	Negative sentiment in social media therefore start watching a show	Negative sentiment in social media so stopped watching the show
Overall Impact of social media negative sentiment on viewership intent	2.89	1.93	2.15
Impact of positive sentiment by Age Group			
51+	3.5	1.5	2
41-50	3.2	2	2.1
31-40	2.95	2.05	2.35
22-30	2.57	1.71	2.21
15-21	2.75	2.75	1.75
Impact of negative sentiment by Gender			
Female	3.12	1.94	2.24
Male	2.53	1.95	2.05

The scores above indicate that negative sentiment in social media interactions does not negatively influence television viewership intent of Hindi GEC audience across all age groups and genders. A score of 2.15 across all ages and gender groups for the scenario of ‘negative sentiment in social media and stopped watching the show’, implies that when the audience are watching any particular television show and if they come across social media interactions which speak negatively about that show, they are not going to stop watching the show. Further a combined score of 2.89 across all ages and gender groups for the scenario of ‘negative sentiment in social media and still continue to watch the show’, implies that when audience are watching a particular show currently and if they come across social media interactions which speak negatively about the show, they will continue to watch it. This is a significant finding which is different from previous work done in this space which indicated that Negative social media sentiment for any product or service negatively impacts brands (Sharma and Kharjas, 2017). And lastly a combined score of 1.83 across all ages and gender groups for the scenario of negative sentiment in social media and therefore started watching the show, this indicates that negative sentiment in social media conversations does not encourage audience to start watching a show that they were not watching before. However, the score for this scenario in the age group 15-21 is 2.75, which indicates that negative chatter about a show may result in younger audience actually watching a show that they were not watching before. Much like Hypothesis 1 discussed earlier, representation of this age group in current sample is limited

and therefore an increased sample size may help validate this finding further. The other significant result of this scenario is that female audience with a score of 3.12 demonstrated greater intent to continue watching a show with negative sentiment compared to male audience with a score of 2.53. This indicates that female audience are more loyal and are more likely to stay invested in a Hindi GEC show despite outpour of negative sentiment for a show they are watching. As per BARC viewership data 2021, female audience form a majority of Hindi GEC pay Tv audience and this finding can assuage show creators and marketers that their core audience will not desert them instantly even if there is negativity on social media. This can help the broadcasters and show creators be more resilient to criticism on social media.

Negative Sentiment does not increase viewership intent or reduce it significantly. However negative sentiment ensures viewer remains invested in the show and it ensures a viewer who is already watching the show to continue watching it.

Table 11: Analysis of Impact of Neutral Sentiment on Viewership intent

	Neutral sentiment in social media and continue watching the show	Neutral sentiment in social media therefore start watching a show	Neutral sentiment in social media so stopped watching the show
Overall Impact of social media Neutral sentiment on viewership intent	3	2.2	1.93
Impact of positive sentiment by Age Group			
51+	3	2.25	1.5
41-50	3.1	2.7	2.1
31-40	3.05	2.05	2.1
22-30	3	2.07	1.71
15-21	3	2.75	2.25
Impact of Neutral sentiment by Gender			
Female	3.21	2.35	2
Male	2.68	2	1.84

From the analysis above we can see that Neutral social media sentiment, where primarily information about the show is shared without a positive or negative opinion about the same, helps to retains the audience interest about the show and viewers who are already watching the same will continue to watch it. However neutral sentiment in social conversations does not lead to loss of interest of the audience to stop watching a show that they are currently watching. Also, except audience in age group 15-21, neutral social media sentiment does not lead audience to start watching a show that they were not watching before.

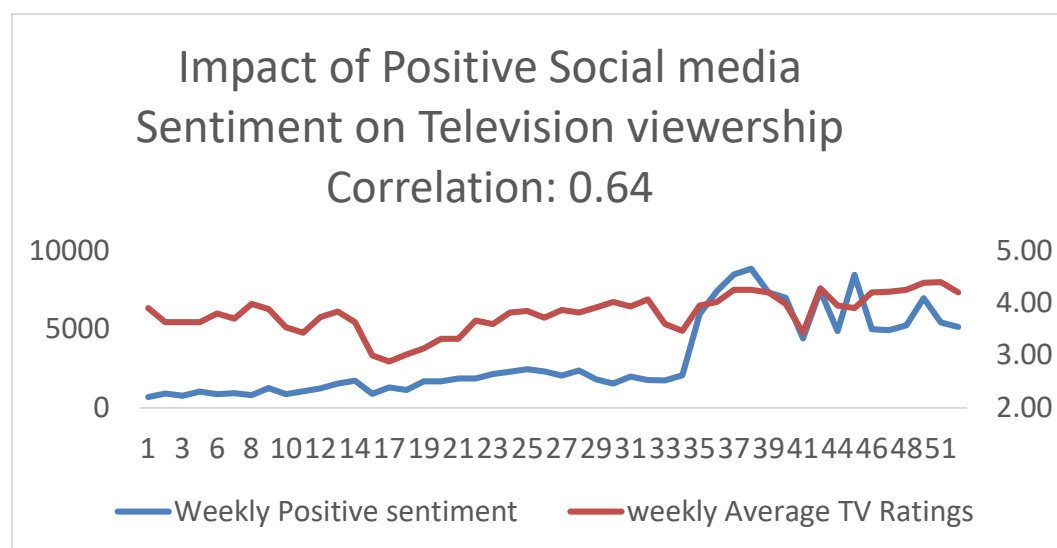
For the age group 15-21, irrespective of the type of sentiment (positive, negative or neutral) social media conversations lead them to start watching a show that they were not watching before.

Given the results of analysis in the above three scenarios of positive, negative and neutral sentiment, it can be concluded that H2 is valid and that social media sentiment impacts viewership intent of Hindi GEC audience. While Positive and neutral sentiment in social media conversations positively influences the viewership intent to continue watching a show that viewers are already watching, Negative

sentiment does not result in loss of viewership intent. Positive social media sentiment in conversations in shows influences viewers to start watching a show that they were not watching before.

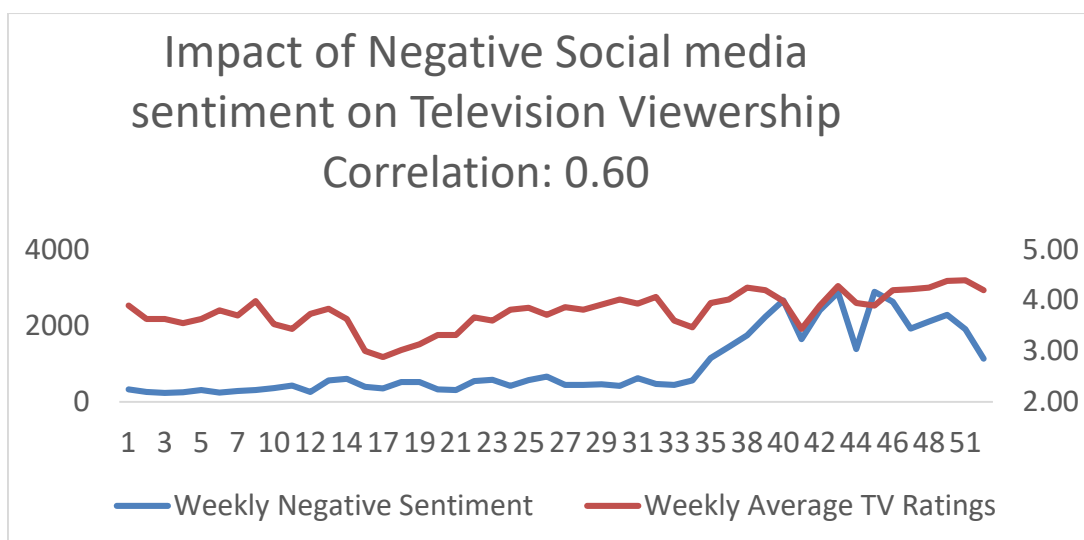
To further verify the findings in primary research for this Hypothesis H2, A query was created on social media analytics tool Sprinklr and over 614,000 social media conversations pertaining to Hindi GEC Television show ‘Anupamaa’ in the year 2021 were analyzed for their sentiment. Based on text learning and natural language processing the tool classified conversations as having positive, negative or neutral sentiment. The tool was programmed to recognize social media interactions of the show “Anupama” associated with key words like “good” “like” “enjoy” “loved” etc. being classified as positive and interactions with words like “bad” “hated” “disappoint” etc. being classified as negative and interactions without any positive and negative associations being classified as neutral. A trendline of weekly volume of such positive and negative conversations was plotted with 52 weeks of the actual Television ratings released by BARC India for the show Anupama in the table 12 and 13 below. Correlation function on Excel has been used to analyse the correlation between the two data sets. Correlation coefficient of +1 would have indicated perfect correlation and coefficient of -1 would have indicated inverse correlation.

Table 12: 52-week Time Series analysis of actual social media interactions segregated by Positive Sentiment about one Hindi GEC show ‘Anupamaa’ and its TV ratings



In table 12 above the Correlation coefficient 0.64 indicates a high correlation between social media positive sentiment about the show and its resultant Television ratings. This supports the primary research finding which indicated that positive sentiment positively influences viewership intent.

Table 13: 52-week Time Series analysis of actual social media interactions segregated by Negative Sentiment about one Hindi GEC show ‘Anupamaa’ and its TV ratings



In table 13 above, the Correlation coefficient 0.60 indicates a high correlation between social media negative sentiment about the show and its resultant Television ratings. This also validates the primary research finding that negative sentiment in social media interactions does not lead to loss of viewership intent.

Therefore, the research question How does sentiment expressed in the social media interactions impact viewership intent of consumers has been studied and Hypothesis H2 is validated.

7.3 Impact of variable Author Type on dependent variable television viewership intent was measured on a Likert scale and the weighted average has been calculated by various demographic variables of age and gender.

Survey respondents indicated the extent to which each of the four author types that is Channel Brands, Others (which includes friends and families), social media influencers and television actors, impacted their viewership intent on a scale of 1-5. Therefore, In the table 14 below, a score above 2.5 indicates positive influence and a score closer to 5 would indicate very high degree of influence of the social media interaction originating from the specific author type on respondent's television viewership intent. And a score less than 2.5 indicated lesser influence and a score closer to 1 would have indicated no influence of the social media interaction originating from the specific author type on respondent's television viewership intent. Thus, the third hypothesis concerning influence of author type of social media interaction on the viewership intent of audience of Hindi GEC shows on Pay Television was studied based on analysis of responses across various age groups and by gender.

H3= There is significant influence of author type of a social media interaction on viewership decision of Hindi GEC Pay Television viewer. A score closer to 5 will indicate this.

Table 14: Analysis of Impact of Author Type on Viewership Intent

	Channel Brands	Others (Friends & Families)	Social Media Influencers	TV Actors/Actresses
Overall Impact of Author type on viewership intent	2.43	3.07	2.48	2.39
Impact of Author type by Age Group				
51+	2.25	4	2	2.5
41-50	2.3	2.8	2.5	2.3
31-40	2.45	2.65	2.65	2.7
22-30	2.64	3.86	2.71	2.14
15-21	2.75	2.75	2	2.5
Impact of Author type by Gender				
Female	2.32	2.88	2.65	2.62
Male	2.58	3.47	2.21	2.05

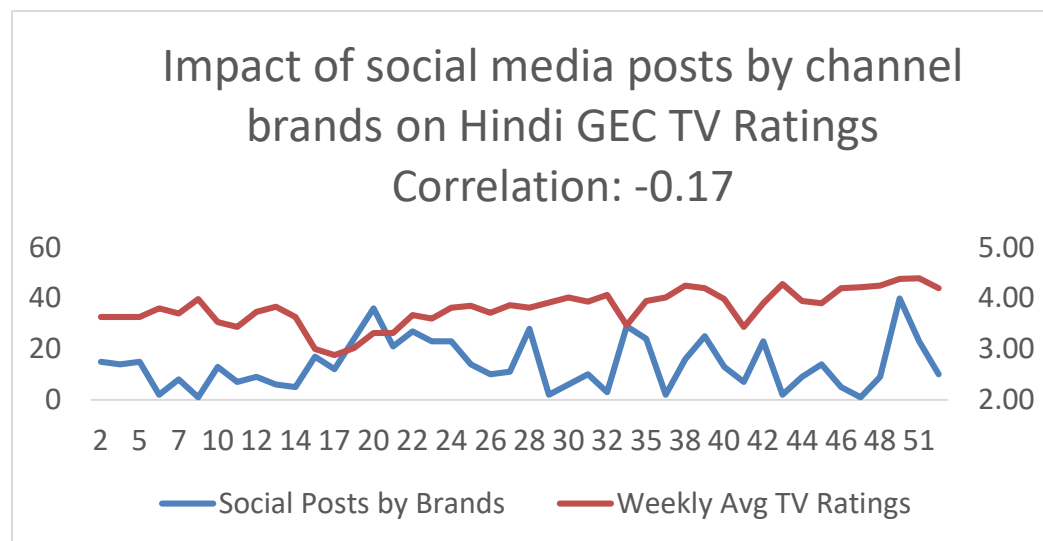
The scores above indicate that social media interactions which are authored by friends and families influence television viewership intent of Hindi GEC audience across all age groups and genders. A score of 3.05 across all ages and gender groups for the posts authored by ‘Others’ indicating friends and families, implies that television audience is more likely to positively consider recommendations about which shows to watch and which shows not to watch by their friends and families. Scores under 2.5 for all author types Channel Brands, Social Media Influencers and television actors indicates that social media interactions originating from these author types may not lead to positive consideration to watch those shows. Further social media interactions authored by television channel brands seem to positively influence respondents in the age group 15-21 and 22-30. With a score of 2.58 Men across all age groups also are positively influenced by posts from channel brands. This implies Hindi GEC television channel brands such as Colors, Star Plus, Zee tv etc. should consider these audience sets when they create social media content as they are most likely to result in a conversion to viewership. A score of 2.71 for the age group 22-30 and a score of 2.65 for the age group 31-40 indicates that social media interactions authored by social media influencers influence their viewership intent. Also, a score of 2.75 for women respondents across all age groups indicates the high influence social media influencers have on their viewership decisions. This finding encourages Broadcasters and marketers to choose social media influencers with a higher following among women and these specific age groups to positively impact television viewership. Lastly with a score of 2.62, social media interactions originating from television actors and actresses seem to be influencing women across all age groups. As broadcasters and marketers plan marketing promotions, they should priorities actors and actresses with higher following in women to influence viewership.

Given the results of the study of responses based on author type of social media interactions, it can be concluded that H3 is valid and that author type of social media interactions impacts viewership intent of Hindi GEC audience.

To further validate the findings of primary research a secondary study was carried out using social media conversations of Hindi GEC Show ‘Anupamaa’ between 01st January 2021 till 31st December 2021. 614,000 conversations were segregated by the four-author type of the interactions and the data analyzed. In tables 15, 16, 17 and 18, Such weekly interactions volume by the respective author type was plotted on a 52-week time series along with the corresponding average weekly television rating of the show released by BARC. This

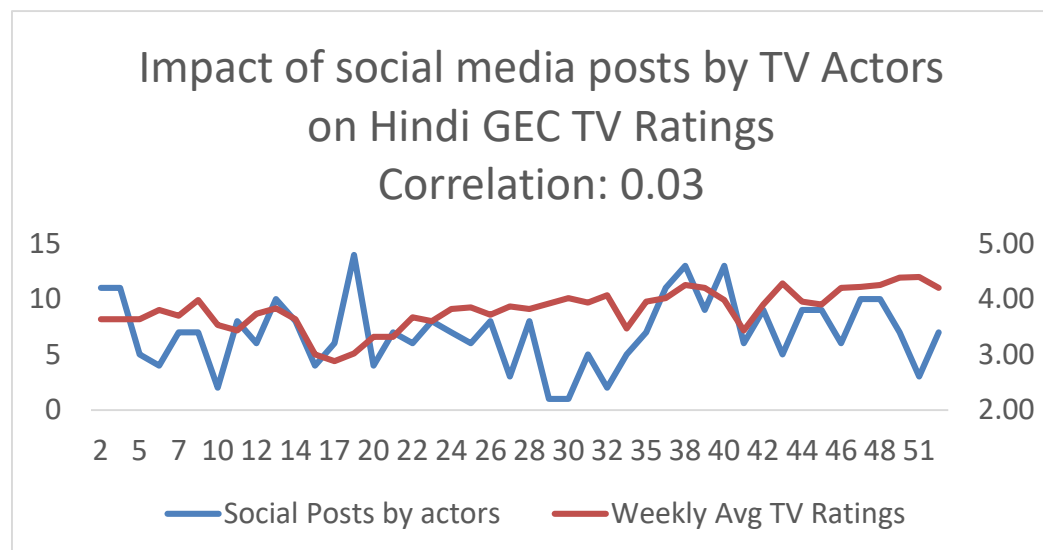
data was analyzed using excel correlation function. Thus, a Correlation coefficient was obtained for each author type. A coefficient of +1 would indicate perfect correlation with the particular author type and a coefficient of -1 would have indicated inverse correlation.

Table 15: 52-week Time Series analysis of actual social media interactions authored by Channel Brands about one Hindi GEC show ‘Anupamaa’ and its TV ratings



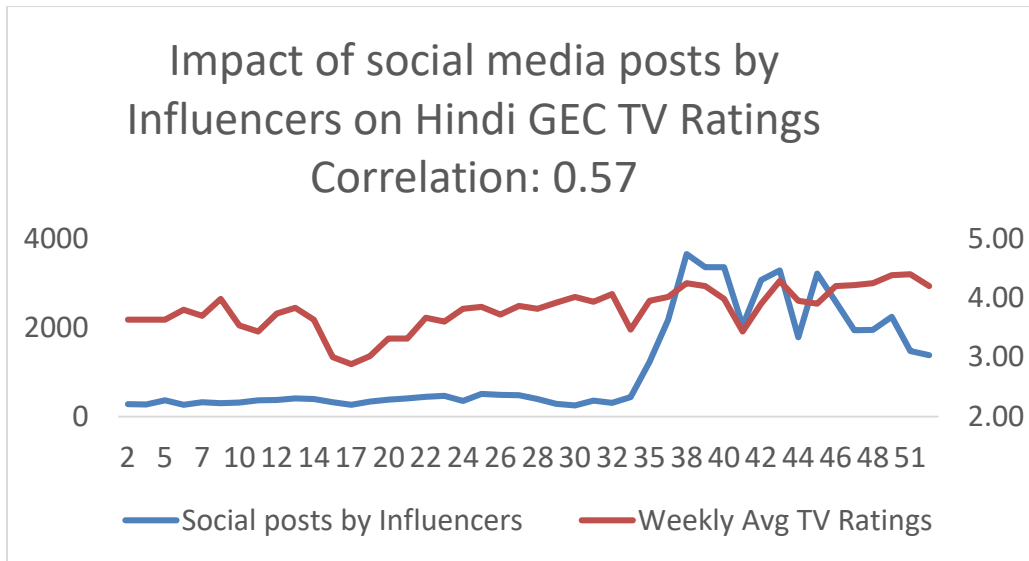
The correlation coefficient of -0.17 indicates that social media interactions authored by channel brands do not impact the shows Television Ratings. Excessive social media activity by channel brands may not lead to any incremental viewership. This corroborated with primary research finding which found the impact only in specific age groups.

Table 16: 52-week Time Series analysis of actual social media interactions authored by television actors about one Hindi GEC show ‘Anupamaa’ and its TV ratings



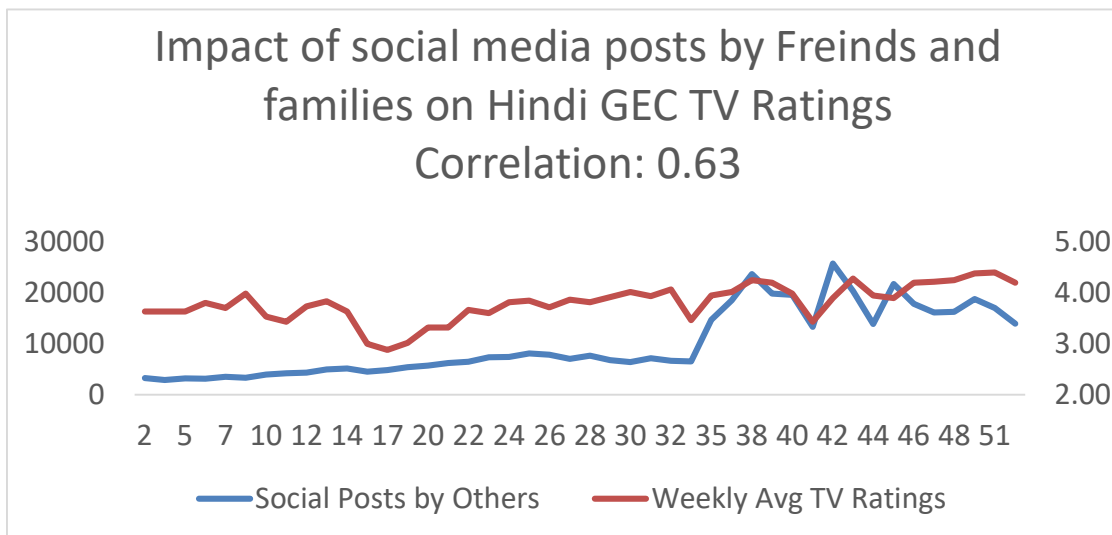
The correlation coefficient of 0.03 indicates that social media interactions authored by Television actors and actresses have not impacted the shows Television Ratings of Anupamaa. Therefore, excessive social media activity by television actors may not lead to much incremental viewership.

Table 17: 52-week Time Series analysis of actual social media interactions authored by Social Media influencers about one Hindi GEC show ‘Anupamaa’ and its TV ratings



The correlation coefficient of 0.57 indicates that social media interactions authored by social media Influencers has impacted the Television Ratings of Anupamaa. Given these results and the results of primary research showing higher affinity for posts by social media influencers in women and specific age groups, Television show Brands need to choose their influencers wisely and plan their social media activities to impact viewership.

Table 18: 52-week Time Series analysis of actual social media interactions authored by Friends & families in viewers' Social Networks about one Hindi GEC show 'Anupamaa' and its TV ratings



The correlation coefficient of 0.63 obtained above is the most significant amongst all author types studied. Clearly a television viewer is most significantly influenced if such social media interactions about Television shows come from his friends and families. Thus, the research question 'Does consumer response in terms of television show viewership decision vary by who authors the social media interaction?' has been addressed and along with the findings of primary research this hypothesis H3 has been validated.

7.4 Impact of variable Timing of Social Media interactions on Television Ratings of Hindi GEC Pay Television shows was analyzed basis the responses in primary research.

The responses were binary in terms of whether they agree or not to such an impact on television ratings. The data thus obtained was then analyzed across age groups and gender using excel. A net score close to +1 would have indicated that timing of interactions does impact Television Ratings and a score close to 0 would have indicated that timing does not impact Television Ratings.

H4= *There is significant impact of timing of social media interaction on consumer's viewership decision to watch or not watch a specific Hindi GEC show on Pay Television.*

This would be validated by a correlation coefficient r closer to 1 and invalidated if the coefficient is closer to 0. The data has been captured in Table 19 below.

Table 19: Analysis of Impact of Timing of Social media interactions on Television Ratings

	Correlation Coefficient
Overall Impact of Timing of social media interactions on Television Ratings (TVR)	0.81
Impact of Timing of social media interactions on TVR by Age Group	
51+	0.5
41-50	0.7
31-40	0.85
22-30	0.93
15-21	0.83
Impact of Timing of social media interactions on TVR by Gender	
Female	0.76
Male	0.89

The resulting correlation coefficient of 0.81 indicates significant impact of timing of social media interaction on consumer's viewership decision to watch or not watch a specific Hindi GEC show on Pay Television. This validates H4.

Further social media interactions of Hindi GEC Television Show 'Anupamaa' between 01st January 2021 and 31st December 2022, were analyzed using Sprinklr by segregating social media conversations by timing of such conversations originating on social media i.e., before, after and during the airing of specific episode of the show on Television. Subsequently this data was compared with the weekly television rating data obtained from BARC. And thus a 52-week time series was created and using Excel coefficient function coefficient of the 3 timings scenarios studied. Impact of social media conversations happening before airing of the show on television is indicated in Table 20, and the impact of social media conversations during airing of the show on television indicated in table 21 and lastly the impact of conversations happening after airing of the show on television indicated in Table 22.

Table 20: 52-week Time Series analysis of actual social media interactions before the television airing of episodes of one Hindi GEC show 'Anupamaa' and its TV ratings

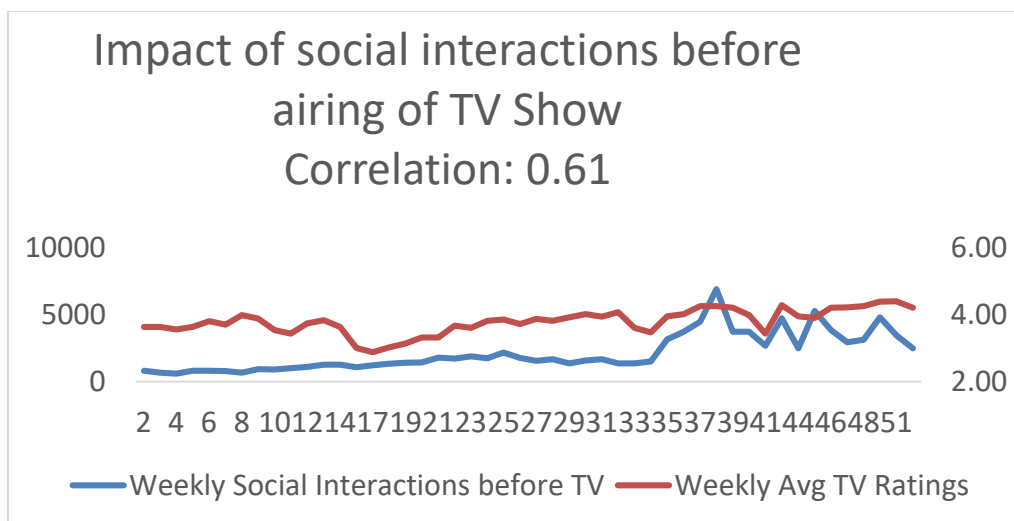


Table 21: 52-week Time Series analysis of actual social media interactions during the television airing of episodes of one Hindi GEC show ‘Anupamaa’ and its TV ratings

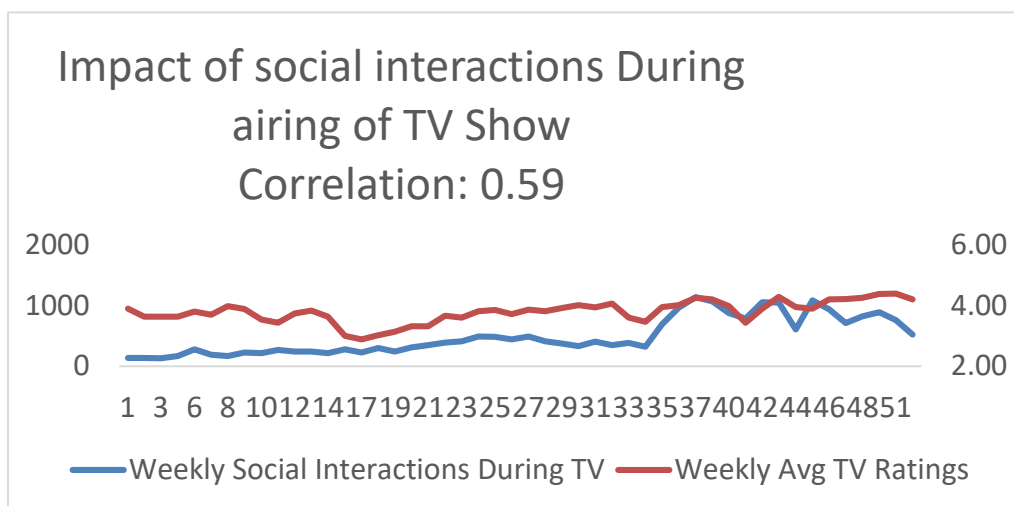
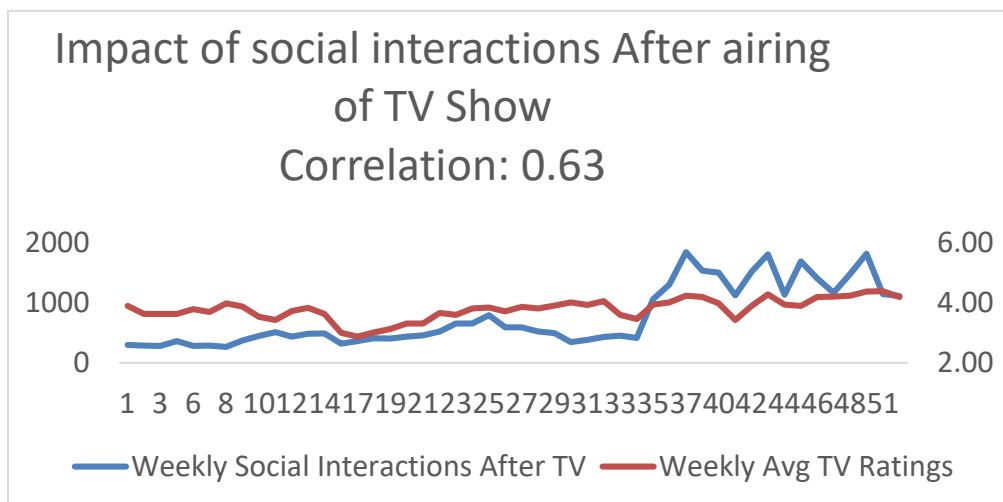


Table 22: 52-week Time Series analysis of actual social media interactions After the television airing of episodes of one Hindi GEC show ‘Anupamaa’ and its TV ratings



As can be seen in the coefficient results obtained in tables 20,21 and 22 the correlation coefficient is more than 0.5. Thus, we can conclude from this secondary data that timing of social media interactions does impact Television ratings. However, the difference in impact of chatter between conversations before, during or after requires further study by incorporating social media conversations and Television ratings for multiple Hindi GEC fiction and nonfiction shows. Thus, the last research question ‘Can timing of social media interactions impact Television ratings?’ has been studied and through the results Hypothesis H4 validated.

8. Discussion

Rust et al., (1994) emphasized on the need for a stimulus to augment television viewership and through this study, social media’s role in providing such a stimulus to Hindi GEC Pay Television audience has been studied. The results indicates that for age group 15-21 and specifically for television content in the Reality or Non-Fiction genre, the independent variable social media interactions impact the dependent variable viewership intent. However, for other age groups the impact is not significant. The results also indicate that perceived social media sentiment and author type of social media interactions plays a key role in fueling the viewership intent across all age groups and gender. The secondary research in terms of study of actual conversations and television ratings, helps us to examine how the influence of viewership intent translates into actual viewership behavior. Ajzen (1991) explained in the Theory of Planned Behavior that intentions toward a behavior are influenced by three constructs: attitudes toward the positive or negative outcomes of the behavior, perceived social pressure to engage or disengage in the behavior and perceived ability to perform the behavior. As the television audience has complete behavioral control to watch or not watch a Hindi GEC television show, social media by its very nature creates the social pressure to engage or disengage in the behavior to watch or not watch a TV show. Whether the social conversations amongst friends and families about a particular television show or positive or negative, younger audience in age group 15-21, have shown inclination to start watching a show that they were not watching before. As per the study, the influence of such pressure in shaping viewership behavior is more evident in younger audience and specifically for television genres like Reality or Non-Fiction. Clearly the emotional satisfaction (positive outcomes) of watching a television show builds a positive attitude towards that behavior. This nullifies the social pressure in terms of negative opinions of the show and resultant outcome is of continued viewership of the show. This explains the result obtained in the study of negative social media sentiment not impacting viewership intent of a show that audience is currently watching while positive sentiment further fueling continued viewership of the show. Social pressure cited in the theory of planned behavior, perhaps is maximum when such opinions come from friends and families. This explains, the study result that audience viewership intent is influenced by the social media opinions of their own friends and families more than the opinions of television channel brands or actors. Timing of social media interactions builds urgency and acts as a timely reminder to watch the show. Connecting with the Theory of Planned Behavior, this furthers the perceived ability to perform the behavior of watching the show as television shows are aired as per fixed schedule and timeliness of social media interactions especially before and during the show airing on television increase the opportunity of experiencing the positive or negative outcome of their intent to watch the show.

9. Conclusion

This is an exploratory study and discusses the role of social media in influencing television viewership in the Hindi GEC Pay television space. Min and Liu (2015) opine that social media increases television tune the positive the study it has been observed that social media interactions provide a stimulus for consumers especially in the age group 15-21, to decide on watching or not watching a specific Hindi General Entertainment Category show on pay television. Wibowo, et.al, (2021) opine that negative social media sentiment reduces customer participation and impacts their subsequent purchase and loyalty behavior. Through the study it has been established that sentiment expressed in the social media interactions on viewership intent of consumers. Significantly negative sentiment expressed in social media conversations does not reduce the viewership intent for consumers who are already watching any particular Hindi GEC show. The study also elaborated on the influence of author of a social media interaction on consumer response in terms of their television

show viewership intent. Gong et al. (2017) observed that a TV channel's own tweets and those by influencers both increase the show viewing but in different ways. In contrast to this, the study shows that social media posts by television channel brands have the least influence over shaping viewership interest of audience and the posts by friends and families of the audience have maximum influence on their viewership behavior. Social media interactions happen throughout the day whereas television programs are broadcasted at specific time slots in the day. Social media Interactions happen in anticipation of a program before it airs on television. They also happen while the program is airing on television representing second screen behavior. And lastly, they happen after the program airs on television where audience shares their views and opinions. Using natural language processing, time series analysis this study confirms that timing of social media interactions of specific Hindi General Entertainment Category Television shows can impact television ratings.

10. Managerial Implications

Using the study broadcasters and marketers can choose specific audience segments where social media can be useful to influence television viewership intent in Hindi GEC pay Television. The study recommends targeting younger groups and reality genres for larger success of their Hindi GEC shows using social media. Curation of content needs to be done focusing this age group. Negative sentiment or negative views expressed on shows will not result in a loss of interest from existing viewers. This is contrary to the widely held notion that crisis is just a tweet away (Sharma and Kharas, 2017). Therefore, marketers and broadcasters need not be excessively worried about negative sentiments that are expressed about their shows. They should continue to focus on their show content flow and the narrative there on and build the same in their campaigns. Negative sentiment in social media interactions encourages those in age group 15-21 to start watching a show that they were not watching before. Show loyalists who are currently watching a show will continue to watch it irrespective of positive, negative or neutral sentiment expressed in social media interactions. Positive sentiment influences viewers 41 and above to start watching a show that they were not watching before. Excessive posting on social media by broadcasters from their brand social media accounts will not impact consumer viewership intent. Also, reliance on television actors and actresses to post about shows from their social media accounts will not significantly impact viewership intent. Social media interactions authored by Influencers with credible social media following can impact viewership intent. Therefore 'Word of mouse' from inner social circles like friends, families, social networks of individuals can fuel television viewership intent to watch Hindi GEC Pay TV shows. Social media crisis, as seen in the study, can be an opportunity. Organizations can also let go off the fear of negative sentiment and focus on ensuring their communication is rallied through the right channels such as influencers and micro networks. Campaign budgets and social media efforts can be redistributed without placing too much emphasis on Celebrity social media endorsements instead focusing specific clusters of audience and engaging with micro influencers with whom the audience can connect deeply. The study will also help organizations to priorities YouTube, WhatsApp, followed by Facebook and Instagram as they plan their social media activities. Twitter, as per this study is not very influential for conversion to television viewership. And lastly while Hindi GEC Pay television is watched by fixed /scheduled appointment viewing, social media interactions happen throughout the day. Social Media Interactions need to be planned basis show airing time on television. Posts building anticipation should be curated such that they appear few hours before airing to help audience tune in to the show. Posts which drive fan discovery and celebration of big moments can happen at the same time as the episode is airing on television. This will create and urgency to watch the show as it is happening. And lastly focus of social media interactions curated after airing of the show should be to engage fans to comment and react to the episode's highlights. As these posts reach out to friends and families of fans, this can lead to extension of love for the shows and to further increase viewership.

11. Limitations

This primary data set of the study comprised of only 54 respondents. 80% of the respondents are from a single state Maharashtra. 15-21 age group formed only 11% of the sample Given the large television viewing population in India, this sample is not representative.

Therefore, this requires a wider study. It is proposed to do the study with a respondent sample of 800 respondents drawing from states and their proportionate contribution to Hindi GEC Television viewership as measured by BARC. The secondary data set of 614,000 actual social media interactions studied using natural language processing and machine learning with the tool Sprinklr pertain to only one television show ‘Anupama’. It is proposed that social media conversations of at least 10 leading Hindi GEC shows be studied along with their television ratings. The sample set should include both drama and reality shows.

12. Contribution to Research

Given the limited amount of research that happens in India in terms of connecting the two most consumed media spaces – television and social media, this study brings in some original findings and throws light on the inter relation and influence of these media. This study can aid not just broadcasters, television advertisers but even general practitioners of marketing and social media platforms like YouTube, Facebook and twitter. By utilizing social media listening in a significant way the study encourages academia to conduct more research to study its impact on consumer behavior. in areas such as viewership in sports, news, regional entertainment, movies across Television, cinema theatres and Over the Top (OTT) streaming platforms.

13. Future direction for this Study

While the current study focuses on social media influence on Hindi GEC Pay television content, future areas if study could include influence of social media on other genres of television like news, sports, regional language general entertainment, kids, movie channels etc. Another area of study would be to influence of social media interactions on o Over the Top (OTT) streaming platforms such as Netflix, Prime Video, Disney Plus, Zee 5, Sony Liv etc.

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Svanidhi Yojana -Shining beacon of hope for the Micro businesses

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Abstract:

The Covid-19 pandemic impacted the micro businesses (i.e., street vendors etc) in particular due to the prolonged lockdowns. The erstwhile Mudra Yojana fell short of reaching out to these micro businesses completely ravaged by the economic impact of the lockdown due to the pandemic. The result of this situation was the introduction of the Svanidhi Yojana as an extended arm of the Mudra Yojana to reach out exclusively to such micro businesses to support their working capital needs and help them regain their confidence to start afresh. This paper aims to understand the role of finance schemes like the Mudra Yojana and its offshoot – ‘Svanidhi Yojana’ in facilitating the micro businesses to face the adverse economic environment and bounce back with more resilience. The primary data was collected through the questionnaires through a random sampling method of micro business owners in Pune (India). The statistical tool used for the analysis of the data was Chi-square test for independence. The result of the analysis revealed that tailor made schemes like the Svanidhi Yojana have a great potential to empower the micro businesses which may have not been able to tap the Mudra Yojana. The study shows that customized schemes need to be promoted on a timely basis and the beneficiaries need to be made more aware of the role of Mudra Yojana for further expansion of their business horizons.

Key words: Mudra Yojana, Covid-19, Svanidhi Yojana, micro businesses.

1.Introduction: Entrepreneurship refers to the act of setting up a business/venture with a hope to achieve profits. The role of an entrepreneur is like an innovator who fosters the economy by introducing novel products or methods of production (Schumpeter, 2000). In case of a developing country like India, micro and small enterprises are the engines to fuel the growth of the economy through the largely unorganized sector (Patnaik, 2016). It is more than imperative to foster the spirit of entrepreneurship among the people to make them self employed by starting their own venture. These units shall eventually employ a greater number of people thereby facilitating the process of job/employment creation. (Jahanshahi,2011). The traditional concept of entrepreneurship in India was limited to family businesses or those coming from business communities. However, with the changing times and the increasing advent of technology this barrier is being removed. The idea of starting own venture is taking shape in the minds of the people (youth in particular). (Jain, 2016). The ‘Start-up India’ campaign launched in 2016 is a testimony to the fact that it is high time India also recognizes the hidden potential of its human resource and channelizes them towards the attainment of self-dependence (Atmanirbhar) through entrepreneurship and self – employment. This is a good sign for an economy that is embarking on a growth trajectory. The economic development of a nation can be ensured only when it has a greater number of job givers than job seekers. The biggest hurdle especially for the ones not belonging to business/ well off families is that of Finance. Finance is rightly called as the lifeline of business. (King,1993). The new age well equipped entrepreneurs mostly graduating from prestigious institutes and B-schools are focusing on private equity / venture capital as their potential sources of finance. However, speaking of the huge chunk of human resources that are not privileged enough to graduate from these reputed institutions either due to academic, socio-economic, or financial constraints, it is highly unlikely for them to convince PE/VC investors through impressive presentations. Does it mean the end of the road for such people? Certainly not as the contribution of such resources too can go a long way in fostering the economic development of the nation. The Government schemes like Atmanirbhar Bharat Abhiyan, Stand-up India (SUI), Pradhan Mantri Mudra Yojana (PMMY), Pradhan Mantri- Street Vendors Atmanirbhar Nidhi (SVAnidhi) Yojana, Me4We Initiative, Swavalamban Sankalp etc. represent the broad range of initiatives taken in the direction of catering to the finance needs of the last entrepreneur standing in the queue. SVAnidhi Yojana in particular is a special type of

microfinance especially for the street vendors. In order to provide an impetus to entrepreneurship and lending funds to all those who find it relatively difficult to raise funds through the traditional lending avenues, the Pradhan Mantri Mudra Yojana (PMMY) was launched by the Government of India on 8th April, 2015 alongside MUDRA Bank, with the objective of ‘funding the unfunded’. It aims at providing loans up to Rs.10 lacs to the non-corporate, non-farm small/micro sector. Mudra loan is provided for various purposes which lead to income generation and employment creation. However, it was gradually seen that several micro businesses like the street vendors were finding it relatively difficult to avail the MUDRA Yojana. In addition to their woes, the Covid-19 pandemic had completely ravaged their businesses and all their existing savings were totally exhausted during the lockdown period. The immediate provision of working capital to such micro businesses was the need of the hour. To bridge this finance, gap the Pradhan Mantri Street Vendor’s Atmanirbhar Nidhi (SVAnidhi) Yojana was introduced. The scheme provides collateral free working capital loans up to Rs 10000 to street vendors to resume their business post pandemic. The schemes such as the Mudra Yojana and the SVAnidhi have a huge potential to make micro businesses truly Atmanirbhar. This paper focuses on the importance of ease of availability of micro finance to the micro businesses and the earnest need to create a massive awareness about them. It also tries to analyse the impact of the SVAnidhi Yojana on the restoring and maintenance of micro businesses after the lifting up of Covid-19 lockdown restrictions.

2.Literature review: The plethora of incentives announced by the Government shall definitely have a long way to go in the development of Entrepreneurial culture in India (Denis, 2004). The Covid-19 pandemic had a multi-dimensional impact on the MSME (Micro, Small and Medium Enterprises) sector affecting particularly the supply chain ecosystem, demand patterns and labour supply in India. (Singh, 2020). The various incentives and schemes announced by the Government need to reach to all the MSMEs struggling with huge losses in their financial activities. (Sahoo et al, 2020). The schemes like Mudra Yojana which focus on funding the unfunded will lead self-dependence through promotion of entrepreneurial culture. (Bhayana, et al, 2020). Mudra Yojana has a great contribution in escalating the performance of micro-enterprises. (Ibrahim ,2018). Mudra Yojana has been encouraging the micro business based on the data available with respect to steady increase in loans. (Mahajan, 2019). The government initiative for financing micro enterprises is moving in a balanced direction however there is a need to improve the coverage of beneficiaries as well as focus on quality of the credit rather than quantity of the credit. (Sakthi et al, 2021). The expansion of the horizon of the Mudra Yojana can stimulate the growth of MSME sector in India. (Dheenadayalan, 2016). The upliftment of the micro businesses like those of the street vendors shall go a long way in the economic development of the nation (Maniktala et al, 2020). The migrant workers need to be made aware of the various finance schemes available for the micro businesses in particular (Rajvanshi, 2020). The hardships faced by the street vendors need to be addressed (Singh, 2021).

3.Identification of variables: The analysis of the literature review suggested that the impact of new schemes like SVAnidhi Yojana on the restoration of micro businesses after the economic losses suffered due to the Covid-19 lockdown needs to be studied. A lot of work has been done on the analysis of the erstwhile Mudra Yojana. However, it still needs to be studied if SVAnidhi Yojana which was launched to complement the objective of Mudra Yojana has actually filled the gaps and functioned as a successful offshoot of the Mudra Yojana. The study has therefore identified the following independent and dependent variables

Independent variable	Related Dependent variables
Ease of applying for micro finance	1) Difficulty in getting Mudra loan 2) Ease of application for SVAnidhi loan 3) Number of documents required under SVAnidhi Yojana loan
Restoring of business affected by Covid-19 with the help of microfinance	1) Impact of Covid-19 on the micro businesses

	2) Restoration of businesses with the help of SVAnidhi Yojana loan 3) Incremental change in the profits due to the financial assistance received from the SVAnidhi Yojana loan
Increasing the awareness of micro finance schemes like Mudra Yojana and SVAnidhi Yojana	1) Need for Mudra Yojana for expansion of the existing micro businesses 2) Importance of schemes of schemes like Mudra Yojana and SVAnidhi Yojana to the micro businesses 3) Need for the aggressive promotion or visibility of schemes like Mudra Yojana and SVAnidhi Yojana

4. Developing hypothesis: The study was aimed to test the following three hypotheses:

Hypothesis I (H1): This hypothesis aims to test whether getting a loan under the SVAnidhi Yojana is relatively easier as compared to the Mudra Yojana and whether it has functioned as an offshoot of the Mudra Yojana.

H₁: SVAnidhi has functioned as an offshoot of MUDRA Yojana.

Hypothesis II (H2): This hypothesis aims to test whether SVAnidhi Yojana has helped the micro businesses restore their regular business impacted by the Covid-19

H₂: SVAnidhi has helped restore micro-businesses affected by Covid-19.

Hypothesis III (H3): This hypothesis aims to test the level of outreach of the microfinance schemes and the need to create more awareness regarding the same.

H₃: Schemes like MUDRA Yojana and SVAnidhi have to be promoted aggressively to reach the grass root level of the society.

5. Methodology

5.1. Research design:

Primary Data was collected by one-to-one personal interactions with the respondents through questionnaires and interviews. The Questionnaires of both the formats i.e., standardized and customized as per the need of the study were considered. Secondary Data was collected from books, journals, magazines, and periodicals, annual reports of various agencies by visiting the libraries, offices and through use of internet. The Research Design comprised of compilation of the list of SVAnidhi loan beneficiaries, preparation of the structured questionnaire, data collection with the help of Questionnaires and Personal Interviews, analysis of the data with the help of various statistical tools of data analysis and presenting the research output with suggestions.

5.2 Sample design: The population consisted of the SVAnidhi borrowers from Western and Central Pune City. The data of 300 street vendors/ (micro business owners) who have availed the SVAnidhi loan facilities compiled by the Pune Municipal Corporation (PMC) was considered. A sample size of 75 (representing 25% of the population size) street vendors / (micro business owners) who have availed SVAnidhi Yojana loan amount was drawn from the above population through a random sampling method. The demographic details of the sample are given below:

Table1: Demographic profile

Age group 20-35	Age group 35-50	Age group 50 & above
36%	52%	12%

Males	Females
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58%	42%
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Businesses engaged in Trading activities	Businesses engaged in rendering of services
62%	38%

5.3 Questionnaire design: The primary data was collected with the help of a questionnaire consisting of 17 questions. The first five questions represented the demographic details of the sample of the respondents. The remaining questions of the questionnaire dealt with the experiences of the respondents with reference to SVAnidhi and Mudra Yojana based on the dependent variables mentioned above i.e. difficulty in getting Mudra loan, ease of application for SVAnidhi loan, number of documents required under SVAnidhi Yojana loan, Impact of Covid-19 on the micro businesses, Restoration of businesses with the help of SVAnidhi Yojana loan, incremental change in the profits due to the financial assistance received from the SVAnidhi Yojana loan, need for Mudra Yojana for expansion of the existing micro businesses, importance of schemes of schemes like Mudra Yojana and SVAnidhi Yojana to the micro businesses, need for the aggressive promotion or visibility of schemes like Mudra Yojana and SVAnidhi Yojana.

The responses to the questions in the questionnaire were designed on a nominal scale i.e., yes/no survey as it enabled the respondents to understand the same and reply easily.

5.4 Data Design: Primary Data was collected by one-to-one personal interactions with the respondents through questionnaires and interviews. The Questionnaires were customized as per the need of the study. Secondary Data was collected from books, journals, magazines, and periodicals, annual reports of various agencies by visiting the libraries, offices and through use of internet. The collected data was analyzed with the help of the MS-Excel. Statistics was used as a data analysis technique as it provides the proper methods to collect the data, carry out the appropriate analysis, and effectively articulate the results. The data was analyzed with the help of descriptive and inferential statistics using the chi squared test of independence for testing of hypothesis.

6.Results: The results of the analysis of the data are discussed below:

Descriptive Analysis

Out of the total respondents, 36% of the respondents belonged to the 20-35 age group, 52% of the respondents belonged to the 35-50 age group and the remaining 12% belonged to the 50& above age group. The male respondents comprised of 58% and female respondents comprised of 42% of total sample. The proportion of respondents engaged in trading activities was 62% and of those engaged in rendering of services was 38%. The following table shows the proportion of different sources of information about SVAnidhi Yojana.

Table 2: Source of Information about SVAnidhi Yojana

PMC officials	Friends & Relatives	Another MUDRA Yojana/SVAnidhi beneficiary	Bank Officials
64%	10%	22%	4%

The respondents mentioned that the Pune Municipal Corporation officials had conducted an awareness drive for the street vendors across Pune to explain them the objectives and benefits of the SVAnidhi Scheme. This explains the reason for PMC being the most prominent source of information of the scheme as compared to the other sources. Another important source of information about the scheme is through word of mouth by other SVAnidhi beneficiaries.

The following table shows the frequencies for application for Mudra Yojana and the difficulty in getting the loan sanctioned. The Cronbach's alpha calculated was 0.97 suggesting a good internal reliability of the data set.

Table 3: Observed frequencies for application for Mudra Yojana and the difficulty in getting the loan sanctioned.

	Mudra is not difficult to obtain	Mudra is difficult to obtain	Total
Didn't apply for Mudra	50	0	50
Applied for Mudra	4	21	25
	54	21	75

The following table shows the frequencies for difficulty in getting Mudra loan sanctioned and ease of getting a loan under SVAnidhi Yojana. The Cronbach's alpha calculated was 0.81 suggesting a good internal reliability of the data set.

Table 4: Observed frequencies for difficulty in getting Mudra loan sanctioned and ease of getting a loan under SVAnidhi Yojana.

	SVAnidhi is easy to obtain	SVAnidhi is not easy to obtain	Total
Mudra is difficult to obtain	40	8	48
Mudra is not difficult to obtain	24	3	27
	64	11	75

The following table shows the frequencies for relationship between ease of application for SVAnidhi Yojana and the documentation and other procedures required for SVAnidhi Yojana. The Cronbach's Alpha calculated was 0.96 suggesting a good internal reliability of the data set.

Table 5: Observed frequencies for relationship between ease of application for SVAnidhi Yojana and the documentation and other procedures required for SVAnidhi Yojana.

	Less than five documents required.	More than five documents are required	Total
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SVAnidhi is easy to obtain	59	9	68
Svanidhi is not easy obtain	1	6	7
	60	15	75

The following table shows the frequencies for the relationship between the impact of Covid-19 on the business and the contribution of the SVAnidhi Yojana in restoring the affected businesses. The Cronbach's Alpha calculated was 0.95 suggesting a good internal reliability of the data set.

Table 6: Observed frequencies for the relationship between the impact of Covid-19 on the business and the contribution of the SVAnidhi Yojana in restoring the affected businesses.

	SVAnidhi helped restore businesses affected by Covid	SVAnidhi did not help restore businesses affected by Covid.	Total
Business affected by covid	63	8	71
Business not affected by covid	0	4	4
	63	12	75

The following table shows the frequencies for the relationship between the contribution of the SVAnidhi Yojana in restoring the affected businesses and the incremental change in their profit levels. The Cronbach's Alpha calculated was 0.97 suggesting a good internal reliability of the data set.

Table 7: Observed frequencies for the relationship between the contribution of the SVAnidhi Yojana in restoring the affected businesses and the incremental change in their profit levels after availing SVAnidhi loans.

	Profits increased after availing SVAnidhi loan	Profits didn't increase after availing SVAnidhi loan	Total

SVAnidhi helped restore	54	10	64
SVAnidhi did not help restore	3	8	11
	57	18	75

The following table shows the frequencies for the relationship between the need for Mudra Yojana for expansion of the existing micro businesses and the importance of schemes of schemes like Mudra Yojana and SVAnidhi Yojana to the very small and micro businesses. The Cronbach's Alpha calculated was 0.95 suggesting a good internal reliability of the data set.

Table 8: Observed frequencies for the relationship between the need for Mudra Yojana for expansion of the existing micro businesses and the importance of schemes of schemes like Mudra Yojana and SVAnidhi Yojana to the very small and micro businesses

	Schemes should be promoted	Schemes need not be promoted	Total
Businesses need micro finance	63	2	65
Businesses do not need micro finance	5	5	10
	68	7	75

The following table shows the frequencies for the relationship between the importance of schemes like Mudra Yojana and SVAnidhi Yojana to the very small and micro businesses (at the grass root level) and the need for their aggressive promotion or visibility. The Cronbach's Alpha calculated was 0.98 suggesting a good internal reliability of the data set.

Table 9: Observed frequencies for the relationship between the importance of schemes like Mudra Yojana and SVAnidhi Yojana to the very small and micro businesses (at the grass root level) and the need for their aggressive promotion or visibility

	Schemes need to be promoted aggressively	Schemes need not be promoted aggressively	Total

Schemes provide support at grass root levels	66	2	68
Schemes do not provide support at grass root levels	1	6	7
	67	8	75

The above observed frequencies were then considered for the purpose of testing of hypothesis as explained below.

Hypothesis testing

As the data type was nominal, the degree of association between two variables is a reliable statistical measure suggested. Hence, the chi-squared test (χ^2) test of independence at 5% level of significance and degree of freedom (do) $(c-1) \times (r-1) = 1$ was used to test all the hypotheses as an inferential statistical measure to draw meaningful inferences about the population based on the sample selected.

The further analysis pertains to the computation of chi square for test of independence for different set of variables:

Hypothesis I (H1): Ease of applying for micro finance

H₁: SVAnidhi has functioned as an offshoot of MUDRA Yojana.

Variables tested: The application for Mudra Yojana and the difficulty in getting the loan sanctioned were the two set of variables tested. The observed frequencies for these variables are given in **Table 3** above. The table below shows the calculated chi-square and the critical value of chi-square from the table at 5% level of significance & $df = 1$ for the variables mentioned.

	Calculated chi-square (χ^2)	Critical value of chi-square from the table at 5% level of significance & $df = 1$
Significant relationship between the application for Mudra Yojana and the difficulty in getting the loan sanctioned	87.5	3.841

Since the calculated chi square $87.5 > 3.841$, it means that there is a significant relationship between the application procedure for Mudra Yojana and difficulty in getting it sanctioned, hence we reject null hypothesis H_0 and accept H_1 . Thus, SVAnidhi Yojana has functioned like an offshoot of Mudra Yojana.

Variables tested: The difficulty in getting Mudra loan sanctioned and ease of getting a loan under SVAnidhi Yojana were the two set of variables tested. The observed frequencies for these variables are given in **Table 4** above. The table below shows the calculated chi-square and the critical value of chi-square from the table at 5% level of significance & $df = 1$ for the variables mentioned.

	Calculated chi-square (χ^2)	Critical value of chi-square from the table at 5% level of significance & df= 1
Significant relationship between difficulty in getting Mudra loan sanctioned and ease of getting a loan under SVAnidhi Yojana	0.43	3.841

Since the calculated chi square $0.43 < 3.841$, it means that there is no significant relationship between the difficulty in getting the Mudra loan sanctioned and the ease of getting a SVAnidhi loan, hence we accept null hypothesis H_0 and reject H_1 . Thus, SVAnidhi Yojana has not functioned like an offshoot of Mudra Yojana suggesting that SVAnidhi was not preferred just because it was easier to obtain than the Mudra loan.

Variables tested: The ease of application for SVAnidhi Yojana and the documentation and other procedures required for SVAnidhi Yojana were the two set of variables tested. The observed frequencies for these variables are given in **Table 5** above. The table below shows the calculated chi-square and the critical value of chi-square from the table at 5% level of significance & df= 1 for the variables mentioned.

	Calculated chi-square (χ^2)	Critical value of chi-square from the table at 5% level of significance & df= 1
Significant relationship between ease of application for SVAnidhi Yojana and the documentation and other procedures required for SVAnidhi Yojana	20.84	3.841

Since the calculated chi square $20.84 > 3.841$, it means that there is a significant relationship between ease of application for SVAnidhi Yojana and the documentation and other procedures required for SVAnidhi Yojana hence we reject null hypothesis H_0 and accept H_1 . Thus, SVAnidhi Yojana has functioned like an offshoot of Mudra Yojana as it is preferred for having an easy application procedure with minimum documentation.

Hypothesis II (H2) Restoring of business affected by Covid-19 with the help of microfinance

H_1 : SVAnidhi has helped restore micro-businesses affected by Covid-19.

Variables tested: The impact of Covid-19 on the business and the contribution of the SVAnidhi Yojana in restoring the affected businesses were the two set of variables tested. The observed frequencies for these variables are given in **Table 6** above. The table below shows the calculated chi-square and the critical value of chi-square from the table at 5% level of significance & df= 1 for the variables mentioned.

	Calculated chi-square (x^2)	Critical value of chi-square from the table at 5% level of significance & df= 1
Significant relationship between the impact of Covid-19 on the business and the contribution of the SVAnidhi Yojana in restoring the affected businesses	22.18	3.841

Since the calculated chi square $22.18 > 3.841$, it means that there is a significant relationship between the impact of Covid-19 on the business and the contribution of the SVAnidhi Yojana in restoring the affected businesses, hence we reject null hypothesis H_0 and accept H_1 . Thus, SVAnidhi Yojana has helped restore majority of the micro-businesses affected by Covid-19.

Variables tested: The contribution of the SVAnidhi Yojana in restoring the affected businesses and the incremental change in their profit levels are the two set of variables tested. The observed frequencies for these variables are given in **Table 7** above. The table below shows the calculated chi-square and the critical value of chi-square from the table at 5% level of significance & df= 1 for the variables mentioned.

	Calculated chi-square (x^2)	Critical value of chi-square from the table at 5% level of significance & df= 1
Significant relationship between the contribution of the SVAnidhi Yojana in restoring the affected businesses and the incremental change in their profit levels	16.78	3.841

Since the calculated chi square $16.78 > 3.841$, it means that there is a significant relationship between the contribution of the SVAnidhi Yojana in restoring the affected businesses and the incremental change in their profit levels hence we reject null hypothesis H_0 and accept H_1 . Thus, SVAnidhi Yojana has helped restore micro-businesses affected by Covid-19.

Hypothesis III (H3): Increasing the awareness of micro finance schemes like Mudra Yojana and SVAnidhi Yojana

H₁: Schemes like MUDRA Yojana and SVAnidhi have to be promoted aggressively to reach the grass root level of the society.

Variables tested: The need for Mudra Yojana for expansion of the existing micro businesses and the importance of schemes of schemes like Mudra Yojana and SVAnidhi Yojana to the very small and micro businesses (at the grass root level) are the two set of variables tested. The observed frequencies for these variables are given in **Table 8** above. The table below shows the calculated chi-square and the critical value of chi-square from the table at 5% level of significance & df= 1 for the variables mentioned.

	Calculated chi-square (x^2)	Critical value of chi-square from the table at 5% level of significance & df= 1

Significant relationship between the need for Mudra Yojana for expansion of the existing micro businesses and the importance of schemes of schemes like Mudra Yojana and SVAnidhi Yojana to the very small and micro businesses (at the grass root level)	22.55	3.841
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Since the calculated chi square $22.55 > 3.841$, it means that there is a significant relationship between the need for Mudra Yojana for expansion of the existing micro businesses and the importance of schemes of schemes like Mudra Yojana and SVAnidhi Yojana to the very small and micro businesses (at the grass root level), hence we reject null hypothesis H_0 and accept H_1 . Thus, schemes like MUDRA Yojana and SVAnidhi have to be promoted aggressively to reach the grass root level of the society.

Variables tested: The importance of schemes like Mudra Yojana and SVAnidhi Yojana to the very small and micro businesses (at the grass root level) and the need for their aggressive promotion or visibility are the two set of variables tested. The observed frequencies for these variables are given in **Table 9** above. The table below shows the calculated chi-square and the critical value of chi-square from the table at 5% level of significance & $df= 1$ for the variables mentioned.

	Calculated chi-square (χ^2)	Critical value of chi-square from the table at 5% level of significance & $df= 1$
Significant relationship between the importance of schemes like Mudra Yojana and SVAnidhi Yojana to the very small and micro businesses (at the grass root level) and the need for their aggressive promotion or visibility	45.63	3.841

Since the calculated chi square $45.63 > 3.841$, it means that there is a significant relationship between importance of schemes of schemes like Mudra Yojana and SVAnidhi Yojana to the very small and micro businesses (at the grass root level) and the need for their aggressive promotion or visibility, hence we reject null hypothesis H_0 and accept H_1 . Thus, schemes like MUDRA Yojana and SVAnidhi have to be promoted aggressively to reach the grass root level of the society.

7.Discussion/Conclusion: The first hypothesis indicates that SVAnidhi Yojana has functioned like an offshoot of the Mudra Yojana to some extent. However, difficulty in getting Mudra Loan is not a very strong factor to encourage micro businesses to go for SVAnidhi Yojana which gives a onetime disbursement of amount. The analysis shows that the needs of the business for finance are continuous. The SVAnidhi Yojana can give a basic support to the micro businesses. The second hypothesis indicates that SVAnidhi Yojana has helped restored the businesses affected by Covid-19 pandemic to some extent. The micro businesses are the first ones to get affected due to any disruption. (E.g., Lockdown due to covid-19). The economic hardships faced by the micro businesses can be mitigated by making

working capital finance easily available to them. Thus, SVAnidhi Yojana has helped to restore the micro businesses affected by the Covid-19 pandemic. However, it is not sufficient for the substantial restoration of the micro businesses. The micro finance schemes like the MUDRA Yojana and the SVAnidhi Yojana have, to a certain extent achieved the objective of making finance available to the micro businesses. As the third hypothesis indicates, the outreach of the schemes needs to be expanded to reach the huge chunk of human resources of India so as to make the population truly Atmanirbhar (self-dependent). In order to expand the business to scale greater heights, schemes like Mudra Yojana need to be customised and made easily accessible to the small and micro businesses.

8.Managerial implication: The managerial implication of the study is as follows:

The micro businesses can make a mark for themselves only with the assistance of micro finance schemes. These schemes help the micro businesses battle difficult situation like the lockdown due to Covid-19 pandemic. The easy availability of finance goes a long way in making the small and micro business owners self-dependent i.e., Atmanirbhar and achieve the objectives of financial inclusion. Such schemes need to be aggressively promoted on a very massive scale. The financial inclusion of the economically weaker section of the society will lead to more savings and give them access to the better facilities, products and services to enhance their standard of living thereby inching closer towards ambitious target of Indian economy reaching 5 trillion dollars benchmark. The increase in demand for products and services in general shall prompt the top management of companies especially in the FMCG sector to devise marketing and brand positioning strategies to tap this huge market.

9.Limitations: The limitations of the study are as follows:

The coverage of the study was limited to the SVAnidhi Yojana beneficiaries in Central and Western Pune city. The data pertaining to the selected variables was directly analysed on the basis of the responses given by the SVAnidhi Yojana beneficiaries. A limited study has been carried out on the SVAnidhi Yojana prior to this one; hence the literature review pertaining to the same was not extensive.

10.Contribution of research: The study shall analyse whether the scheme has actually given stimulus and impetus to the small and micro business. The study of Pune city may be replicated to other parts of Maharashtra. The study shall be able to provide insights as to the various means to be adopted to create awareness about the effectiveness of Mudra Yojana and SVAnidhi Scheme as well as try to suggest measures to educate people about the importance of repayment of borrowed capital on a timely basis.

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Green Supply Chain Management and the Indian Electronics and Telecom Sector

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Abstract

Introduction: Numerous business organizations, associations, and governments have begun to stand up and explore environmental issues in innovative and competitive ways in response to global and domestic resource exhaustion and increasing environmental deterioration. As a result, stakeholder's focuses on sustainable Green Supply Chain Management (GSCM) to deal with the problem. In India, the electronic and telecommunications sector's production, servicing, and manufacturing firms are anticipated to embrace green supply chain management plans.

Purpose: The study has three main prospects: first is to understand the structural dynamics of GSCM, second to identify the various enforcing factors, followed by the barriers that do not allow such practices. And third is the structural relationship between green innovation capacity, environmental collaboration, and the performance of firms at the international and domestic levels.

Methodology: The current research approach is based on secondary data that includes research papers, news articles, and relevant organization documents (working in this domain). Hence, to find data, "Green Supply Chain Management", "Green Technologies", "Green Supply and Indian electronics sector", and "Green Supply and Indian Telecom Sector" as keywords were used. Numerous literature has been found, but due to the limited period, the research work is restricted to these keywords and found around 57 documents (considering all as stated). It is secondary research.

Results: The paper will highlight the basic concept of GSCM and its relevance in the Indian electronic and telecom sector and will make a theoretical contribution by outlining the current practices in the sector. That, in turn, could help firms, policymakers, entrepreneurs, and academicians to balance the efficacy of the sector financially, technologically, and socially concerning sustainability.

Keywords: Electronic Industry, Green Innovation, Green Supply Chain, Telecommunication Industry, Supply Chain.

Paper Type: Review Paper

1. Introduction

Industries in India and throughout the world are under pressure to concentrate on sustainability with regard to the environment and social elements due to rising awareness about environmental protection and the green trend of conserving the earth's resources. In the current context, India is presented as a place for a global manufacturing hub. Therefore, it is required to emphasize the supply chain as it directly and indirectly, impacts the natural environment. The supply chain is an integrated manufacturing process wherein raw materials are converted into finished and final products and delivered to consumers or end-users (Goyal, 2013). Henceforth, the manufacturers, suppliers and other stakeholders involved in this chain have moved from the existing approach to the greener approach in their processes system.

In the case of the Indian electronics and telecommunication sector, the supply chain involves various stakeholders and also the manufacturing and production process. The paper focused on the Green Supply Chain Management (GSCM) practices used by different integrated elements to focus on and maintain sustainability. The GSCM combines green procurement, eco accounting, green manufacturing/materials management, green distribution/marketing and reverse logistics. And the main areas of focus within the green supply chain are Material selection, Resource consumption; Sourcing policies; Green product packaging; Green product design; Optimum Transportation Network, and Supply network compliance (Goyal, 2013).

The paper has three main objectives: firstly is to understand the GSCM structural dynamics,;secondly to identify the various factors - enablers and barriers and thirdly the connection between environmental collaboration, green innovation capacity, and firms at the international and domestic levels. Thus, based on objectives, the paper focuses on these research questions 1) What is GSCM and its structural components? 2) Which are the different enablers and barriers? and 3) How the Indian Electronics and Telecom sector structural relationship is being developed to focus on environmental sustainability?

2. Need for the Study:

Within the Indian electronics and telecom sector lot of products are manufactured and, after that, are supplied and distributed. During that, there is consumption of energy, need for logistics and the distribution network. In all those areas, the environment is being affected, like e-waste (electronics and telecom), radiation, the efficacy of the products used, and so. Henceforth, there is a need to focus on environmental sustainability, so the study here emphasizes the GSCM practices going in the Indian Electronics and Telecom sectors concerning drivers, the performance parameters, and several factors acting as barriers in implementing those strategies.

3. Literature Review

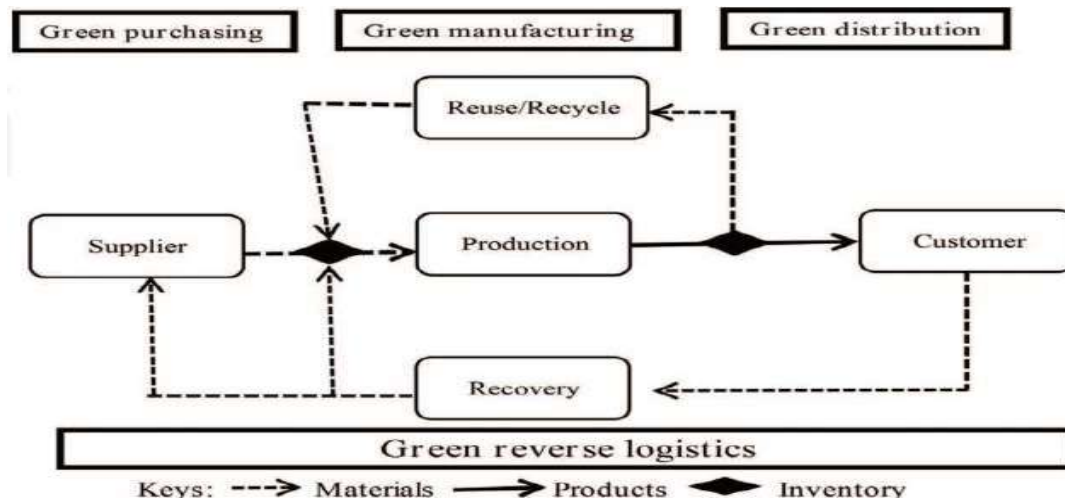
Green Supply Chain Management (GSCM), known as an innovative environmental supply chain, aims to consider the immersion of the environment in supply chain management that includes material selection and sourcing, products design, manufacturing practices, final delivery to end-user, and post-consumption disposal (Srivastava, 2007; Panigrahi et al., 2019, Sadiku, 2020).

In the literature, it is found that there are two types of supply chain first is conventional, and the other is the green one. For that, Ravichandran & Jagannathan (2020), Achillas et al. (2019), Sadiku (2020), Sarkis & Dou (2018) in their work have highlighted the difference between conventional and green supply to show how the shift has taken place (refer to table 1). There are various definitions found for GSCM in the literature. A straightforward structure that defines GSCM can be seen in Khan's (2019) work (refer to figure 1).

Table 1: Difference between Green and Conventional Supply Chain

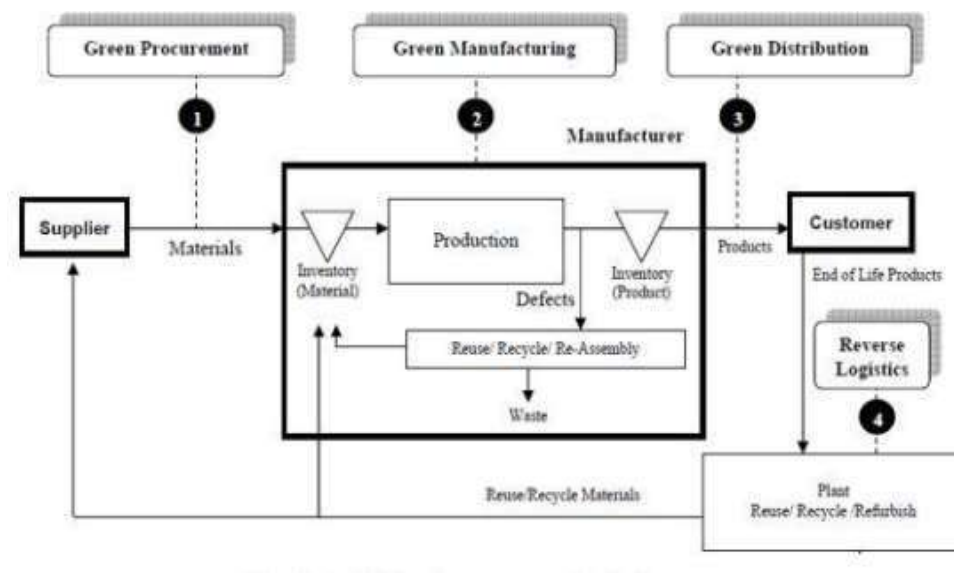
Characteristic	Conventional Supply Chain	Green Supply Chain
Output	Economic	Economic and Ecological
Impact on Environment	Could be positive or negative	Low negative impact
Supplier	Short-term relationship and focus on cost	Long-term relationship and focus on cost
Speed	High	Low

Source: Adapted from (Ravichandran & Jagannathan, 2020).

Figure I: Simple Green Supply Chain

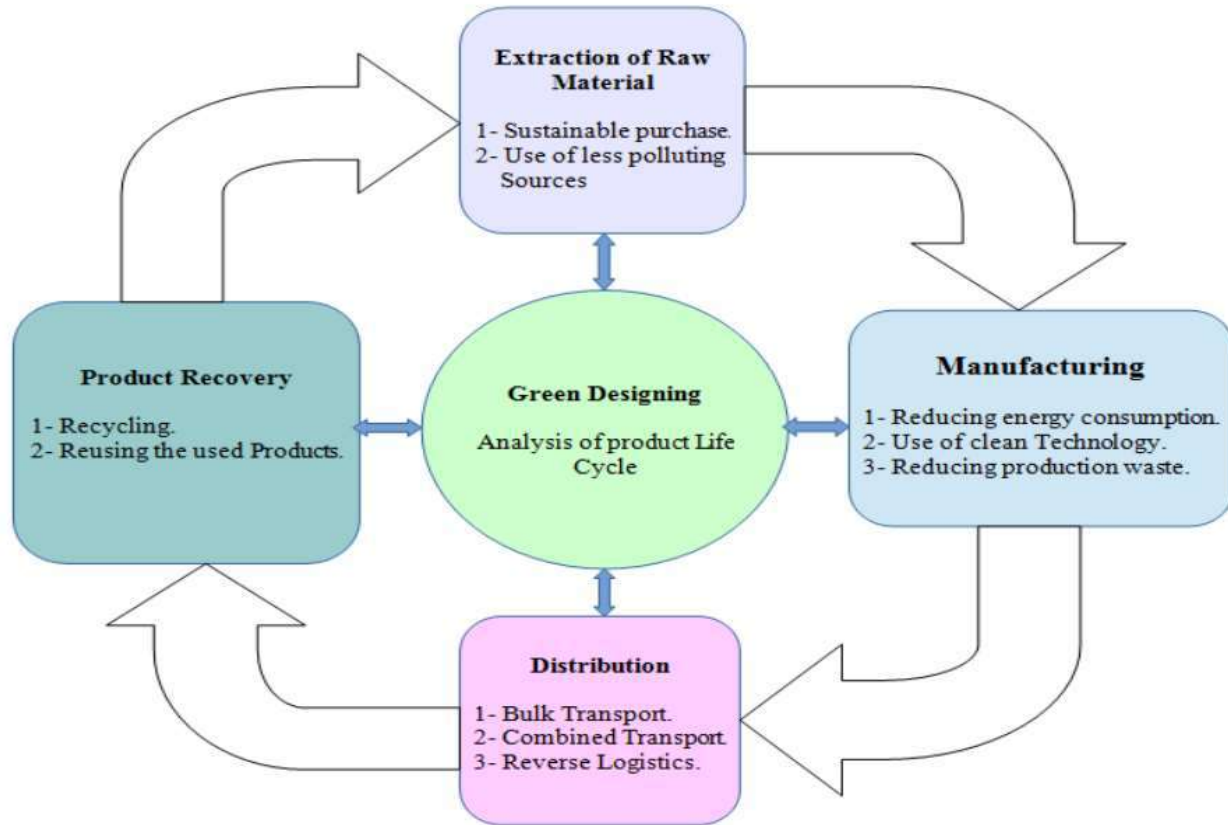
Source: Khan (2019)

There are numerous scholars who, in their works, have deliberated on the GSCM process, for example, Petljak et al. (2018), Yildiz Çankaya & Sezen (2019), Foo et al. (2019), Weeratunge & Herath (2017), Rawal (2019) where GSCM practices and activities had been discussed in terms of green production, green purchasing, green supplier selection, green design, reverse logistics, and green distribution, eco-design, internal environmental management, green purchasing, customer cooperation, and investment recovery, internal green practices, and external green practices (refer figure 2). Henceforth, the GSCM is not just a simple process and involves various phases (refer to figure 3), interlinking with each other to create environmental sustainability. Within each practice and phase of GSCM, numerous actors and stakeholders are involved, from stage one to last. Lastly, these practices are being implemented by both developed and developing countries.

Figure II: Activities in GSCM (Green Supply Chain Management)

Source: Rawal (2019)

Figure III: Phases of Green Supply Chain Management



Source: Singh et al. (2017)

To meet the increasing environmental requirement, the industrial sectors, SME/MSMEs, various enterprises and emerging entrepreneurs are reconfiguring their strategic directions and are incorporating environmental responsibilities in their development approaches and business purposes. Green Innovation is one of them in which they are operating to reduce the environmental influence on production, supply and manufacturing activities through management, pollution deterrence and the use of green technologies (Aisjah & Prabandari, 2021; Sun & Sun, 2021; Wang et al., 2021; Wong et al., 2020; Saada, 2020; Rajesh, 2020; Burki, 2018; Bag, 2013).

Here Green Technologies refer to two terms, green and technology, where the term “green denotes life, harmony, stability, and neutralization of negativity”, and the term “technology refers to the application of knowledge for practical purposes”. Henceforth, Green technology helps to decrease negative impacts on the environment while improving given technology efficiency, productivity and functional performance, focusing on ‘recycling, environmental remediation, and renewable energy sources’. The four pillars of green technology are energy harvesting, environment, economy and social. Thus, green technology addresses environmental, economic and social values. Examples of Green Technology are green energy (focusing on renewable energy sources), green chemistry, green nontechnology, and green buildings. In addition, other applications can be found in water and waste management, manufacturing, IT, economics, business, marketing, logistics, transportation, agriculture, and the construction industry. (Sadiku, 2020; Arceivala, 2014).

Within the literature studied while drafting this paper, numerous variables have been identified, which are helpful in understanding the various terminologies used in the GSCM (refer to table 2) and pointed to the aspect that the green supply chain is not just being friendly with the environment, but it is a viable significance driver and simple business logic to attain sustainability focusing on economic,

environmental and social performance.

Table 2: Literature Review Summary

covered	Author & Year
Green SCM practice, Performance dimensions, Manufacturing organizations	Ganeshkumar & Mohan, 2015
Green Supply chain management, Conceptual framework (That conceptual framework has 64 green practices, 21 categories, and 3 environmental dimensions)	Herrmann et al., 2021
Moderation factors, Drivers-practices, Practices-performances of 169 Italian manufacturing firms of different sectors covered	Micheli et al., 2020
Impact, Green Supply chain management, Manufacturing Unit, Review	Sahar et al., 2020
Corporate scenario, Green Governance, Legal and Policy measures	HAQUE, 2021
GSCM practices benefits, challenges/obstacles	Singh, 2018
GSCM strategies, GSCM literature over the last fifteen years	Singh et al., 2017
GSCM Practices, Environmental Performance, Relationship 155 manufacturing Industries surveyed in Tamilnadu, India	Meera & Chitramani, 2014
Bibliometric analysis over a sample of 1523 articles, Structural associations, GSCM factors as practice indicators, drivers, and performance measures	Maditati et al., 2018
Current green operational practices, Green operational issues, Performances, Impact, Firms, Supply chains, India	Srivastava, 2014
Indian Manufacturing firms, green supply chain practices, Tangible performance measures (i.e. Environmental and Business)	Ali, 2014

Current situation, GSCM scope, Construction industries, India	Kulkarni et al., 2017
GSCM, Drivers, Barriers. (categorized into seven different subgroups as internal, external, competitions, suppliers, customers, society and market)	Dhull & Narwal, 2016
GSCM, Factors influencing, Interaction, Manufacturing sectors, Digitalization role, Developing Strategies, GSCM practices	Kurian, 2020
GSCM Issues Literature survey of 356 articles published from 1996 to 2016	Jayant & Tiwari, 2017
GSCM role, Food retailing, Economic and Environmental performance 190 responses by Croatian food retailers by survey	Petljak et al., 2018
GSCM Eight dimensions, Corporate Sustainability, Impact on economic, environmental and social performance	Yildiz Çankaya & Sezen, 2019
green-purchasing practices, green-purchasing capabilities, institutional pressure	Foo et al., 2019
GSCM Practices, literature review	Weeratunge & Herath, 2017
Green Innovation, Green Supply chain Integration and Environmental Uncertainty	Aisjah & Prabandari, 2021;
Ambidextrous Green Innovation Green Innovation Strategy, Green Supply Chain Integration, Effects	Sun & Sun, 2021;
Green Innovation, Impact on Environmental and Organizational performance	Wang et al., 2021;
Green Innovation, Green Supply Chain Integration, Environment and Cost performance	Wong et al., 2020;
Green transportation, Green supply chain management, Environmental management	Saada, 2020;

Sustainable Supply Chain Management, Integrative decision-making model, Strategies, Regulations, Interfaces, India	Rajesh, 2020;
GSCM, Green Innovation, Green Practices	Burki, 2018;
Green Supply Chain Strategy, Sustainability, Integration into the existing supply chain of organization	Bag, 2013
IT companies, Green Supply Chain Management, India	Gupta et al., 2013
Green Supply Chain Management, Strategies, Green Practices, Supply chain	Khan, 2019
GSCM, Adoption Drivers, Literature Review	Masudin, 2019
GSCM, External and Internal Pressures, MSMEs, India	Mohanty & Prakash, 2014
Structured review, Theories in the SSCM literature, Sustainability, Environmental Quality, Management	Panigrahi et al., 2019
Green Supply chain Management, Need, Importance, Challenges and Opportunities, India	Raman, 2014
GSCM Factors, Challenges and Opportunities, Company performance	Ravichandran & Jagannathan, 2020
GSCM, Flexible Green Supply chain Management, Interceptive Structural Modelling	Shibin et al., 2016
Literature Review, GSCM	Srivastava, 2007
Green Supply chain Management, Cost Drivers, Customer, Practices, Performance	Wang et al., 2018
Strategies, GSCM, Extensive literature review, Analytic Hierarchy Process (AHP), Four dimensions of GSCM Implementation Strategies.	Luthra et al, 2013

I. Methodology

The current research approach is based on secondary data that includes research papers, books, news articles, and relevant organization web documents (working in this domain). Hence, to find data, the key words used were “Green Supply Chain Management”, “Green Technologies”, “Green Supply and Indian electronics sector”, and “Green Supply and Indian Telecom Sector”. Fifty-seven (57) documents were studied and this research is a secondary research.

5. Results and Discussion:

Governments and businesses now need to look beyond purely financial objectives and move toward sustainable supply chains to concentrate on societal and environmental concerns. Logistics and Supply chain management are an integral part of any business. India, in that context, has steadily adopted ‘smart’ technologically empowered operations and has seen a significant transformation in this. Like other countries, India is also moving towards a green supply chain to attain SDGs (Sustainable Development Goals).

The Electronics Industry, valued at USD 1.75 trillion, is the most significant and fastest-growing industry globally. At present, India’s share in the global electronic systems manufacturing industry has grown from 1.3% in 2012 to 3.6% in 2019, representing a huge opportunity for growth in the sector (INVESTINDIA, 2022). Whereas in the telecom sector, India is the second-largest globally, with a 1.18 bn subscriber base as of December 2021 (wireless + wireline subscribers). (INVESTINDIA, 2022).

Companies related to the electronics and telecom sectors are now moving towards environmentally innocuous components and final goods. For example, bio-degradable products are being used in packaging products, focusing on recycling and reuse. As in the case of traditional warehouses where energy consumption is high, technology-empowered management systems are adopting solar panels and energy-efficient lighting sources (such as LED lighting). The adoption of reverse logistics helps in forming a closed loop of the supply chain, starting from sourcing, manufacturing, and recycling/disposing of the product (Goyal, 2013; CII-ITC Centre of Excellence for Sustainable Development, 2020; Green Supply Chain Management – CII Blog, 2020; Kumar et al., 2012; Hatt et al., 2021; Ninlawan et al., 2010; Rawal, 2019; Singhal, 2013).

Both sectors are interlinked as most electronics products are used in the telecommunication system while transmitting, receiving, and providing coverage during communication. And same is in the case of electronics, where products such as Cell Phones, Computers, and so on need the services of the telecommunication sector. Recently emerging technologies as 5G Networks, Internet of Things (IoT), Big Data, Artificial Intelligence (AI), Robotics, Cloud Computing, Nanotechnology have accelerated the development pace. They shows how both sectors are essential and have linkages in products, processes, services, manufacturing, infrastructure requirement, and research & development (R&D) to focus on technology, economic development, and societal needs.

The ‘Digital India’ and ‘Smart City, followed by the digital health care system, initiatives have not only integrated both sectors in terms of services and products but also have forced their enterprises, firms, and other stakeholders to incorporate the environmental parameters to sustain the sustainability environmentally but also at economic and social aspects. The essential aspect to look at in the supply chain network consists of various stakeholders, focusing on GSCM activities (refer to figure 2).

The government of India, besides the country's progress concentrating on economic and social progress, has started focusing on handling the exploitation of the environment as this involves unresolved problems and challenges such as Environmental Consciousness among the firms, enterprises, various stakeholders and regulatory bodies, followed by Promotion and reward for green initiatives, Know-how mechanism related to skill development (by providing training and creating expertise of particular field) and technologies related to green innovation strategies, and most importantly the enforcement of acts and rules in respect to the environment, standards, safety and waste

management in the era of global competitiveness.

In that regard, India has the National Action Plan on Climate Change (NAPCC) and the State Action Plan on Climate Change to focus on climate at the state and national levels of development processes. India described its domestic mitigation action in the Copenhagen Accord as an endeavor to reduce the emissions intensity of its GDP by 20 to 25 percent by 2020 compared to the level in 2005. Most of the laws, rules and regulations with respect to environmental concerns are shown in table 3. (Global Green Growth Institute & TERI, 2015; Kini et al., 2021).

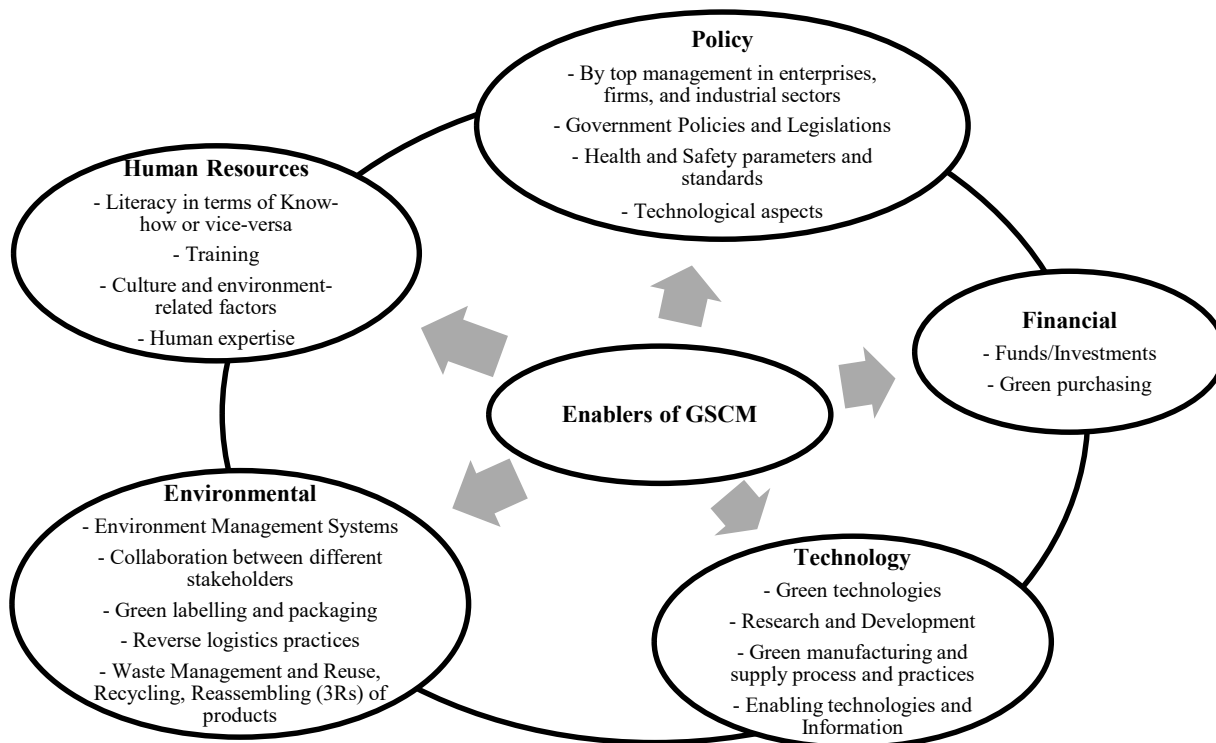
Table 3: Environment Laws and Practices in India

Laws, Rules and Regulations	<ul style="list-style-type: none"> • Water (Prevention and Control of Pollution) Act 1974, • Air (Prevention and Control of Pollution) Act 1981. • Environment (Protection) Act 1986 (EP Act). This is an umbrella law where a wide range of rules and notifications have been adopted to protect and improve the environment, such as: <ul style="list-style-type: none"> ➤ E-Waste (Management) Rules 2016, as amended in 2018 (E-Waste Rules); ➤ Bio-Medical Waste Management Rules 2016. ➤ Plastic Waste Management Rules 2016 (and a proposed draft 2021 amendment); ➤ Batteries (Management & Handling) Rules 2001 (and the proposed draft Battery Waste Management Rules 2020) ➤ Construction and Demolition Waste Management Rules 2016. ➤ Solid Waste Management Rules 2016. ➤ Hazardous and Other Waste (Management and Transboundary Movement) Rules 2016, as amended in 2019 (HW Rules). ➤ Manufacture, Storage and Import of Hazardous Chemicals Rules 1989 (MSIHC Rules); ➤ Coastal Regulation Zone Notification 2019 (and related 2021 procedure for violation of the CRZ Notification); and • Environment Impact Assessment Notification 2006. • Wildlife (Protection) Act 1972. • Forest (Conservation) Act 1980. • Public Liability Insurance Act 1991. • Biological Diversity Act 2002. • National Green Tribunal Act 2010.
Regulatory Authorities	Ministry of Environment, Forests and Climate Change (MoEFCC). Central Pollution Control Board (CPCB). State Pollution Control Boards (SPCBs). District Level Authorities (that is, municipal corporations).

Source: Kini et al. (2021)

For a firm, SMEs/MSMEs operating in the sector must follow the phases, strategies (such as Risk assessment in responses to the stakeholder's demand, the (eco) efficiency focusing operational management, Innovation by incorporating environmental design into product design plans, functionality, or life-cycle related activities (e.g., repair, service, and recycling), and the closed-loop approach focusing on material re-cycling or re-manufacturing (Corporate Sustainability Management, 2022), concerning the laws, rules and regulations (sated in table 3) to move their steps towards the greener approach while performing their activities. Henceforth, the green supply chain and the related activities become essential and thus have enablers (that too sometimes act as barriers) (refer to figure 4) which in turn define the electronics and telecom sector stakeholder's pathways. And based on that, government, regulatory bodies, stakeholders, firms and associated organizations formulate the policies, laws and regulations.

Figure IV: Enablers (often act as Barriers) of GSCM in the Indian Electronics and Telecom Sector



Source: Adapted

from Menon and Ravi (2021), Shubin et al. (2016), Masudin (2019), Panigrahi et al. (2019)

The central point found while writing this article is that The Electronics and Telecommunication sector consists of a Multi-actor network, henceforth the different stakeholders. So, all must follow the GSCM considering the rules, regulations, laws, acts, activities, and phases to achieve environmental sustainability, focusing on socio-economic aspects for overall growth and industrial/sectoral development.

6. Conclusion

The environmental issues, technological innovation, and globalization have brought new curves in the business landscape (technologically, economically, environmentally, and socially); the GSCM is getting a strategic importance for the growth and success of the business of industrial sectors. Especially in the supply chain, where all stakeholders are interlinked. For a developing country like India, where the Indian electronics and telecom sectors are undergoing through transformation stage, the government (center and state), stakeholders, and related regulatory bodies (both public and private) must enact laws, make all stakeholders aware of the same, and

ensure fair implementation of laws. In that context, the study has outlined the various terminologies (such as green purchasing, green distribution, green manufacturing, green packaging, internal environmental management, green marketing, environmental education, and investment recovery) that needed to be focused while implementing the supply chain greener practices.

The GSCM essential components, activities, practices, and its role in the Indian electronics and telecom sector have been discussed based on research objectives and questions. The policies related to environmental concerns have also been mentioned. But in the wake of the pandemic, where the nation has gone through a lockdown and unlock phases, the way businesses and people operate has been affected. The government must adopt a more proactive and integrative approach to increase environmental awareness and promote green initiatives to bring a competitive advantage to the companies, fulfil societal needs, and create value for stakeholders in creating a new, greener India.

This article gives an overview of the parameters, terminologies and laws relating to GSCM and helps understand the GSCM structural dynamics. It discusses the views of the analysts, policymakers, and also of associated organizations working in the realm of manufacturing, distribution, and supply. It describes the enablers and barriers of GSCM. It highlights how focusing on innovation and R&D, would help in developing an effective ecosystem where the sustainability goals and objectives could be achieved. Sustainability is not only economically, socially and technologically but also considering the environmental factors.

7. Limitations and Further Research:

This article is drafted in a limited time period. More of Secondary Data analysis and Primary Data Analysis would enhance the Research Findings. There is a need to focus on electronics and telecommunication in the competitive edge, considering the emerging technological fields (such as the Internet of Things (IoT), Robotics, Cloud Computing, Artificial Intelligence (AI), Cyber Space, 5G Networks,) in different domains so that the country's development and societal needs can be attained without affecting the environment.

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Comprehend the impact of corporate social responsibility (CSR) activities by the Indian Hospitality companies on their employees during the Pandemic disasters (Covid19 situation).

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Abstract

Introduction: CSR is a broad concept that addresses various topics such as human rights, corporate governance, health & safety, environmental effects, employee working conditions and contribution to economic development. Also, the concept of CSR is associated with various understanding, definitions and practices. Travel and tourism are the worst impacted sectors during the current pandemic, and hospitality is a subset of the travel and tourism sector. The disaster resulted in the loss of jobs, from the hospitality sector. The hospitality sector has contributed to society during pandemic times. There is a paucity of studies on understanding the impact of CSR activities by hospitality firms on their employees, specifically during pandemic disaster situations.

Purpose: The Study compares CSR activities carried out by Hospitality corporates and their impact on Indian Hospitality Sector employees during the pandemic.

Methodology: It is a primary research/interview mainly conducted in metro cities involving 43 respondents working in the hospitality & travel, and tourism industry. It is pilot exploratory research to understand CSR's impact on dependent variables, e.g., Organisation culture, Employee happiness and motivation level, leadership attributes, coaching and mentoring, Brand equity and Brand image. The period of the study covers third pandemic wave during December 2021 to March 2022.

Findings: The Study confirms strong correlations between CSR activities and employee motivation. The employee is a significant stakeholder of the community and capable of understanding the impact of the CSR activities undertaken by the companies and companies' socially responsible behaviours. The employee responds positively to the CSR initiative by the employer, i.e., hospitality corporates.

Contribution: The Study helps to understand the hospitality employees' maturity level and association with the cause of CSR activities undertaken by the hospitality company.

Keywords: CSR, Employee motivation, leadership attributes, Coaching and mentoring, Indian Hospitality Industry

Type of Research: Primary Research

1. Introduction: CSR is associated with various understanding, definitions and practices. CSR addresses various business and macroeconomic topics such as human rights, corporate governance, health & safety, environmental effects, employee working conditions and contribution to economic development. Travel and tourism are the most prominent industries, creating one in every four of all global new jobs during 2014-2019. Every employment out of the tenth was from the travel and tourism industry, which was 334 million in 2019—contributing almost 10.4% of global GDP (Messina, 2021). The Travel & Tourism sector was affected by the loss of almost US\$4.7 trillion in 2020, with the contribution to GDP dropping by a staggering 49.1% compared to 2019, relative to a 3.7% GDP decline of the global economy in 2020. Such a disaster resulted in the loss of 62 million jobs. India's tourism sector's GDP was down at USD 121.9 billion in 2020, against USD 191.3 billion in 2019 (Messina, 2021). Such a disaster situation

impacted the employee, a significant stakeholder. Many lost their jobs, which led to suffering for their families. During the last three pandemic waves, approximately 2.15 Crs of Tourism industry jobs were lost in the past two years in India. As per the Study, out of 2.15 crs during the first wave, 1.45 crs jobs were lost, and during the second wave, 0.52 Crs & 0.18 Crs during the third wave (G Krishna Reddy, 2022). Hospitality employees had to resort to livelihoods other than hospitality jobs. In such a situation, few hospitality firms contributed to the community through CSR, where employees were also part of such initiatives.

1.1. Definitions and Understanding of the Corporate Social Responsibility (CSR)

Definitions of Corporate Social Responsibility: The first formal definition came from Bowen in his 1953 book 'Social responsibilities of the Businessman: 'It refers to the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society.' (Kaushik, 2017, p.4). Kotler and Lee (2005) defined corporate social responsibility as "a commitment to improve community wellbeing through discretionary business practices and contributions of corporate resources", whereas Baker (2004) refers to corporate social responsibility as a way organisation manage the business processes which results into an overall positive impact on society. CSR is a management concept defined by the United Nations Industrial Development Organization (UNIDO), making it part of corporate governance. "Corporate Social Responsibility is a management concept whereby companies integrate social and environmental concerns in their business operations and interactions with their stakeholders." (Kaushik, 2017, p.12). Corporate Social Responsibility is generally understood as being the way through which a company achieves a balance of economic, environmental and social imperatives ("Triple-Bottom-Line- Approach") while at the same time addressing the expectations of shareholders and stakeholders. To comprehend the impact of corporate social responsibility on various stakeholders in the Indian Hospitality sector, we need to understand the genesis and growth of corporate social responsibility in India. The Government of India's clear focus is to get maximum benefits from corporate social responsibility activities and corporations' spending. Various government departments have played an active role in achieving the desired objective. The requirement of a specific class of profitable entities to spend a certain amount on CSR work comes into effect from April 1, 2014, as part of the Companies Act 2013. With effect from April 1, 2014, every company, private limited or public limited, which either has a net worth of INR 5 billion or a turnover of INR 10 billion or net profit of INR 50 million, needs to spend at least 2% of its average net profit for the immediately preceding three financial years on corporate social responsibility activities (Vijay et al., 2015). While spending is not mandatory, filing a report on corporate social responsibility activities or failing to explain in the Board report why spending was not carried out is mandatory. Failure to do so attracts a penalty too of INR 0.05million, which may extend to INR 2.5million, and the person responsible for failure can be punished with a prison term of up to 3 years or with a fine between INR 0.05million and INR 5million (Vijay et al., 2015). The Companies Law was amended in the June 2019 budget session that provides imprisonment of up to three years for office bearer of companies that violate the rule apart from a fine of INR 0.05million to INR 2.5million. However, following intense lobbying by panicked India Inc. and the high-level committee's recommendation, enactment has been amended that violation should be regarded as civil offences liable for monetary penalties and not punishable by jail term (Sikarwar, 2019). During 2020-21, 8633 (PY 22664) companies spend Rs. 20360 Crs (PY 24864) on 25598 (PY32285) projects in 36 state or union territories (Ministry of Corporate Affairs <https://csr.gov.in/index21.php>). Data available with the Ministry of Corporate Affairs showed that out of Rs. 20630, major development sectors where money was spent were education, livelihood, health sanitation, Prime Minister's Relief Fund. Maharashtra, Gujarat, Delhi, Tamilnadu & Karnataka had spent 30% of the total national spending. The Government introduced stringent CSR rules amendments on January 22, 2021, to ensure compliance with unspent funds. Though there is a continuous requirement for funds for development, especially during the current pandemic situation, some companies have shown apathy towards corporate social responsibility initiatives. Also observed is an imbalance in corporate spending, i.e., significant spending is in and around the Western & Southern parts of India where businesses are located. The absolute need for such activities is in the eastern part of India. (Das, 2019). With

liberalization/privatization/globalisation of the Indian economy, Government's ability to pay the social bills will be reduced as there will be a reduction in dividend income from Public Sector Undertakings. There is a government ordinance to reduce corporate tax percentage from 33% to 25% (Live mint, 2020). In such a situation, Government social spending needs to be supported by corporate social responsibility by the corporates. One needs to understand stakeholders' awareness and reaction in this regard. As a recent concept in India, corporate social responsibility, paucity of the Study noted for the Indian hospitality industry. It is critical to understand corporate social responsibility's direct /indirect impact on all stakeholders, e.g., corporate image, investor confidence level, employee morale, motivation level, productivity, and community perception.

1.2. Role of corporate social responsibility on changing perception of stakeholders in the Indian hospitality industry

Global Economic: Due to the pandemic and efforts to contain it, the global economy contracted by 3.3% in 2020 compared to 2.8% in 2019. Advanced economies around the globe contracted by 4.7%, while emerging markets and developing economies contracted by 2.2% (IMF,2021). One of the strongest economies in the world is the US economy which contracted by 3.5%, and the UK by 9.9% during the year. The emerging and developing Asian economies contracted by 1.0 (IMF,2021). Major country out of this group, the Indian economy contracted by 8.0%, while other Southeast Asian economies of Sri Lanka, Maldives, Malaysia, Bhutan, and Nepal contracted by 3.6%, 32.2%, 5.6%, 0.8%, and 1.9% (IMF,2021). China was the only large economy had registered a 2.3% growth in 2020 (IMF,2021).

General view of the world tourism sector: The impact of the Covid-19 outbreak has been particularly pronounced in the trade of services across the globe. The travel and tourism sectors have been significantly affected as flights have been grounded, hotels and other tourism-related services have been closed, and travel restrictions have been implemented worldwide. The International Air Transport Association (IATA) data depicts a collapse in air passenger travel, with a fall of 94 per cent in April 2020 compared to the same month a year earlier, representing an unprecedented decline. This contraction comes atop the year-on-year decline of 55 per cent observed in March 2020. Likewise, according to data from the United Nations World Tourism Organization (UNWTO), international tourism arrivals across the globe fell 44 per cent during the first four months of 2020, for the same period in 2019. The most disastrous decline was observed in the Asia and Pacific region, where arrivals fell by just over 50 per cent, while other regions registered substantial drops. (Kituyi, 2020).

Indian Economy: The nationwide lockdown led to the contraction of 23.9% in GDP; however, during Q1 FY 2021, there was a recovery to a 7.5% drop in Q2, with improvement in all key economic indicators- (IHCL Annual Report, 2021). With effect from July 2020, the recovery path has been V-shaped, as demonstrated by Quarter-on-Quarter GDP growth, sustained by high-frequency indicators such as power demand, E-way bills, GST collection and steel consumption. GST collections reached pre-pandemic monthly levels after unlocking industrial and commercial activity. Imports reduced than exports, and the foreign exchange reserves ratio for export and import covered 18 months. Inflation, mainly due to increased food prices, remained above 6% for much of the year. It was estimated that India's GDP to contract by 7.7% in FY 2020-21, with a sharp 15.7% decline in the first half of the year and a minor 0.1% fall in the second half (IHCL Annual Report, 2021). In the second half, government spending, improving private consumption, and net exports have cushioned the economy. Agriculture performed better than industries, with a growth of 3.4% during FY 2020-21. It has been estimated that the industry and services sectors to contract by 9.6% and 8.8%, respectively, during FY 2020-21 (IHCL Annual Report 2021). It was estimated that Mining contracts by 12.4% within the industry, manufacturing by 9.4% and construction by 12.6%. The utility sector has shown a sharp recovery and is set to register a growth of 2.7% in FY 2020-21. (Indian Union Budget 2021-22) Within services, trade,

hotels, transport and communication, which constitute one-third of overall services, are estimated to contract by 21.4%. (IHCL Annual Report, 2021). There will be more stress on the hospitality and tourism sector for the next few years. Recovery may be much slower than expected. Those associated with the sector will be impacted heavily because of loss of employment and less spending on the community. Organisation need to be cautious about each step that will impact the stakeholders.

Indian tourism sector: Indian tourism got restricted to repatriation under Vande Bharat flights by the Government of India. Minor tourism activities have occurred during the lifting of the lockdowns in various parts of the country. Overall, all situation was grim and subdued in the Indian subcontinent. Foreign tourist arrivals (FTAs) in India, as per statistics provided by the Ministry of Tourism, averages more than 10 million a year. In 2020, FTAs numbered 2.68 million compared to 10.93 million in 2019 (Kaushik, 2021). In reply to a question in the Lok Sabha session by the Ministry of Tourism, the information provided to the house that during April-December, 2020, FTAs were only 0.21 million tourist arrivals compared to 7.75 million arrivals during the same period of the previous year, registering a drop of 97% (Kaushik, 2021). This data explains the devastating effect of the pandemic on Indian tourism.

Since there is no foreign tourist arrival entire tourism supply chain is adversely impacted. However, the domestic leisure sector showed a revival in Udaipur, Goa, Rajasthan, Agra, Mussoorie, Rishikesh, Coorg and Himachal, with city occupancies driven by staycations. Wedding celebrations, though curtailed in size, while business travel and corporate events were insignificant. The 13 Indian destinations tracked by STR, a global hospitality data analytics firm, registered an occupancy of 49.6% in Q4 FY 2021 as against 56.1% in Q4 FY 2019-20, with a 39% decline in Revenue per Available Room (RevPAR) (STR report, 2021). [As](#) against the previous year of 2021, the occupancy levels were sustained due to the domestic tourist demand at lower average room rates. Goa registered an occupancy of 70.1%, higher than 63.8% during the same period in the previous year. Kolkata and Chandigarh area registered occupancies near to their previous year levels. Among the cities with large room inventories, Delhi registered an occupancy of 57.3%, while that Mumbai was 52.3%. Occupancy for Gurugram, Chennai and Bengaluru were 46.3%, 48.8% and 39.2%, respectively. Except for Goa, RevPAR at most destinations remained subdued due to excessive supply and limited demand (IHCL Annual Report 2021). Based on the STR report reproduced in the report, the demand was for leisure destinations for higher as against city hotels. Guests have opted for leisure gateways during the lockdown conditions. It resulted from the perception that open air and less congested places are safer than populated and polluted urban areas.

Before 2019-20 India clocked the most significant improvement among the top performers in global tourism, jumping from the 40th position in 2017 to upwards on the 34th in 2019 on the parameters of the Travel & Tourism Competitiveness Report published by the World Economic Forum (Calderwood, 2019). According to World Bank, 1.5 crore international tourists visited India in 2017, and USD 2.7 billion was received from such tourists. Travel and Tourism has a 3.6% share in India's GDP and offers jobs to 2.8 Crore Indians (Calderwood, 2019). From 2017 to 2019, the Indian tourism sector was on a robust growth path and attracted investments and was one of the top 10 sectors in India to attract the highest foreign direct investment (FDI). Web and mobile-based channel traffic increased exponentially during this period, significantly investing in related areas. Besides direct hotel websites and mobile apps, online travel agents have also seen a spike in traffic. However, during the year 2020, in the case of India, the baseline scenario was a sharp recession in 2020 as stricter lockdown measures to stem the virus' spread brought many productive activities to a halt across the country. Although there is an expectation of a rebound in 2021, considering the growth pace of the Indian economy in recent years, the contraction registered in 2020 is likely to translate into a permanent income loss (Kituyi, 2020). Fear exists of multiple pandemic waves hitting various parts of the globe shortly. With effect from May 2022, scheduled air services are restored in most part of the world.

Key corporate social responsibility issues are environmental management, eco-efficiency, responsible local sourcing,

stakeholder engagement, labor standards and working conditions, employee and community relations, social equity, gender balance, human rights, good governance, and anti-corruption measures. These emanate from the UNWTO declaration of 2017 as the International Year of Sustainable Tourism for Development to contribute to achieving Sustainable Development Goals. As per this Agenda, tourism can help eradicate poverty and inequalities and combat climate change for a better future (Earth Changers, 2017).

Well-crafted and implemented corporate social responsibility policy will directly and proportionately impact the business stakeholders (Investors, consumers, employees and community). Tourism can be an essential tool to attain Sustainable Development Goals. A correctly implemented corporate social responsibility concept can bring a variety of competitive advantages over competitors; it can create an image of a socially responsible corporate house. Also, create a host of avenues for, e.g. enhanced access to capital markets due to enhanced investor confidence. In response to the appeal from the Government of India, many Indian firms have graciously contributed to the cause of the fight against the pandemic crisis, a recent example of constructive use of CSR funds. Indian corporations contributed to the cause through various forms, e.g., contributing to the fund, building facilities for medical treatments, providing food & place of rest to front-line workers in essential services, supplying medicine, and oxygen supply and installation of oxygen plants in the hospital premises.

Socially responsible companies are well accepted by the community and other stakeholders, directly and proportionately linked to the shareholders' confidence (Vuta et al., 2019). Operational cost savings improved productivity, and superior quality cannot be achieved without happy and engaged employees' efficient human resource base. Improved brand image and reputation in the community will attract talent, and it will be easier to retain talent. The employee often prefers the brand image over money for a job. When two firms offer similar compensation, one with a reputed brand and another local firm, the offer from the reputed brand will be accepted by the candidate in most cases (Atudo, 2014). Details of corporate social responsibility are available on the website of most of the listed and unlisted companies. Due to the information explosion, the stakeholders are using such information and prefer brands/firms which are socially responsible and committed to sustainability. Tourism is an important sector of the world economy. Economists and social scientists are keenly following the tourism sector. Tourism is a vital sector to propel the growth of the world economy (Rifai, 2017). Hospitality is the major subsector of tourism. Though the Indian hospitality sector is not developed to the extent of the west, it contributes immensely to the Indian GDP; however, during the pandemic sector shrunk almost by 47% in April-June 2020 Quarter over the previous year (Vandana Ramani, 2020). Hospitality is a crucial sector of the Indian economy. Understanding the linkages of CSR activities on employee morale and happiness level, leadership style and business excellence is critical. Also, the hospitality sector employees have undergone tremendous stress during the pandemic; it is necessary to understand how the employees comprehend such CSR activities by the company. Are they optimistic about it? Do these activities have a positive change on the brand image of the company? Also, the difference in the organisational culture. These are essential aspects which need to be understood.

Major Hospitality player in India

Various parts of the hospitality sector in India are restaurants, Fast food chains, Retail and food stores, takeaways, business and industrial catering, leisure and outdoor catering, hotels & casinos. Marriott International, the world's biggest hotel chain, has around 120 hotels under 16 brands in India. Expected add another 20 hotels in recent future. Its immediate Indian rival, The Indian Hotels Company Limited (IHCL), founded in 1899 by Mr. Jamshedji Tata, has 165 operational Hotels & 56 are in the

pipeline in 12 countries and 100+ locations. Including its budget brand Ginger, with about 19,425 operating rooms and 8179 rooms in the pipeline, IHCL has 25,906 employees with a retention ratio of 77% (IHCL Annual Report 2021). As per the Brand Finance annual report on the most valuable and strongest brands in June 2021, IHCL's Taj is India's second strongest brand, next to Jio of Reliance Industries ([Francis, 2021](#)). Brand Taj was strongest amongst all Indian hospitality brands and second in position across all sectors. The stakeholders respect the resilience and socially responsible behaviour demonstrated by the Taj during challenging times. During the lockdown with high hygiene standards offered, the top brands in the hospitality industry thought outside of the box to offer home deliveries, curated experiences, health worker relief, and a range of innovative customer engagement initiatives to ensure their brands remained top of mind.

Taj (brand value US\$296 million), ([Francis, 2021](#)). The Oberoi Group, [Delhi](#), founded in 1934 as a hotel company; the company owns and operates 30 [hotels and resorts](#) in seven countries, covering 15+ locations and servicing 4567 rooms, 8086 employees, primarily under its The Oberoi Hotels & Resorts and Trident Hotels brands (EIH Ltd Annual Report 2021). As against the previous year, Oberoi's brand value has increased by 14% to US\$99 million, as it capitalized on a healthy mix of urban and countryside luxury properties offering hygienic and IT savvy conditions for families that needed a break from their homes (([Francis, 2021](#)). The Leela Palaces, Hotels and Resorts, commonly known as The Leela, is an [Indian](#) luxury [hotel chain](#) founded in 1986 by Captain [C. P. Krishnan Nair](#). The Leela is a group of nine luxury palaces and hotels ([theleela.com](#)). Hyatt Hotels Corporation is another major international and national brand that operates out of India as either owner, operator or franchisor model. Hyatt currently operates over 7,000 + rooms across 29 hotels in 18 destinations in India. InterContinental Hotel Group, Radisson Blue Hotels, Shangri La Hotels & Resorts, The Lalit Hotels, The Park Hotels, and ITC started their operations in 1975 and has more than 100 hotels in all segments. ITC Hotels (brand value US\$103 million) restricted their brand value slide to single digits of 3% as against the previous year ([Francis, 2021](#)). Other prominent brands are Bharat Hotels, Pride Hotels, Park Hotels, and Lemon Tree Hotels operate 8500 rooms in 87 hotels at 54 locations (<https://www.lemontreehotels.com/>, 2022), Accor, Berggruen Hotels etc. As per Mr. Ritesh Agarwal, founder of Oyo Hotels, expected to become the world's largest hotel chain by 2023. It is an Indian start-up that began with one hotel in Gurugram in 2013 and has grown to over 3,30,000 rooms in 500 cities globally, with more rooms in China than in India (PTI, 2018).

India has more than 2 Lakh hotel rooms spread across various categories. Though the supply of rooms/ keys is growing at a decent pace, it is way below the demand and expected growth of the Tourism industry. For the sake of comparison, as per the report of the New York State Comptroller, it had more than 1,07,000 in the year 2015 & 26,500 rooms were in the pipeline, and the Hospitality industry offered more jobs than 50,000 in New York City ([DiNapoli et al., 2019](#)).

1.3. Significant challenges faced by the Hospitality Industry in India

India is expected to be the third-largest travel and tourism economy by 2028 in terms of direct and total GDP a 2018 economic impact report by World Travel & Tourism Council (WTTC) (Mathur, 2018). Predictions were based on the base case scenario; however, in the year 2020, in the case of India, the scenario is a sharp recession due to the strict lockdown measures by The Government of India to stem the virus' spread brought many productive activities to a halt across the country. The lockdown has impacted the tourism and hospitality sector very heavily. For the revival of the economy and sector needs, intervention from the Government may be in the form of cash benefits or policy matters, e.g. The Finance Minister of India, MS Nirmala Sitharaman, in the press conference on June 28, 2021, announced the issue of tourist visas free of charge to 5 lakh tourists. As

per the scheme, issue 5 lakh visas or the date of March 31 2022, whichever is earlier. The expected financial implication of Rs. 100 crores. (Livemint,2021).

Few specific challenges were noticed concerning changes in traveler behaviour. In times of COVID-19, travelers opt for closer destinations within 200 kilometers. Since people tend to travel to closer destinations, domestic tourism has shown positive signs in many markets. Travelers go for 'staycations' or vacations close to home. Nature, rural tourism and road trips have emerged as popular travel choices due to travel limitations and the quest for open-air experiences. New concerns faced with health and safety measures and cancellation policies are consumers' top concerns. Last-minute bookings have increased due to the volatility of pandemic-related events and travel restrictions. The travel recovery has been more robust among younger, which is a noticeable change in demographics.

Moreover, mature travelers and retirees deferred travel plans. Preference is given to sustainability, authenticity and local food. Travelers are giving more importance to creating a positive impact on local communities, increasingly looking for authenticity (Deodhar et al., 2020). Further, a few challenges beyond the pandemic may hamper the estimated growth prospects. Quality training institutes are scarce for the continuous supply of skilled workforce. Also, a core challenge is attracting, developing and retaining a quality workforce. Ever-increasing utility costs, e.g., energy, water, & other utilities; not so reliable electricity supply beyond metro cities. The Government of India has imposed comparatively higher Good and Service Tax (GST) up to 18% for the luxury hotel segment (Panasare, 2020). Government and corporations lack sustainable business models for the travel and tourism industry. Inadequate infrastructure for Airports, Roads, at Tourist places. Challenge of capacity building, i.e., lack of trained hospitality staff, taxi drivers, tour guides, and travel managers (IHCL Annual Report 2019). The ever-increasing cost of land.

Various licenses are required to start hotel operations. Although India is the seventh-largest travel and tourism economy globally, India lacks tourist infrastructure such as airports, seaports, high-speed rail, and roads compared to its neighbors in the east. There is an opportunity for the Regional Connectivity Scheme to open 350 unserved and underserved airports and airstrips. (Mathur, 2018). Such developmental activities are stalled due to the prevailing pandemic and have impacted the community. Before March 2019, India was on the way to becoming a reckoning force in world tourism. Most of the listed airline and hospitality companies have reported good results. With the change in the macro-environment, the stakeholders are impacted adversely.

As the world expected to be out of the pandemic disaster, there was looming fear of widespread military action due to Russia & Ukraine wars. The feed market for the Indian hospitality sector is predominantly Eurasia. Due to the current conflict, the feeder market has dried up, and the revival of the hospitality industry has been further stretched. India Hospitality gets impacted due to domestic and international events and their consequences. Due to the current conflict, fuel prices have increased, affecting all sectors and supplies. Indian hospitality stakeholders were heavily impacted due to continuous lockdowns. In the financial year 2019, the tourism industry of India contributed to nearly 13 per cent of the country's total employment.

Compared to the 2014 financial Year, the share increased by more than one per cent. In total, nearly 90 million people were employed in the tourism industry in 2019. The industry's share of indirectly employed people is higher than that of directly employed people (Statista Research Department, 2022).

2. Aim and need for the Study

Per the survey by the Hotel & Restaurant Association of India conducted in 2017, each hotel employs an average of 95 persons. On average, 144 persons were employed for hotel room sizes of 50-150 (<https://www.ceicdata.com>, 2018). Employees working in the

hospitality sector are from various strata of life, white collar and blue collar. During the current pandemic, the lockdown situation and drastic drop in hospitality business employees and their families were adversely impacted. Ninety million people and families dependent on such sources have suffered during the pandemic. Four dependents per employee will add up to 360 million indirectly affected people. Various hospitality companies and other corporates have engaged with the community and Government to battle the novel coronavirus. Many hospitality corporates reduced salaries, and some have even retrenched their employees. However, most business houses consider the employees by honoring their commitments and paying at least part of their salaries. Few corporate resorted to the CSR initiative by using existing facilities to provide food for needy migrants, medical staff & police staff. The hospitality ecosystem being humanly concentrated is unique compared to the manufacturing unit. It is a relatively complex and unique ecosystem. It is different from other sub-sectors in the service sectors, which may not have such a diverse combination of skilled, semi-skilled, highly skilled, blue-collar & white-collar.

The Study aims to comprehend how hospitality employees have responded to the corporate social responsibility (CSR) activities of the Indian hospitality sector during the Pandemic situation. The Study aims to critically analyses the impact of such CSR activities on employees as significant stakeholders in the hospitality industry. Various steps were followed to analyses and validate the hypothesis. The literature review was carried out with the help of journals, published papers and other literature. Theories related to Corporate Social Responsibility were examined. To develop the theoretical framework, the identification of variables was critical. Without this developing a hypothesis will be difficult. A hypothesis needs to be tested with the help of a questionnaire and subsequent data analysis. As the first step of the hypothesis testing exercise, subject-related literature is examined with books on the subject of CSR, related publications, various websites, journals, and reports. The Study will determine how these employees respond to hospitality corporates' CSR activities, especially during the pandemic period, and whether employees differentiate between brands and prefer the socially responsible brand for employment. Since these employees are major stakeholders of the hospitality sector, it will provide a dipstick for community response to the CSR activities by the hospitality sector. The impact of brand Image/ brand equity on employees has been studied as part of the exercise, and the brand relationship has been considered. The link between happiness level, motivation of the employees and CSR was also considered during the review. Leadership styles, coaching & mentoring are critical factors for business excellence and superior guest service delivery are covered as part of the Study. As in the initial step to analyses and validate the hypothesis, the literature review was undertaken with the help of journals, published papers, and other literature, outcome and relevant citation as summarized below.

3. Literature Review

3.1. Influence of corporate social responsibility on Brand and Strategic Identity

Various studies revealed that information about corporate social responsibility activities influences stakeholders' decision-making process. Panasare (2020) has studied the impact of CSR activities on brand image and brand equity from the investor's point of view in the Indian hospitality sector. The direct relationship between CSR and strategic financial and economic performance for the Romanian Companies by Vuta et al. (2019). The online survey of Spanish sportswear has established that CSR has a direct positive influence on loyalty and an indirect influence through its positive effect on brand awareness and consumer satisfaction (Rivera et al., 2019). The impact of corporate social responsibility on the perception of customers and employees of luxury chain hotels in Delhi, India, suggests that corporate social responsibility improves the corporate image, which cannot be measured directly (Sharma et al., 2018). Independent unbranded five-star hotels in Istanbul, Turkey, carry out a moderate corporate social responsibility activity and positively impact the corporate image and customer loyalty (Gurlek et al., 2017). Qualitative branding strategies were explored by Shahani et al. (2017). Patil (2017) studied the link between responsible investment strategy and corporate social responsibility and noted that the link is

complimentary. Rishi (2015) focuses on the thematic analysis of preference amongst the Indian transition generation. It explains that frequent communication/awareness about sustainability helps to attract customers in tier II cities towards luxury lodging. The Study's results were online, with a study conducted in China. Brookes et al. (2014) presented a paper on the development and implementation of responsible business practices, noting greater emphasised on cooperation between various stakeholders in the hospitality and tourism industry. A study by Tingchi et al. (2013) in China states that middle-class consumers consider corporate social responsibility as one factor in choosing a hotel brand over others. Martinez et al. (2013) studied how Melia Hotel International, a leading hotel company in Spain, used corporate social responsibility activities to change its organisational identity positively. It is noted that the impact of corporate social responsibility on the employees of the Indian hospitality sector has not been studied in any of these studies. Please refer to Table 1 for an elaborate summary.

Table 1: Summary of literature review on the influence of corporate social responsibility on brand and strategic identity:

Author/ Year	Country	Area of Study	Gaps
Panasare (2020)	India	Impact of CSR activities on brand equity, brand image and investor's view on the Indian Hospitality Sector	Other than Investors, other stakeholders (employee/ customer/ vendor/ community) not considered
Vuta et al. (2019)	Romania	CSR effects on financial performance	Not specific to the hospitality sector
Rivera et al., (2019)	Spain	Effects of Corporate Social Responsibility on Spanish sportswear consumer brand loyalty, brand awareness	Not specific to the hotel industry
Sharma et al. (2018)	India	Performance of luxury chain hotels	Ignores other stakeholders, corporate image, loyalty, suppliers (Vendors)
Gurlek et al. (2017)	Turkey	Corporate social responsibility customer and focused loyalty the role of corporate image.	Ignores other stakeholders
Shahani et al. (2017)	India	CSR branding, Qualitative Branding strategies	CSR spent, return on investment, brand image, brand equity, application of Triple Bottom Line theory, Stakeholders theory, vision & objective, leadership role and

			approach, hospitality sector, and Impact on suppliers are not covered specifically
Patil (2017)	India	Investment strategy, corporate social responsibility	The hospitality sector, brand image, brand equity, application of CSR theories, vision & objective, customer retention, motivation, leadership approach, word of mouth
Rishi et al.; (2015)	India	Marketing Sustainability in luxury lodging Industry, Influence of parents, children and travel agents; Rewards for green behaviour	Impact on Hospitality sector vendors.
Brookes et al.; (2014)	UK	Responsible business practices	CSR spent, return on investment
Tingchi Liu et.al; (2013) USA	China	Performance, brand equity, brand preference	CSR spent, return on investment, alignment with vision & objective, customer retention, employee motivation, word of mouth, impact on vendor not studied
Martinez et al.; (2013)	Spain	Organisational Identity	Amount spent, return on investment,

3.2. The role played by the statutory bodies/community to derive desired results from corporate social responsibility by the companies:

The requirement to introduce legislative measures to stimulate corporate social responsibility is studied in Romania, specifically for hospitality companies (2019). Mitra's community engagement model of Tata Housing Development Company Limited (2016) explains strategic partnership with the community. Sandeep Kumar (2016) studied the important prerequisites and positive government interventions to encourage corporate social responsibility initiatives and spending. Ferus- Comelo (2014) documented in the paper that vigilant community/ social groups can work as a pressure group to achieve desired results. Atudo (2014) has studied the impact of corporate social activities on various stakeholders with specific reference to employees in the telecom sector in Kenya. The relationship between business and society concerning corporate social responsibility was studied by Chaudhri (2011), with a particular emphasis on enactment, consumer behaviour and community clashes with business over land and natural resources in the northeastern states of India. Das (2009) has considered the Centre and State Government's contribution to India to drive the solid corporate social responsibility

model. Except for Ferus-Comelo, employees as a part of the community are not studied in depth. Please refer to Table 2 for summarized details.

Table 2: Summary of literature review on the role played by the statutory bodies/community to derive desired results from the corporate social responsibility by the companies:

Author/ Year	Country	Area of Study	Gaps
Baicu et al. (2019)	Romania	Bio-economy, social responsibility, sustainable hotel Industry	Introduction of legislative measures to stimulate corporate social responsibility in Romania
Mitra (2016)	India	Partnership real estate company & community	Hospitality Sector
Kumar, Chandigarh,(2016)	India	Economic Reforms, Government interventions	Hospitality Sector, spent, return on investment, brand image. Application of CSR theories, alignment with vision & objective, customer retention, motivation, leadership approach, word of mouth
Comelo, Panaji, Goa, India,(2014)	India	Self-reporting, Inadequate data reporting, lack of transparency, communication, vigilant community,	Amount spent, return on investment, application of CSR theories, customer retention & motivation, leadership approach, word of mouth, perceived brand value, and brand equity.
Atudo (2014)	Kenya	Employee perceptions of corporate social responsibility benefits	Telecom sector in Kenya
Chaudhri, P. University Graduate School, (2011), West Lafayette, Indiana, USA	India	Relationship between business and society, communication, trusteeship, global reporting indicators,	Hospitality sector CSR spent, return on investment, brand image and equity
Das (2009)	India	Contribution of central and state Government in the	The hospitality sector, amount spent, return on investment, brand image., brand equity,

		social sector, the socio-economic structure of the country,	alignment with vision & objective, customer retention & motivation, leadership approach, word of mouth,
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3.3. Corporate social responsibility activities by Indian companies for inclusive growth:

An analysis of 42 non-finance companies understood corporate social responsibility initiatives and shortcomings (Arijita et al., 2016). The corporate social responsibility activities undertaken by FMCGs in India and their impact on the company's market capital are explored by Panigrahi et al. (2015). Gautam et al. (2014) studied corporate social responsibility practices in India for 500 companies and listed the shortcoming and opportunities. Please refer to Table 3 for further details.

Table 3: Summary of literature review on corporate social responsibility activities by Indian companies for inclusive growth:

Author/ Year	Country	Area of Study	Gaps
Arijita et al., (2016)	India	Corporate social responsibility, analysis of 42 non-finance companies.	Hospitality sector CSR spends, return on investment, brand image, brand equity, application of CSR theories, alignment with vision & objective, customer retention & motivation, Leadership approach, word of mouth, and Government Policies.
Panigrahi et al. (2015)	India	Activities in Indian FMCGs, Consumer durable	Hospitality Sector, brand image & brand equity. Customer retention & motivation, word of mouth, Government Policies
Gautam et al. (2010)	India	CSR practices in Indian top 500 companies, UN Global Compact, 1997 and ten principles, OECD, SA 8000, PRI, Equator principle, the role of ILO, ISO 26000, OHSAS 18001	Specific hospitality sector analysis not carried out, alignment with vision & objective, customer retention & motivation. Leadership approach, word of mouth

3.4. Corporate social responsibility and global perspective

The effect of national culture on corporate social responsibility in the hospitality industry is studied in the Republic of Korea by Kang et

al. (2015). Differences between Micro and Macro aspect of corporate social responsibility were evaluated by Sharma et al. (2010) as tabulated in Table 4

Table 4: Summary of literature review on corporate social responsibility and global perspective:

Author/ Year	Country	Area of Study	Gaps
Kang et al.; (2015)	Republic of Korea	The effect of national culture, Hofstede's four national culture dimensions (i.e., Power, distance, individualism, masculinity and uncertainty avoidance)	Correlation of corporate social responsibility strategy, financial performance, Return on Investment, Earnings Per Share
Sharma et al.; (2010)	India	Corporate Social Responsibility and Global Compact, Difference between Micro and Macro aspect	Hospitality sector brand image & equity, alignment with vision & objective, customer retention & motivation

To summarize, a paucity of the study was noted to understand the impact of corporate social responsibility activities on the Indian Hospitality sector employees. Further specific gaps were noted concerning understanding by employees regarding CSR activities, especially during the recent pandemic disaster.

3.5. Corporate social responsibility theories

Corporate Social Responsibility as a theory encourages that corporations are entities with economic, legal, ethical, and philanthropic obligations. Corporations responsible for a Triple Bottom Line seek sustainability in the economic, social, and environmental territories. Corporate ethics is built on Stakeholder Theory which involves all those affected by the organisation in its decision-making process. These theories are analyzed to understand the impact of corporate social responsibility (CSR) activities by the Indian Hospitality on its employees during the recent pandemic disaster.

3.5.1. Corporate Social Responsibility (CSR), (Milton Friedman, 1962). - 'The Business of Business is Business. There is only social responsibility of Business – to use its resources and engage in activities designed to increase its profits so long as it stays within the rules of the game, which is to say, engage in open and free competition without deception or fraud'' (Friedman, 1962). The theory of corporate social responsibility emphasizes the responsibility to make money and interact ethically with the community. It also has a specific conception of that responsibility to profit while playing a role in broader questions of community welfare. As per Milton Friedman's theory of Corporate social responsibility, every business holds four kinds of obligations. Businesses should respond to them in order: **first the economic, then the legal,**

next the ethical, and finally the philanthropic. The major criticism of this theory was that business obligations need to be followed in a particular order and not everything to be seen as business as a whole. Freeman coined the concept of inclusive Stakeholder Theory against the sequential or ordered concept of responsibility.

3.5.2. The Stakeholder Theory (R Edward Freeman, 1984)- Stakeholder Theory is a view of capitalism that interconnects relationships between a business and its customers, vendors, employees, investors, community and all others who have a stake in the organisation. Stakeholder theory confirms that those whose lives are touched by a business to hold a right and obligation to participate in directing it. The stakeholder theory obligates corporate directors and managers to consider all sides and balance everyone's interests and welfare in the name of maximizing benefits whose lives are touched by the business. The stakeholder theory considers all business stakeholders simultaneously and not in a particular order, as per Milton's CSR theory. Stakeholder theory is an important step forward to Milton's theory. However, it does not consider economic, social & environmental sustainability facets while conducting the business. Apart from the concept of corporate social responsibility and inclusive stakeholder theory, John Elkington has developed the thought of the Triple Bottom Line of sustainability.

3.5.3. The Triple Bottom Line, (John Elkington, 1994)

A triple bottom line is a form of corporate social responsibility that helps corporate leaders tabulate bottom-line results in economic terms, i.e., profit and company effects on the people in the social realm and the planet's environment. Each needs to be reported independently, and the company should achieve sustainable results. The notion of sustainability is at the intersection of ethics and economics. **Sustainability** helps to maintain the long-term balance of the business. Economic sustainability is long-term financial strength over volatile, short-term gains, no matter how high. As per the triple-bottom-line model, corporations are responsible for creating business plans for stable and sustained action. Sustainability is a virtue of valuing business plans that may not lead to quick gains and avoid disastrous losses. Social sustainability is the elimination of imbalances between rich and poor. Restoring human respect. Workers need to be treated with dignity. Social sustainability requires corporate citizens in a specific community to maintain a healthy societal relationship. Environmental sustainability begins by confirming that natural resources are limited, especially oil, clean air, and water. Environmental sustainability means actions must be taken to facilitate our natural world's renewal. Together, these three notions of sustainability, economic, social, and environmental guide industries toward actions fitted to the conception of the corporation as a participating corporate citizen in the community than a money machine. These three aspects should drive the business and not the money. Enterprise should be ready to compromise profit for these essentials. However, it is practically difficult for any business to simultaneously be at the forefront of all these aspects. Balancing profits and maintaining economic, social and environmental sustainability is a task for any business house.

To conclude these three forms of corporate social responsibility theories, traditionally, the directors and managers of companies have had a challenging and very narrowly defined responsibility: guide the enterprise toward money. The ethical question was, they have been arranged around the fundamental obligation to represent the owners' only interest of profit on investment. Corporate social responsibility and the related ideas of the triple bottom line and stakeholder theory lead to a different kind of business ethics. Corporations have responsibilities that go beyond generating profits and include the larger society. As a specific theory, corporate social responsibility encourages corporations with economic, legal, ethical, and philanthropic obligations.

Corporations are responsible for a triple bottom line search for sustainability in the economic, social, and environmental aspects. Corporate ethics built on stakeholder theory involves all those affected by the organisation in its decision-making process. Table 5 narrates theories related to Corporate Social Responsibility.

Table 5: Corporate Social Responsibility Theories

Theory	Author, year	Area of Study	Gaps
Corporate Social Responsibility (CSR),	Friedman, 1962	Economically sustainable. Business obligations to be responded to: economic, then legal, next to ethical, and finally philanthropic.	Hierarchical approach towards its obligation. Stakeholders are not considered independently and interdependently.
The Stakeholder Theory	Freeman, 1984	Those whose lives are touched by a business to hold a right and obligation to participate in directing it—any business decision to balance all stakeholders' interests and welfare to maximize benefits. Stakeholders are clearly defined.	Fails to consider the difficulty in method and formulae in balancing all the stakeholders to balance everyone's interest and welfare
The Triple Bottom Line	Elkington, 1994	The company should obtain sustainable results. It must be at the forefront of economic, social, and environmental aspects, and independent results must be reported on each aspect.	Economic, social, and environmental sustainability guides the businesses & not the money. Profits may have to be compromised for sustainability.

Milton Friedman's CSR theory considers a hierarchical approach, and economic obligation is considered a primary and other obligation next in order; however, stakeholders are not considered independently and interdependently. Freeman's Stakeholder theory advises balancing the interest of all stakeholders, which is a practically tricky task. Elkington's Triple Bottom Line theory states that every enterprise should obtain sustainable results and be at the forefront of economic, social, and environmental aspects, which must be reported independently. These three aspects should drive the business, not the money, and the enterprise should be ready to compromise profit for these essentials. Mentioned theories consider all the aspects of the business, including the community as a stakeholder and employees as an essential element of the community.

4. Identification of independent, dependent and moderating variables:

A variable is any quantity or quality that varies. The dependent variable is what is being studied and measured in an experiment. A variable in which the researcher is interested. An independent variable is independent of everything else, a variable supposed to affect the dependent variable. Moderating variables - Generally, a moderator is qualitative, e.g., sex, race, class or quantitative, e.g., level of reward. This variable affects the direction and strength of the relationship between independent and dependent variables. A moderator is a third variable in a correlational analysis framework that affects the zero-order correlation between two other variables. (Baron & Kenny (1986)). A moderator variable is a third variable which affects the strength of the relationship between a dependent and independent variable. In [correlation](#), a moderator is a third variable that affects the correlation of two variables. Government Policies and corporate social responsibility funds are independent variables. From April 1, 2014, every company, either private or public limited, needs to spend at least 2% of its average net profit on corporate social responsibility activities based on the defined parameter (Vijay et al., 2015). These activities should not be undertaken in the ordinary course of business and must be to any of the activities mentioned in the Act's Schedule. Availability of funds and government policies goes hand in hand as both are complementary to drive corporate social responsibility activities. Ministry of Commerce regularly issues guidelines for compliance of funds and their utilization. A recent example is CSR funds allowed to be used to tackle the current pandemic challenge.

Government policies and the availability of corporate responsibility fund influences the dependent variables. Stakeholders (investors, hotel guests, employees, suppliers, and the community) are directly affected and benefit from the amount spent or not spent on corporate social responsibility. Such benefit may be actual, derived or even notional, e.g., when a certain amount is kept aside for corporate social responsibility activities, investors and shareholders receive less economic benefit, i.e., lower earnings per share. As per the corporate social responsibility theory, the very purpose of any business is to be profitable, which is a short-term approach. In contrast, a long-term approach is when a company spends on corporate social responsibility activities, which helps to improve the overall brand image and equity reflected on the stock exchange and valuation. Improved brand value leads to increased return on investment and wealth creation for shareholders. Community benefits from social spending and will be at a loss if less amount is spent or fewer activities are undertaken. Employees are integral to the community and hospitality sector's value chain. The CSR activities and their awareness by employees of hospitality corporates are essential to achieving desired results. The employees must get aligned with the mission and vision of the company. To understand the awareness level, continuous assessment of CSR-related factors is critical. Leadership style drives the organisational culture. Such a leadership style helps any business achieve business continuity and excellence. Such dependent variables are critical for the success of any organisation, especially in today's pandemic situations. Government by constitution obligates for social activities; however, with the liberalization, privatization and globalisation, the Government is slowly shifting focus to the governance of social activities. The Government needs the support of funds to tackle the present challenge faced by the novel coronavirus. The governments in developed or underdeveloped economies have started focusing more on governance than on manufacturing & services. Employees are the company's brand ambassadors, and there is a visible, direct and proportionate impact on the motivation and morale of the employees due to corporate social responsibility activities undertaken by a hospitality corporate. Today customer is digitally and technologically savvy and prefers to have their research. Customers like to be associated with a brand at the forefront of corporate social responsibility.

Moderating variables are corporate social responsibility activities carried out by the corporates. Based on these variables, a theoretical framework is developed. Please refer to Table 6 for the identification of variables.

Table 6: Identification of Variables

Independent	Dependent	Moderating
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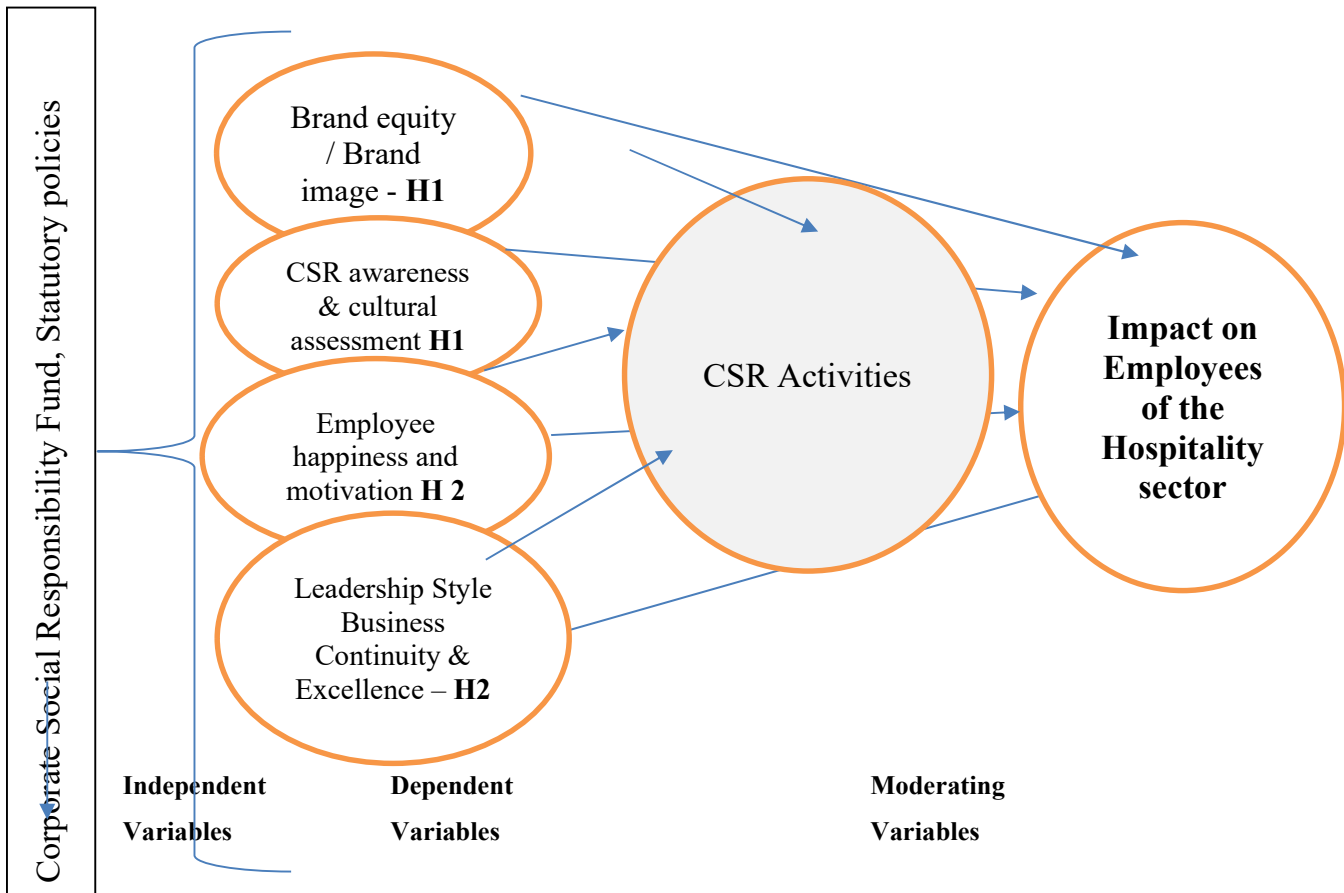
Corporate Responsibility (availability), Policies	Social Fund Government	Brand Equity, Brand Image, CSR awareness & cultural assessment, Employee happiness and motivation, Leadership Style Business Continuity & Excellence	Corporate Responsibility activities by the corporates
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An independent variable is independent of everything else, a variable supposed to affect the dependent variable. For the present study availability of CSR funding is an independent variable. The dependent variable is what is being studied and measured in an experiment. Dependent variables for study are Brand Equity, Brand Image, CSR awareness, Cultural assessment, Employee happiness and motivation, Leadership style, and Business Continuity & Excellence. This variable affects the direction and strength of the relationship between independent and dependent variables. A moderator is a third variable in a correlational analysis framework that affects the zero-order correlation between two other variables. (Baron & Kenny (1986)). A moderator variable is a third variable which affects the strength of the relationship between a dependent and independent variable. CSR activities carried out by the Hospitality Corporates are the moderating variable for the present research.

4.1. Developing Theoretical framework:

To comprehend the impact of the corporate social responsibility (CSR) activities by the Indian Hospitality sector on employees during a recent pandemic disaster (Covid19 situation), after undertaking a relevant literature review, understanding the theories and identifying variables was essential while developing a theoretical framework. The theoretical framework is explained with the help of a diagram, and figure 1 relates to the Theoretical Framework for the Study.

Figure 1: Theoretical Framework for the study



Inference:

It was expected in 2018 that India would be the third biggest tourism economy in the next ten years when the tourism industry used to generate 10 million jobs (Mathur, 2018). There is a demand-supply gap for hotel rooms. It is expected that there will be the formation of more hospitality companies to fill such a gap. Major international brands are fiercely fighting for the market pie. In order to fill the gap in demand-supply various innovating ideas are generated. As a growing and profitable sector, more funds will be available to fulfil the social obligation. In today's dot.net world, Stakeholders and companies are exposed to each other more than before. Various legislation acts and statutory authorities in India execute and vigilantly monitor corporate social responsibility activities and spending. Corporations use corporate social responsibility funds for education, health care, rural development, and environmental sustainability (Times of India, October 25, 2019). During the challenging pandemic, corporate funds are essential to fill social budget gaps for The Government of India. To battle the challenge of the novel coronavirus, The Government of India, on April 22, 2021, vide circular No. 5/ 2021 from the Ministry of Corporate Affairs, allowed spending on makeshift covid-19 hospitals and temporary health care facilities to be considered eligible for CSR activities (Srivastava, 2021). The community and its stakeholders are anxiously watching the movements by corporate and government bodies toward their social obligation. Corporates must understand the aspects related to CSR Awareness, the CSR assessment culture followed by the hospitality corporates, the Leadership style followed by such hospitality firms, and how it influences the decision-making process. The link between CSR, business continuity, and business excellence is critical for a sustainable business model. Friedman's corporate social responsibility theory (1962) focuses on economic sustainability and other obligations to be addressed next. Stakeholders in business are not explicitly identified; the present study will look at all business stakeholders, i.e., customers, investors, and employees who are a significant part of the community. Elkington's Triple bottom line theory

(1994) states that a company should achieve a sustainable result in three aspects., Economic, social and environmental; the present study explores these three aspects and considers the impact on the stakeholders, especially on employees of the hospitality sector. The stakeholder theory by Freeman (1984) states that those whose lives business touches hold a right and obligation to participate in and direct it. It is imperative, as per theory, that corporate directors and managers must consider all sides and balance all stakeholder interests. The business must spend for welfare, maximizing benefits, and betterment of those lives around this business. The study will cover aspects related to the employees. The present study would light the possibility of achieving a balanced approach by studying the impact of CSR on the stakeholders, especially employees of the Indian hospitality sector. Based on the above-discussed inference, the next step is to develop the hypothesis to comprehend the effect of CSR activities on brand value and image of the company in the minds of employees, company culture, happiness and motivation level of the employees, also the leadership style, business continuity and excellence.

4.2. **Developing Hypothesis:**

Since funds are mandatory to be spent on CSR activities, it will have some degree of impact on stakeholders. Any change in the spending on corporate social responsibility will have a direct and proportionate impact on the stakeholders, and the employee is an important stakeholder. It is critical to comprehend the impact of CSR activities by the Indian Hospitality sector on its employees, especially during the current Corona Virus pandemic. During the literature review, the impact of CSR activities by hospitality firms and its impact on Investor and brand equity studies by Panasare (2020). Brand loyalty and brand awareness are specific to Spanish market studies by Rivera et al. (2019). The role of corporate image specific to the Turkish market is examined by Gurlek et al. (2017). Shahani et al. (2017) studied CSR branding, Qualitative Branding strategies.

Performance, brand equity, and brand preference specific to Chines middle-class customers were studied by Tingchi Liu et al.; (2013). Different sectors across geographies were studied to understand the impact of corporate social responsibility on various business stakeholders (Vuta et al., 2019, Panigrahi et al., 2015, Gautam et al., 2010); Kang et al. (2015) studied the effect of corporate social responsibility in the hospitality industry on the national culture specifically in the Republic of Korea. Differences between the Micro and Macro aspect of corporate social responsibility were evaluated by Sharma et al. (2010); however, not much of the study was conducted to comprehend the impact of CSR activities on the Indian Hospitality sector and specific to its employees. Also, according to Friedman's (1962) theory, business needs to be ethically profitable. The Stakeholder Theory by R Edward Freeman, 1984, states that business stakeholders whose lives are touched by a business have a right and obligation to participate directly. Any business decision must balance all stakeholders' interests and welfare to maximize benefits. We now understand that employees are significant stakeholders and essential to developing the organisational culture. The present pandemic is reoccurring after almost a century, and CSR is a relatively recent concept in this avatar; none of the earlier studies or theories has considered the impact of disaster situations since not even envisaged. The pandemic had a disastrous impact on the travel & tourism and hospitality sectors. GDP contribution from the sector was reduced to USD 121.9 billion for 2020 as against USD 191.3 billion for the prior year, a reduction of 36%. The impact on local communities has been devastating (Messina, 2021). Being a disaster of the century and comparison is not available, as the hotel industry was not mature a century ago. Considering the above facets understanding the sentiments of the employee, a vital stakeholder, is imperative. To understand this better, measuring the aspects impacting CSR awareness and organisational culture is critical.

Thus, the hypotheses for the impact of CSR activities by hospitality corporates on the employees from the Hospitality Sector:

- H1) Employees from the hospitality sector are positive towards CSR activities undertaken by hospitality companies which are proportionate to improvement in the brand equity and brand image of the company & CSR activities also impact the organisational culture, especially during the recent pandemic.

Studies are carried out across various countries and sectors to understand that the leadership style impacts CSR activities. Pansare (2021) has studied the correlation between CSR activities by hospitality companies and its vendor. Sharma et al. (2018) have studied hospitality suppliers; however, the impact of leadership style & its impact on business continuity and excellence due to CSR activities is not explored. Though Shahani (2017), Patil (2017), Sandeep Kumar (2016), Arijita et al. (2016), Comelo (2014), Gautam et al. (2010), and Chandra Das (2009) covered various aspects of CSR, however, hospitality sector-specific employee happiness and motivation quotient related to CSR activities carried out by the hospitality companies. Its linkage to business continuity and excellence is not studied. Also, referred theories have not explored the impact of leadership style on CSR activities. It is imperative to understand the correlation between leadership style and CSR, its impact on employee happiness & motivation and its correlation to business continuity, especially during recent pandemic situations. Thus, the hypotheses to understand the effect of CSR activities on employee happiness and motivation level and its linkage to the leadership style & business continuity during the pandemic situation is:

- H2) Employees from the hospitality sector get motivated and feel happy due to CSR activities undertaken by respective companies. Such CSR activities directly correlate with the style of leadership, business continuity & excellence.

5. Methodology

Research design is based on books, journal articles and surveys. This study aims to comprehend the impact of CSR activities by the Indian Hospitality companies on their employees during the Pandemic disaster (Covid19 situation). It is pilot exploratory research. The survey sample respondents (hospitality sector employees) are from across India.

5.1 Sample Design: – Sample size of 41 respondents considered.

Table 7: Analysis of sample survey

Attribute	N	%
Age Group		
26-35	5	12%
36-45	16	37%
46-55	13	30%
56-65	7	16%
>65	2	5%
Gender		
Male	37	86%
Female	6	14%
Religion		
Hindu	35	82%
Muslim	1	2%
Christian	1	2%
Buddhist	1	2%
Others	5	12%
Education		
Undergraduate	2	4%
Graduate	19	44%

Post Graduate	11	26%
Professional Courses	11	26%
Residing City		
Metro	30	70%
Two Tier	11	26%
Three Tier	2	4%
Working status		
Working	37	86%
Retired	5	12%
Business	1	2%
Position held in the organization		
Staff level	1	2%
Entry level executive	1	2%
Middle-level executive	23	54%
Senior level executive	18	42%
Income range		
Less than 5 lakhs	3	7%
Above 6lakhs & up to 15lakhs	22	51%
Above 15lakhs & up to 25lakhs	5	12%
Above 25lakhs & up to 35lakhs	5	12%
Above 35lakhs	8	18%
Work experience		
Above 6years & up to 15years	11	26%
Above 15years & up to 25years	14	32%
Above 25years & up to 35years	18	42%
Turnover		
More than 1,000 crores	26	61%
Above 1000 crores and up to 10,000 crores	16	37%
More than 10,000 crores	1	2%
Using hotel services		
Less than 6 times a year	22	51%
Six times a year	11	26%
Once a month	6	14%
Once a week	4	9%

Table 7 provides an analysis of the sample survey, which is summarized as follows: Out of the total respondents, 88% are in the age group of 35 years and above, which shows that they have spent a considerable amount of time in the hospitality industry and seen all the ups and down for past so many years. Hospitality is still a male-dominant trade in India which resonates with 86% of male

respondents. Predominantly respondents follow the Hindu religion, which is in line with Indian regional demographics. Hospitality education being a graduate course, 96% of respondents studied a degree and onwards. The Indian Hospitality sector presently operates majorly with Metro and two tier cities; survey respondents are 70% from Metro cities and 26% from two tier cities. Respondents working within the sector are 86% and 12% are retired, and 2% of the population are managing their own business in the hospitality sector. The middle-level executives are 54%, and the senior level is 42%, which ensures the 360-degree views of the survey. The income range is Rs. 6 to 15 lakhs in 51% of cases, which is considered middle-class income in India by various research groups. 42% evenly spread above Rs. 15 lakhs in various categories. 7% of respondents with income lower than 5%. The work experience of up to 15 years is 26% & more than 15 years is 74%, which is reflected in answering the industry-specific questions. There is a mix of companies with a turnover of less than Rs.1000 Crores with 61% and 39% with a turnover of more than Rs.1000 Crores. Respondents used hotel services less than 6 times a year, 51%, 26% used six times a year, 14% used at least once a month, and 9% stayed at the hotel once a week.

To summarize, respondents demonstrate a representative sample of the persons working in the Indian hospitality sector. They are from various strata of the society, with adequate education to understand changes in the environment specific to CSR initiatives and changes due to the Covid environment.

5.2. Questionnaire design: - Present research is pilot exploratory research. For the validation of questions and to determine the validity and reliability of the questionnaire, pilot testing was carried out. The questionnaire covered CSR awareness, leadership attributes, continuity of business and excellence, and demographics. A structured questionnaire was prepared to incorporate independent variables like corporate social responsibility fund and government policies, dependent variables like brand equity, brand image culture assessment, CSR awareness, culture assessment, Employee Happiness & Motivation, Leadership and human resource attributes, coaching and mentoring for business continuity and excellence, Moderating variable as corporate social activities carried out by corporates. The questionnaire also covered detailed demographics like age, gender, religion, education, residing city, working status, position held in the organisation, income range, work experience, turnover of the company & usage of hotel services. RKS model for brand equity measurement (Srivastava, 2005, 2006, 2009, 2010, 2014, and 2018). This financial model calculates the brand value and is used explicitly in emerging markets. Morton and Friedman's (2002) instruments were used to understand consumer attitudes. Likert-type scales were used for measuring opinions, beliefs and attitudes (DeVellis, 1991) due to their higher reliability coefficients than others (Churchill & Peter, 1984; Hayes, 1984). A five-point scale is as good as a higher-point scale, and moving from a Five-point scale to a Seven-point scale or Nine-point scale does not improve the reliability response (Elmore & Beggs (1975) have explained. Therefore, for the study, 5 points Likert scale was used to evaluate the cultural aspects, motivation and Leadership style measured with the help of scales based on Srivastava (2015). Ambastha and Srivastava's (2016) scales were used to study happiness levels. Also, the study of the Subjective Happiness Scale (SHS) by Lyubomirsky & Lepper (1997) was used for measurement. Hurley and Hult (1998) studies used the Innovative leadership capabilities, Lawson and Samson (2001), Hult et al. (2004), Dibrell et al. (2014) and Vicente, Margarida et al. (2015). Reliability statistics for the questionnaire are provided in Table 8

Table 8: Reliability Statistics for the questionnaire:

Variable	No. of Items	Cronbach's Alpha	Reliability level
Customer loyalty linked to CSR	21	0.984	Excellent
Impact of CSR on Brand image & Brand equity	8	0.929	Excellent

Employee awareness about CSR by hospitality sector employees	8	0.663	Questionable
The linkage between CSR activities and happiness level in the organisation	12	0.921	Excellent
Change in job motivation level due to CSR	5	0.815	Good
Coaching and mentoring in an organisation	14	0.936	Excellent
The government is fulfilling its social obligation toward CSR	4	0.496	Unacceptable
Preference to choose a hotel over another due to CSR	7	0.892	Excellent

The value of Cronbach's Alpha is at a generally acceptable level of reliability. It shows internal consistency or interrelatedness except for questions related to the respondent's view of the government's obligation towards CSR, which is at an unacceptable level and is not a part of the hypothesis.

5.3. Data Design: - Data analyzed by using SPSS and Excel tools. Descriptive, reliability and correlation tests are used to test hypotheses.

6. **Results:** - The study aimed at comprehending the impact of CSR activities by the Indian Hospitality companies on their employees during the pandemic period. The first phase of analysis is descriptive nature.

Descriptive analysis: the first analysis descriptive a) relates to factors affecting the understanding maturity levels of employees towards CSR activities and related impact on the brand equity, brand image and organisation culture b) relates to the identification of leadership attributes that lead to business continuity & excellence and the link between employee motivation and happiness level.

- a) Employees from the hospitality sector are positive towards CSR activities undertaken by hospitality companies which are proportionate to improvement in the brand equity and brand image of the company & CSR activities also impact the organisational culture, especially during the recent pandemic, as given in Table 9.

Table 9: Reason for the employee is being positive towards CSR activities by Hospitality Company based on their awareness of CSR and its impact on brand equity, brand image and organisational culture

	Mean	Std. Deviation	N
Has adequate equipment to serving the guest	4.14	0.861	43
The ambience at the touchpoint of the consumer	4.19	0.906	43
Ability to perform the promised service dependably and accurately	4.43	0.887	42
Willingness to help the customer and provide prompt service	4.6	0.821	43
Knowledge and courtesy of employees and their ability to inspire trust and confidence	4.44	0.854	43

Considers customer convenience is vital to prove and improving service delivery, caring and individualized attention to guests	4.44	0.908	43
Responses to guest feedback and conveys action plan for continual improvement	4.37	1.001	43
Takes care of water energy and material usage – energy conservation	4.26	0.875	43
Minimizes pollution in its operations	4.19	1.006	43
Invests to protect the environment – sustainable operation	4.14	0.99	43
Protects human rights, allows the freedom of labour union, forbids discrimination and does not use child labour	4.33	1.063	43
Provides equal opportunity to everyone (class/ creed/ religion /gender)	4.51	1.009	43
Meets health and safety regulations	4.6	0.728	43
Social criticisms are positively responded	4.37	0.9	43
Invests in local community welfare	4.42	0.906	43
Avoids corruption in business	4.51	0.935	43
Obeys public policy to make a fair market environment	4.42	0.906	43
Makes its financial and other information public	4.37	0.757	43
Strongly believes in going beyond corporate social responsibility and communicates this to stakeholders in every interaction	4.38	0.795	42
It makes me proud to use services which are of the highest ethical standard; care for the environment, are socially responsible,	4.56	0.734	43
I feel I associated myself with the brand. I like to talk about the hotel brand I use and its social activities	4.44	0.934	43

Brand image & loyalty is derived with the help of physical facilities, service reliability, responsiveness to customer needs, service assurance, caring & personalised service, and response to guest feedback. Other than the response to guest feedback, all with a standard deviation of less than one. Data points are close to the mean, which is acceptable. To summarize, the employees can link the companies' CSR activities to other aspects. The employees are positive when the company undertakes such activities, which has a direct and proportionate impact on the brand equity and image of the company in the employees' perception.

- b) Descriptive Analysis: Another analysis relates to the identification of leadership attributes that lead to business continuity & excellence and the link between employee motivation, happiness level & CSR, as given in Table 10

Table 10: Reasons for a particular style of leadership leads to CSR activities and leads to business excellence in the organisation, which has the link to employee motivation and happiness level

Descriptive Analysis

Leadership attributes -	Mean	Std. Deviation	N
Maker checker organisation structure can ensure mistakes are not committed and accountabilities maintained	4.17	1.167	42
Do you get work done from people who can deliver and leave the rest with routine work?	3.52	1.131	42
It is better to take work from a few trained persons rather than spend time developing others due to lack of time; Your colleagues and leaders generally prefer to take interns than develop internal candidates for succession / special skills.	3.33	1.319	42
Your colleagues oversee every work of subordinates themselves, even at the cost of agility or bottleneck	3.29	1.006	41
Do you like fairness to be measured in the organisation?	3.93	1.191	41
You, as a leader made capable of managing corporate social responsibility initiatives	4.24	0.932	42
There is genuinely a socially responsible culture existing in the organisation	4.07	0.947	42
Meritocracy is hugely differentiated and rewarded	3.86	1.16	42
Having visibility to the top management is essential for career growth	3.76	1.2	41
Engagement and happiness are not directly linked	3.36	1.394	42
I like the clear corporate social responsibility vision communicated by leaders; Leaders	4.02	1.093	42
Defining responsibilities and accountabilities concerning corporate social responsibility for each employee is essential in the organisation	3.88	1.292	42
I consider loyalty as an essential element	4.12	1.064	42
I like the development plans created by leaders to create successors in all areas.	4.3	0.832	43
I am thankful to all (my colleagues, customers, superiors, community etc.) and all stakeholders- Traits	4.3	0.86	43
I take care of hardworking and diligent people; I feel coaching and mentoring are essential for the development and growth of people, including corporate social responsibility activities	4.49	0.883	43

Performance is proportional to assigning challenging roles	4.47	0.767	43
I like outcome orientation and challenging roles	4.45	0.803	42
I like and am good at coordinating and networking	4.51	0.736	43
Social responsibility is important for me; I do coach and mentoring specifically for CSR	4.07	1.163	43
I believe in motive arouser (motivating factor)	4.44	0.796	43
I believe that outcomes are the result of people's efforts	4.49	0.736	43
Consultative style is the culture I always follow; I seldom use my authority to take decisions	4.4	0.791	43
I consider decision-making shall be collective responsibility; Outcomes shall be the accountability of us all	3.86	1.389	42
An inspirational environment is important to work in, and performance-oriented culture is good	4.28	0.797	43
I believe in doing my way and delegating accordingly	4.05	1.133	43
I believe diversity is important	4.51	0.91	43
I believe equal opportunity cannot be given to people	3.16	1.542	43
I believe in being overly ambitious and emotional;	2.9	1.358	42
I believe in overriding my personality defects based on feedback	3.31	1.352	42
Maintaining good relations with staff is important	4.65	0.613	43
I like agility over perfection	3.91	1.288	43
I need to drive results from the front	4.26	0.798	42
I can get results by complete delegation	3.95	1.287	42
I carry out the core parts of the job well	4.36	0.821	42
Coaching works with mentoring	4.19	0.969	42
Increased levels of self-awareness due to coaching; Coaching helps in improvement in job performance	4.26	0.857	42
Coaching helps in increased levels of affective job commitment and career satisfaction	4.26	0.857	42
Mentoring will open my future vision; Increased my level of self-awareness due to mentoring	4.26	0.939	42
Mentoring helps in job performance; Mentoring will help me bring out my potential and increase my happiness	4.29	0.864	42
Coaching and mentoring are motivating factor for me.	4.36	0.85	42
enjoy the freedom to select my mentor; Assigning a coach or mentor shall be consent based for my satisfaction and happiness	4.05	0.987	42
Mentors are born rather than trained to become mentors, or any leader can be trained to become the coach	3.95	1.125	42
Promotions to leadership positions shall consider coaching ability as one of the criteria	4.07	0.894	42

Rate your organisation on coaching and mentoring	3.9	1.165	42
Authoritative leadership provides better coaching and mentoring	3.63	1.328	43
Democratic leadership provides better coaching and mentoring	3.67	1.34	43
Consultative leadership provides better coaching and mentoring	4.21	1.036	43

Leadership / Mentoring	Mean	Std. Deviation	N
You, as a leader made capable of managing corporate social responsibility initiatives	4.24	0.932	42
There is genuinely a socially responsible culture existing in the organisation	4.07	0.947	42
I like the development plans created by leaders to create successors in all areas.	4.3	0.832	43
I am thankful to all (my colleagues, customers, superiors, community etc.) and all stakeholders- Traits	4.3	0.86	43
I take care of hardworking and diligent people; I feel coaching and mentoring are important for the development and growth of people, including corporate social responsibility activities	4.49	0.883	43
Performance is proportional to assigning challenging roles	4.47	0.767	43
I like outcome orientation and challenging roles	4.45	0.803	42
I like and am good at coordinating and networking	4.51	0.736	43
I believe in motive arouser (motivating factor)	4.44	0.796	43
I believe that outcomes are the result of people's efforts	4.49	0.736	43
Consultative style is the culture I always follow; I seldom use my authority to take decisions	4.4	0.791	43
An inspirational environment is important to work, and performance-oriented culture is good	4.28	0.797	43
I believe diversity is important	4.51	0.91	43
Maintaining good relations with staff is important	4.65	0.613	43
I need to drive results from the front	4.26	0.798	42
I carry out the core parts of the job well	4.36	0.821	42
Coaching works with mentoring	4.19	0.969	42

Increased levels of self-awareness due to coaching; Coaching helps in improvement in job performance	4.26	0.857	42
Coaching helps in increased levels of affective job commitment and career satisfaction	4.26	0.857	42
Mentoring will open my future vision; Increased my level of self-awareness due to mentoring	4.26	0.939	42
Mentoring helps in job performance; Mentoring will help me bring out my potential and increase my happiness	4.29	0.864	42
Coaching and mentoring are motivating factor for me.	4.36	0.85	42
enjoy the freedom to select my mentor; Assigning a coach or mentor shall be consent based for my satisfaction and happiness	4.05	0.987	42
Promotions to leadership positions shall consider coaching ability as one of the criteria	4.07	0.894	42

A leader must be capable of understanding and managing emerging scenarios, development plans created by leaders should create a successor, a culture of thankfulness and performance assessment are critical factors, and the leader believes in collective efforts. A consultative style of decision-making is preferred. Coaching & mentoring are critical factors that correlate to happiness and satisfaction.

Most of the data points are closer to the mean. The consultative type of leadership creates an appropriate atmosphere for CSR activities.

- c) Rank analysis to understand the linkages for employees from the hospitality sector are positive towards CSR activities undertaken by hospitality companies which are proportionate to improvement in the brand equity and brand image of the company & CSR activities also impact the organisational culture, especially during the recent pandemic. Refer to Table number 11,

Table 11: Rank analysis for awareness about CSR activities and impact on the organisational culture during pandemic times

Nos	Top influencer to brand and organisation culture	Mean
1	willingness to help the customer and provide prompt service – Responsiveness	4.60
2	meets health and safety regulations	4.60
3	makes me proud to use services which are of the highest ethical standard; care for the environment, socially responsible,	4.56
4	provides equal opportunity to everyone (class/ creed/ religion /gender)	4.51
5	avoids corruption in business	4.51
6	knowledge and courtesy of employees and their ability to inspire trust and	4.44

	confidence – Assurance	
7	considers customer convenience is key to proving and improving service delivery, caring and individualized attention to guests	4.44
8	I feel associated myself with the brand I like to talk about the hotel brand I use and its social activities	4.44
9	ability to perform the promised service dependably and accurately - Reliability	4.43
10	invests in local community welfare	4.42
11	obeys public policy to make a fair market environment	4.42
12	strongly believes in going beyond corporate social responsibility and communicates this to stakeholders in every interaction	4.38
13	responses to guest feedback and conveys an action plan for continual improvement	4.37
14	social criticisms are positively responded	4.37
15	makes its financial and other information public	4.37
16	protects human rights, allows the freedom of labour union, forbids discrimination and does not use child labour	4.33
17	Quality	4.30
18	takes care of water energy and material usage – energy conservation	4.26
19	memorable experience	4.21
20	the ambience at the touchpoint of consumer – Physical facilities	4.19
21	minimizes pollution in its operations	4.19
22	has adequate equipment to serve the guest – Physical facilities	4.14
23	invests in protecting the environment – sustainable operation	4.14
24	Brand Reliability	4.07
25	Experiencing Service Effectiveness	4.05
26	Expertise	4.05
27	Brand	3.98
28	Price Point	3.88
29	CSR activity awareness	3.51

Willingness to help the customer, health and safety, ethical standards and equal opportunities irrespective of class creed, and corruption avoidance is essential CSR elements that employees understand and linked to the brand image brand equity, which substantially influences the organization's culture. Fair play and care towards the local community & environment go in a particular order.

- d) The rank analysis was also carried out to identify leadership attributes that lead to business continuity & excellence and the link between employee motivation, happiness level & CSR. Refer to Table number 12 for a detailed analysis.

Table 12: Rank analysis for leadership attributes leads to CSR activities, business continuity and excellence and the link between employee motivation, happiness level & CSR

	Leadership / Mentoring	Mean
1	when the task uses my strengths, I am happy	6.16
2	my happiness lies in seeing my ideas receive respect	6.14
3	my happiness lies in my seniors developing and giving opportunities to me for higher roles	6.14
4	I enjoy the freedom to take up CSR work beyond my defined work	6.02
5	understanding of my feelings by my boss makes me happy in the workplace	5.93
6	compared to my peer, my happiness level	5.84
7	existence of strong relationships at work makes me happy	5.8
8	did your development to take up new challenges (corporate social responsibility) make you happy	5.52
9	some people are generally happy and enjoy their life, regardless of what is going on	5.51
10	my current role is helping me to grow in my happiness	5.51
11	I am happy and feel motivated in my mundane activities due to my involvement and recognition by the company the corporate social responsibility activities	5.39
12	Did you face hurdles created by your colleagues in getting additional responsibility, and did it make you unhappy	4.76
13	Maintaining good relations with staff is important	4.65
14	I like and am good at coordinating and networking	4.51
15	I believe diversity is important	4.51
16	I take care of hardworking and diligent people; I feel coaching and mentoring are important for the development and growth of people, including corporate social responsibility activities	4.49
17	I believe that outcomes are the result of people's efforts	4.49
18	Performance is proportional to assigning challenging roles	4.47
19	I like outcome orientation and challenging roles	4.45
20	I believe in motive arouser (motivating factor)	4.44
21	Consultative style is the culture I always follow; I seldom use my authority to take decisions	4.4
22	I carry out the core parts of the job well	4.36
23	Coaching and mentoring are motivating factor for me	4.36
24	I like the development plans created by leaders to create successors in all areas.	4.3
25	I am thankful to all (my colleagues, customers, superiors, community etc.) and all stakeholders- Traits	4.3
26	Mentoring helps in job performance; Mentoring will help me bring out my potential and increase my happiness	4.29

27	An inspirational environment is important to work, and performance-oriented culture is good	4.28
28	I need to drive results from the front	4.26
29	Increased levels of self-awareness due to coaching; Coaching helps in improvement in job performance	4.26
30	Coaching helps in increased levels of affective job commitment and career satisfaction	4.26
31	Mentoring will open my future vision; Increased my level of self-awareness due to mentoring	4.26
32	You, as a leader made capable of managing corporate social responsibility initiatives	4.24
33	Coaching works with mentoring	4.19
34	Maker checker organisation structure can ensure mistakes are not committed and accountabilities maintained	4.17
35	I consider loyalty as an essential element	4.12
36	There is genuinely a socially responsible culture existing in the organization	4.07
37	Social responsibility is important for me; I do coach and mentoring specifically for CSR	4.07
38	Promotions to leadership positions shall consider coaching ability as one of the criteria	4.07
39	I believe in doing my way and delegating accordingly	4.05
40	enjoy the freedom to select my mentor; Assigning a coach or mentor shall be consent based for my satisfaction and happiness	4.05
41	I like the clear corporate social responsibility vision communicated by leaders; Leaders	4.02
42	I can get results by complete delegation	3.95
43	Mentors are born rather than trained to become mentors, or any leader can be trained to become the coach	3.95
44	Do you like fairness to be measured in the organisation?	3.93
45	I like agility over perfection	3.91
46	Defining responsibilities and accountabilities concerning corporate social responsibility for each employee is important in the organization	3.88

A leader who explores the subordinates' strengths, respects the associates' ideas, grooms them for the next level and encourages CSR activities are favored attributes as a leader. Feeling for others and empathy towards the associates are also essential leadership attributes.

7. Hypotheses testing:

Hypotheses are taken up for analysis. The first hypothesis is as under

H1) Employees from the hospitality sector are **positive** towards CSR activities undertaken by hospitality companies which are proportionate to **improvement in the brand equity and brand image of the company & CSR activities also impact the organisational culture**, especially during the recent pandemic.

The analysis was done to test the hypotheses given in table number 13

Table 13: Correlation between general awareness about CSR activities and brand equity and brand image of the Company during a current pandemic situation

Pearson correlation

Coefficient:

I relate to a company which involved in corporate social responsibility activities in my area and noticed by me during the past year – Brand Equity			Dependability
Customer Loyalty - I choose a hotel/ hotel brand to stay which	Pearson Correlation	.102**	-.023**
	Sig. (2-tailed)	.516	.883
	N	43	43
has adequate equipment to serve the guest – Physical facilities	Pearson Correlation	.004**	.101**
	Sig. (2-tailed)	.978	.520
	N	43	43
the ambience at the touchpoint of consumer – Physical facilities	Pearson Correlation	-.077	.097**
	Sig. (2-tailed)	.629	.540
	N	42	42
ability to perform the promised service dependably and accurately - Reliability	Pearson Correlation	-.062**	.175
	Sig. (2-tailed)	.693	.263
	N	43	43
willingness to help the customer and provide prompt service – Responsiveness	Pearson Correlation	.011**	.115**
	Sig. (2-tailed)	.944	.462
	N	43	43

		Honesty	Reliability	Sincerity	Trustworthy	Awareness
Q2 Customer Loyalty - I choose a hotel/ hotel brand to stay which	Pearson Correlation	.146	.257**	.139**	.255**	.286**
	Sig. (2-tailed)	.350	.100	.372	.099	.063
	N	43	42	43	43	43
V3 has adequate equipment to serve the guest – Physical facilities	Pearson Correlation	.061**	.304	.224**	.136**	.331**
	Sig. (2-tailed)	.699	.050	.149	.386	.030
	N	43	42	43	43	43
V4 ambience at touchpoint of consumer – Physical facilities	Pearson Correlation	.004**	.256**	.150	.150**	.248**
	Sig. (2-tailed)	.981	.107	.343	.344	.114
	N	42	41	42	42	42
V5 ability to perform the promised service dependably and accurately – Reliability	Pearson Correlation	.033**	.235**	.250**	.103	.234**
	Sig. (2-tailed)	.836	.134	.106	.512	.132
	N	43	42	43	43	43
V6 willingness to help the customer and provide prompt service – Responsiveness	Pearson Correlation	.097**	.204**	.276**	.197**	.268
	Sig. (2-tailed)	.536	.195	.073	.206	.082
	N	43	42	43	43	43
V7 knowledge and courtesy of employees and their ability to inspire trust and confidence – Assurance	Pearson Correlation	.191**	.346**	.372**	.244**	.346**
	Sig. (2-tailed)	.221	.025	.014	.115	.023
	N	43	42	43	43	43
V8 considers customer convenience is key	Pearson Correlation	.133**	.206**	.278**	.165**	.289**
	Sig. (2-tailed)	.396	.190	.072	.290	.060

to providing and improving service delivery, caring and individualized attention to guests	N	43	42	43	43	43
V9 responds to guest feedback and conveys an action plan for continual improvement.	Pearson Correlation	.186**	.180**	.183**	.266**	.241**
	Sig. (2-tailed)	.231	.255	.239	.085	.119
	N	43	42	43	43	43

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

* . Correlation is significant at the 0.05 level (2-tailed).

The study is to understand the impact of CSR activities carried out by Hospitality Companies and their impact on an employee concerning brand image and brand equity. Pearson's correlation coefficient is the test statistic that measures the statistical relationship, or association, between two continuous variables. It is known as the best method of measuring the association between variables of interest because it is based on the method of covariance. The Pearson correlation measures the strength of the linear relationship between two variables. It has a value between -1 to 1, with a value of -1 meaning a total negative linear correlation, 0 being no correlation, and + 1 meaning a total positive correlation. If the value is near ± 1 , it is said to be a perfect correlation. As one variable increases, the other variable tends to increase (if positive) or decrease (if negative). If the coefficient value lies between ± 0.50 and ± 1 , it is strongly correlated.

Pearson Correlation (2-tailed) was used for analysis, and there is a positive to solid correlation for brand equity.

The descriptive, correlation and rank analysis also seconded this hypothesis that Employees are positive towards CSR activities by Hospitality corporates which is proportionate to improvement in Brand Equity/ Brand image and has an impact on Organisational culture.

During the study, it was revealed that though the employees from hospitality sectors had to travel through rough weather due to loss of jobs or pay cuts, they were **proud of the CSR activities carried out by such hospitality corporates**. The CSR activities have helped improve the brand value and positively changed the organisational culture; the descriptive and rank analysis support this hypothesis.

The second hypothesis is as under

H2) Employees from the hospitality sector get **motivated and feel happy** due to **CSR activities** undertaken by respective companies. Such CSR activities directly correlate with the **style of leadership, business continuity & excellence**.

The analysis is carried out to test the hypotheses refer to table number 14

Table 14: Correlation between leadership style and its impact on CSR activities and business continuity and excellence

Pearson correlation

Coefficients

Descriptive Statistics

	Mean	Std. Deviation	N
Mean	4.14	.100	4
Std. Deviation	1.18	.029	4

Correlations

		Mean	Std. Deviation
Mean	Pearson Correlation	1	.155
	Sig. (2-tailed)		.845
	Sum of Squares and Cross-products	.030	.001
	Covariance	.010	.000
	N	4	4
Std. Deviation	Pearson Correlation	.155	1
	Sig. (2-tailed)	.845	
	Sum of Squares and Cross-products	.001	.002
	Covariance	.000	.001
	N	4	4

The study aimed to understand the link between consultative leadership style on Corporate Social Responsibility (CSR) activities. Also, its impact on business continuity & excellence in organisation in Indian Hospitality Sector. During the study, it came out clearly that the consultative leadership style was chosen over another form of leadership style. The descriptive analysis shows a preference for the democratic leadership style to result in business excellence, continuity, and involvement in CSR activities; Rank analysis favors the consultative leadership style.

There is a correlation between consultative leadership styles to CSR activities, business continuity and excellence.

During the study, it came out clearly that **the consultative leadership style is open for change, they are flexible, fair and thankful to stakeholders**, and they believe in diversity and a hormonal atmosphere. CSR activities are nurtured under such leadership. Employees of the sector are motivated and feel happy due to CSR activities, which converts to business continuity and excellence.

8. Discussion:

The study summarizes that the employees from the hospitality sectors had to travel through rough weather due to loss of jobs or pay cuts, and they were proud of the CSR activities carried out by such hospitality corporates. The CSR activities have helped improve the brand value and positively changed the organisational culture; there is a visible solid correlation between CSR activities and the company's brand image. A proven hypothesis is that employees are positive towards CSR activities by hospitality companies proportionate to their CSR awareness level, especially during the current pandemic situation. The employees prefer an employer who demonstrates socially responsible behaviour.

The consultative leadership style is open for change, flexible, fair and thankful to stakeholders, and believes in diversity and a

hormonal atmosphere. CSR activities are nurtured under such leadership. Employees of the sector are motivated and feel happy due to CSR activities, which converts to business continuity and excellence. The study is relevant since earlier similar studies were carried out for sectors in different geographies and for other than hospitality sectors and also impact on stakeholders than employees by Panasare (2020), Rivera et al. (2019), Gurlek et al. (2017), Shahani et al. (2017), Tingchi Liu et al.; (2013), Vuta et al. (2019), Panigrahi et al. (2015), Gautam et al. (2010). Such research specific to stakeholders and employees can be extended to sectors other than hospitality to understand the employee's maturity level towards CSR activities. Such a study will be practically beneficial to the community.

The theoretical framework created for the study has statutory policies and CSR fund availability as independent variables. CSR activities by the Hospitality Companies are a moderating variable that drives the dependent variable. CSR awareness, CSR and brand equity, brand image, leadership style, business continuity, and excellence translate into an impact on stakeholders. In this case, it is a hospitality sector employee. The study's theoretical framework is for use in further studies.

Theories considered for the research were Friedman's Theory of CSR, which follows a hierarchical approach towards its obligations to Stakeholders. Freeman's Stakeholder theory says that any business decision needs to balance the interest of all stakeholders and Elkington's Triple Bottom Line expect a business to be at the forefront of economic, social and environmental aspect. The employee is a significant part of the stakeholder 'community' considered in the mentioned theories. The employee, an important stakeholder, responds to the CSR commitment by the hospitality companies in a positive way. Employees understand the economic, social, and environmental obligations and their importance in any business. However, it is in proportion to the maturity level of awareness of the business atmosphere. The change in the degree of maturity establishes a link between the CSR theories & the stakeholders. Hospitality companies though spending on CSR activities, effective communication of such activities to the community is essential to derive benefits of the long-lasting relationship with the community in general and specifically with the employees as a vital business stakeholder. Findings of the Hypothesis test carried out are summarized in the tabular format:

H1) Employees from the hospitality sector are positive towards CSR activities undertaken by hospitality companies which are proportionate to improvement in the brand equity and brand image of the company & CSR activities also impact the organisational culture, especially during the recent pandemic.
Reliability Statistics for the questionnaire: The value of Cronbach's Alpha is at a generally acceptable level of reliability. It shows internal consistency or interrelatedness.
Descriptive analysis: Other than the response to guest feedback, all with a standard deviation of less than one. Data points are close to the mean, which is acceptable. Inference: Brand image & loyalty is derived with the help of physical facilities, service reliability, responsiveness to customer needs, service assurance, caring & personalised service, and response to guest feedback. The employees are positive when the company undertakes CSR activities, which has a direct and proportionate impact on the brand equity and image of the company in the employees' perception.
Rank analysis: Willingness to help the customer, health and safety, ethical standards and equal opportunities irrespective of class creed, and corruption avoidance are essential CSR elements that employees understand and linked to the

brand image and brand equity, which substantially influences the organization's culture. Fair play and care towards the local community & environment go in a particular order.
<p>Pearson Correlation:</p> <p>Pearson Correlation (2-tailed) was used for analysis, the value is near ± 1, it is said to be a perfect correlation.</p> <p>Inference: With respect to employee perception there is a positive to solid correlation for brand equity & CSR activities.</p>
H2) Employees from the hospitality sector get motivated and feel happy due to CSR activities undertaken by respective companies. Such CSR activities directly correlate with the style of leadership, business continuity & excellence.
<p>Reliability Statistics for the questionnaire:</p> <p>The value of Cronbach's Alpha is at a generally acceptable level of reliability.</p>
<p>Descriptive analysis:</p> <p>The Standard deviation of less than one. Most of the data points are closer to the mean.</p> <p>Inference: The consultative leadership creates an appropriate atmosphere for CSR activities. A leader must be capable of understanding and managing emerging scenarios, development plans created by leaders should create a successor, a culture of thankfulness and performance assessment are critical factors, and the leader believes in collective efforts. Coaching & mentoring are crucial factors that correlate to happiness and satisfaction.</p>
<p>Rank analysis:</p> <p>A leader who explores the subordinates' strengths, respects the associates' ideas, grooms them for the next level and encourages CSR activities are favored attributes as a leader. Feeling for others and empathy towards the associates are also essential leadership attributes.</p>
<p>Pearson Correlation:</p> <p>There is a correlation between consultative leadership styles to CSR activities, business continuity and excellence.</p> <p>Inference: The consultative leadership style is open to change, flexible, fair and thankful to stakeholders, and they believe in diversity and a hormonal atmosphere. CSR activities are nurtured under such leadership. Employees of the sector are motivated and feel happy due to CSR activities, which converts to business continuity and excellence.</p>

9. Conclusion:

The main finding of this work is represented by the insight that the employees of the Indian hospitality industry are mature to link the corporate social responsibility activities to form an association. It helps to understand the impact of such corporate social responsibility activities on the company's brand image and equity during the current pandemic. It has been observed that the concept of corporate social responsibility has been understood by the employees, one of the major stakeholders of the community in the Indian hospitality industry. Considering that the employees are from all sections of society, the understanding may not be to the

advanced world level. However, they can weigh the socially responsible corporate behaviour and choose a correct association. The employee is an essential element of the community, and it understands and appreciates a direct and proportionate linkage between corporate social responsibility activities and brand image and brand equity of a corporate. Stakeholders prefer socially responsible Indian hospitality companies to be associated with employees, vendors, investors, or customers. Considering these factors, Indian hospitality firms need to crystallize their social policies and community interactions. Also, concentrate on CSR activities in the areas of its operations. The study will help companies engage with their stakeholders to create long-lasting impact and meaningful relationships.

Also, a conceptual model can be developed to ascertain the impact of a rupee spent on corporate social responsibility on the hospitality company's brand image/ brand equity.

- 10. Research Limitations** – Since the data collection took place by focusing on a relatively small sample of 43 respondents, having further been carried out remotely in the current pandemic situation, reach was restricted to the responses received. The main limitation of this study is generalizability, as the validity and applicability of the results for other industries and countries are not guaranteed.
- 11. Practical Implications** – The Indian hospitality employee is aware of and responsive to the surrounding atmosphere and uses relevant information for his decision-making effectively. These employees are of different classes and educational backgrounds and from different geographies. Corporations need to aggressively communicate the corporate social responsibility activities carried out by them to the stakeholders. Organisation's effective communication will help increase stakeholders' awareness of a firm's efforts. The employee also needs guidance & support from the corporates to improve maturity for CSR awareness and engagement in such activities. Once corporates start engaging effectively with stakeholders for CSR activities, it will help mitigate community skepticism and improve the overall brand image. There is a direct correlation between corporate social responsibility activities and employee perception in any hospitality company.
- 12. Contribution of research / new knowledge/ Originality** – This work sheds light upon a field that has experienced limited research for the Indian hospitality industry. The study explored the hospitality sector Employee's maturity level to CSR activities by hospitality companies. The study confirms revelations of previous research efforts that have equally identified the existence of effort in sectors other than hospitality and employee as essential stakeholders. The study adds value by providing strategic guidelines concerning the Indian hospitality stakeholders' perception of corporate social responsibility activities. It also answers how to approach it, which is often missing in existing research practically. The study helps reinforce the need for the hospitality sector to improve CSR initiatives and their communication.

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Exploratory Study of the Impact of Customer Centric thinking on Innovation in organisation

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Abstract

Typically, Innovation is often considered to be a result of individual brilliance of an employee or team of the organisation. However, what one should give credence is that the best of innovation can come from customers. This customer led (outside in) innovation is also likely to succeed in the market to a greater extent than inside out innovation as it resonates with the core need and gaps in the market. This paper investigates all these facets and present a fact-based analysis.

The main purpose of the paper is to highlight the critical role of Customer Centricity in developing innovation in an organisation. The objective/hypothesis of this paper is to prove that - Customer centric thinking accelerates process of innovation in any kind of organisation.

This paper is based on extensive secondary research in India and outside India. It looks at several data points in the public domain in the B2C & B2B arena as well as research papers on the subject across the last few years.

The results of the study indicate that customer centric practices do result in the innovation activity going up. This is seen across different sizes of companies and geographies and thus proves the hypothesis. It is concluded that indeed if an organisation practices customer centricity, the innovation quotient goes up irrespective of the type of organisation.

This study is based on Secondary research, and results may be based only on the information available in the public domain. This can be improved in future with a larger Primary study. Separately a new area of study could be to understand the impact of customer centricity on the various kinds of innovation, say incremental, disruptive, architectural, or Radical

Key Words: Customer centricity led innovation, outside in vs inside out innovation. Customer first, customer led innovation

1. Introduction

Organisation the world over are all striving for growth led by Innovation.

Also, Customer Centricity is also gaining traction in most organisation as a new way of thinking. It's important to understand these two vital processes and practices in the context of understanding one's influence over the other

1.1 Customer Centric Thinking

This is not a new subject by any means, for time immemorial customers have been considered important. Gone are the days when it was a sellers' market, or product was the only focus. Today customer is really the king or queen, and the life blood of a business. A company needs customers to be able to exist.

Often organisation do take customers for granted, and once they are sure the customer is not going to go away, they neglect them and their needs. This may result in increasing customer dissatisfaction and then customers may move away. Hence customer centricity is important to be followed in letter and spirit, and the incentive for that would be if organisation see this process increasing their profitability/ bottom line.

An important aspect of customer centricity lies in the fact that it cannot be the role of only the customer facing staff or sales and marketing alone to be watchful of the customer needs. The entire organisation including R&D, manufacturing, logistics all need to be cognizant of the fact that they exist because of the customer and hence need to do everything in a way that enhances the delight to the customer

1.2 Innovation

Innovation is one of the pivots that keeps an organisation on the growth path. It keeps the entire organisation alive as it brings the organisation, external visibility with customers and investors. It keeps employees on the toes with new products and services to discover, refine and implement in the market. An innovative company has several benefits, better recognition, reputation, premiums, better employee morale and retention and faster growth. An innovative company can also scale up faster as given its reputation, there would be greater trust from investors and financial institutions and financing would be easier.

Innovation can be classified in several ways.

- a) One way could be the scale, incremental or large scale.
- b) Another way could be the source
 - Inside out, the internal teams like R&D, Manufacturing, Sales etc. come up with new products or solutions
 - Outside in, this is led by originated by feedback from customers

This brings us to a moot point, while customer centricity is considered important, it is yet not so well linked with Innovation. The reason for the same has been the belief that Innovation really stems from R&D teams inside the organisation. In fact, customer led innovation can be the best form of growth to an organisation as this would reflect the true need of the customer.

As per Racela, (2013), the progress of innovation in a firm is affected by the extent to which customer orientation is engrained in the organization. He also suggests that prior research has found that a customer orientation leads to the development of incremental product innovation (Im & Workman, 2004).

Hence drawing a clear link between Customer Centricity and Innovation is important for the organisation to accept and invest in Customer Centricity. The Research Question therefore is Can Customer Centricity help an organisation improve its innovation quotient? This paper will be a great help for organisation that are, considering adopting Customer centricity. Once it is proven that Customer Centricity indeed drives up innovation in the organisation Customer Centricity can reach many more organisation. Also, for the Research Community a clarity on the relation between the two important subjects and the underpinning factors of Customer Centricity impacting Innovation would be extremely useful.

2. Literature Review

Over the years several Authors have worked on this subject in their respective areas of expertise

For instance, Lopez, Srinivasan & Vazquez (2020), suggest that Customer Centricity leads to increasing the knowledge base of the organisation which helps immensely in the innovation process. This can help the organisation gain tremendous competitive advantage

Afek & Barley (2007), in their article spelt out that AMD's launch of the Opteron microprocessor in 2003, which allowed the company an entry into the profitable server segment was possible only due to them opening their doors to better listening and collaborating with customers. This helped them to finally compete with the leader Intel.

Bank of China (Hong Kong) (“BOCHK”) actively promoted FinTech and took the lead in overturning traditional banking mode and process through the adoption of innovative technology. It changed the mode of interaction by creating new intercept points for the bank to

approach its customers and blend into their living and social network, bringing extra convenience and time-saving solutions to the banking services. This it could do purely by focusing on the customer and his/her behaviour and needs with regular observation studies.

Osakwe (2020) established a clear pattern that within micro sized firms that customer centricity not only significantly leads to marketing innovativeness, but also affects financial aspects of organisation. Hazrul, Yap, and Amin (2022), in a paper that focused on effectiveness of public sector areas emphasized that customer solution orientation was one of the significant moderating factors in successful innovation projects. Seldan, MacMillan, in an HBR article in 2006, established that at the heart of a successful innovation programme is a unique R&D process (called Customer R&D) that helps companies improve their understanding of who their customers are and what they need. Customer R&D focuses on developing ways of communicating value propositions and delivering satisfying experiences to real customers. Since so much of the learning occurs with customers, the different segments, value propositions and delivery mechanisms involving those regularly dealing with customers, it is essential for frontline employees to be at the center of the process.

Companies that use the disciplined customer R&D process—such as Best Buy, Royal Bank of Canada, and Seven-Eleven Japan—accrue three benefits. First, they gain knowledge that is unknown to competitors, allowing them to be a step ahead. Second, employees closest to the customer become intensely engaged through their central role in customer centricity, as a result, employee loyalty increases, turnover declines, and the customer delight is unparalleled. Third, the process of deeply learning about and then addressing customers’ needs leads to the kind of innovation that enables organisation growth of the best kind.

Thus, we can see that across sectors and size of organisation, customer centricity has been seen as an important piece in innovation. However, there is no one explicit paper that establishes the vital role of customer centricity in driving innovation across industries. The table below (TABLE 1) is a summation of current papers studied and the gaps that exist which this paper attempts to remove.

TABLE 1: Literature review summary

Author, Year	Area of Study	Gaps and Variables not covered
Mangels Lopez-Cabarcos, Suresh Srinivasan, Paula Vázquez-Rodríguez, 2020	Linkage of Innovation, tacit Knowledge and Customer Centricity	More form Knowledge Management perspective, customer centricity as a mediating role in profitability

Ju-Yeon Lee, Shrihari Sridhar, and Robert W. Palmatier, 2015	Customer Centric Org structures	Limited to aspects of Org structure
Massimiliano Bonacchi, 2011	Impact of CC strategies on Profits – Mobile Content provider	Limited to Mobile services
Larry Selden, Ian C. MacMillan, 2006	A complete picture of Customer Centricity	More from an innovation development arena only
Paul Burrin, 2006	Customer centricity and Profitability	Limited to only retail banking
Robert G. Crossa, B, Ashutosh Dixit, 2005,	Customer-centric pricing and link to profitability	Focuses on Pricing only, not other areas of profit realization

A study of these and other papers have helped arrive at the Variables relevant to the objective and listed in the next section

4. Identification of Variables & their relationships

The paper suggests a few variables inside and outside the organisation that attempt to bring out a framework leading to a better understanding of how Customer centricity can impact Innovation in the organization.

Internal Factors

The following are the Internal Factors, Commitment of Board/CEO, as it means the full support of the decision takers and the willingness to invest in an area for future dividend, a Strategy in place aligned with stake holders, a Strong Marketing Team to visualize and execute and a Buy-in of other functions.

Another internal factor is a Process of Measurement for monitoring and reporting of metrics. This is essential to hold accountability for every rupee spent, and see what's working against a set of quantified targets

Some of the External factors affecting Customer Centricity are discussed below:

External Factors-

The first factor is the Maturity of initiatives in the industry, followed by the Environment and Context of Industry as the situation of the industry may make it amenable or otherwise to the need for Brand building

Firmographic Factors-

These include, Age of the as in case an organisation is new or old, it may culturally behave differently, Industry type, different industries may have a diff take on customer centricity, hence a cut by the industry type would be important and Size of the organization as a large organisation with hundreds of employees across functions and geographic location could show adoption in a different way as compared

to a smaller one hence need to be studied.

Having understood these factors, the nature of relationship between these factors as per the Table 2 below:

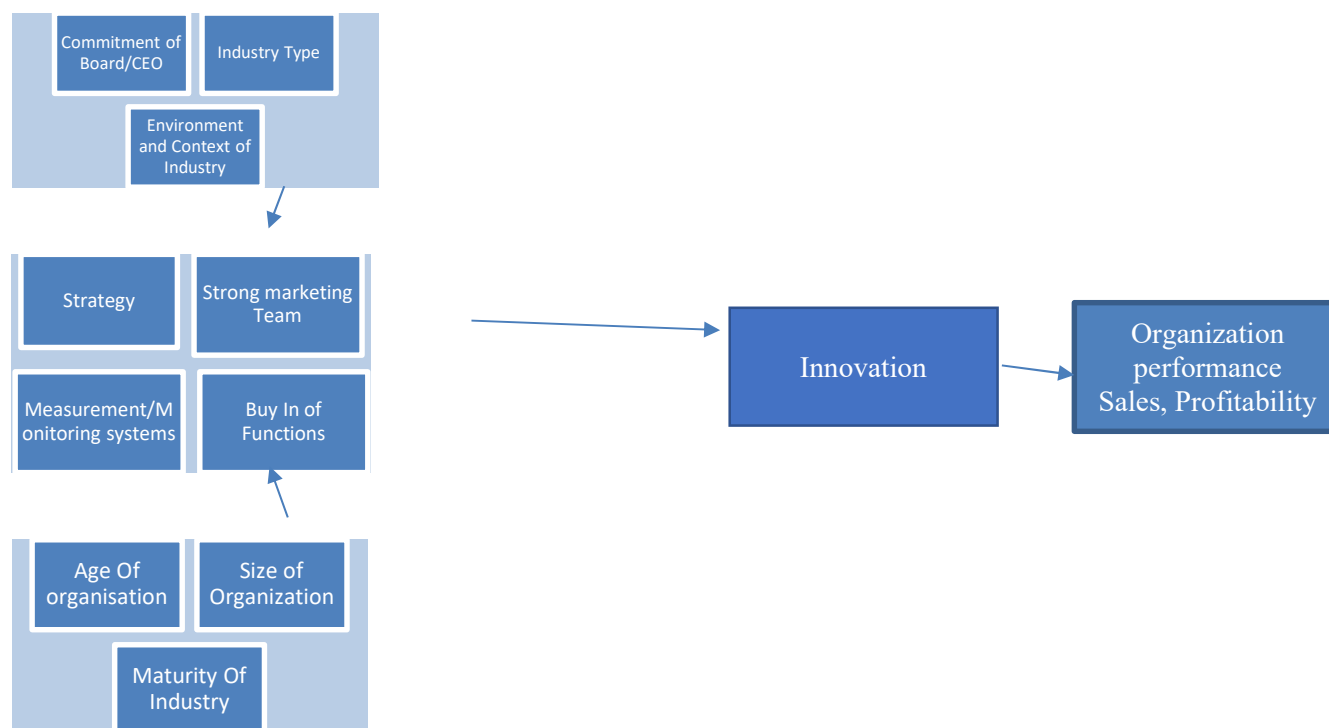
TABLE 2: List of variables

Independent Variables	Dependent
Commitment of Board/CEO	Strategy in place
Age Of Organisation	Strong Marketing Team
Industry Type	Measurement/Monitoring Systems
Size of organisation	Buy in - functions
Maturity of Industry	Sales and Profitability
Environment and Industry Context	

5. Theoretical Framework

Thus, to summarize the relationship in a framework please find enclosed as below figure:

FIGURE I: THEORITICAL FRAMEWORK



The above construct indicates how the independent variables, Commitment of CEO/Board, Industry Type and Context, Age, Size,

Maturity of Industry, impact the dependent variables Strategy, Marketing Team, Buy In of other functions and the measurement systems. These in turn impact the Mediating variable Innovation which in turn impacts the Performance metrics of Sales and Profitability.

6.Objective for study:

The objective is to confirm that Customer Centricity indeed increases the Innovation quotient of and organisation. If proven this will enable more investment in Customer Centricity in organisation as there is clear evidence of a tangible outcome.

This objective was developed by studying the existing literature as in the review above and interviews with select organisation who have invested in Customer Centricity and Innovation practices. Accordingly in the next section a robust Methodology has been proposed as below.

7. Methodology

7.1 Research Design

The research is secondary research. A total of 20 research papers were studied from listed journals across the globe. The present literature review based on 11 shortlisted research papers falls into three main categories: Relevance of Customer Centricity to the Industry, Innovation practice set up, and the experiments reported on the success or otherwise of customer centricity/innovation. The study examined scholarly work in international business over the time period 2005- 2022. A content analysis of these articles was conducted.

7.2 Data Design

This process involved a triangulation of information coming from the literature survey, Interviews with select senior executives and an example from a current company experimenting with this process.

8. Results

The theoretical framework presented earlier proposes non-mathematical or theoretical relationships between the variables of study aiming to throw new light into the existing literature review. This model works on an established establishes a cyclical and a reciprocal relationship between the independent and the dependent variables as highlighted in Fig 1. One sees here that Clearly all the factors listed help in driving Customer centricity all in turn are critical in the success of Innovation and hence Customer Centricity helps in establishing Innovation and better sales and Profitability in an organisation

9. Discussion

To make the study more robust it is proposed a primary study be undertaken, with each variable scored between 1- 5. At the time of collecting primary data, first using regression, we will be taking innovation as dependent variable and internal, external, and firmographic factors as independent variables. Then using regression, we will be taking organizational performance as dependent variable and innovation as independent variable.

Thus, irrespective of the age, type and maturity of organization or industry, customer centricity helps drive innovation. Once the innovation kicks in, quite clearly the performance metrics get affected positively

This thus identifies the need for organisation invest in mechanisms and resources that can enable employees to focus on better listening and understanding of customers as it will translate into tangible results like better products, higher sales and profitability, which are ultimate goals of an organization.

10. Conclusion

It is clear that Customer Centricity is a necessary activity for any organisation to stay on top of the game with their customers. As seen in this study the fact that it helps and enables innovation is now an added benefit for organisation to invest in this, given the fact that innovation helps deepen sales and profitability.

11. Managerial implication

This study enables the organisation to look at Customer Centricity from a business benefit angle and build in additional resources in this area. It will encourage managers to engage with customers more actively as a way of understanding the current and latent needs and build innovative products and solutions.

12. Limitation and Scope for Future Research

This paper is based on Secondary Published information only, some of the private companies studied are not willing to be quoted in the study.

Primary interviews may help in the future course of the study to validate these findings. The specific role of various functions in building customer Centricity and hence Innovation could be an interesting area to delve deeper into.

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Mark of a Dynamic Global Business Environment: Indian Learnings from the U.S. Business System

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Abstract

Change is not a new phenomenon. The world has been changing for generations. Managing businesses in these circumstances turn out to be even more challenging. The challenges we face in today's scenario differ from former times in accordance with their solutions. The paper makes a comparative trend analysis of the business environment of the U.S. and India and identifies the challenges vested in the Indian business market. The study tries to examine the trends of business practices in the U.S. and India. It also highlights the strategic problems vested in the business market of India. The third objective of the study is to suggest innovative measures for the better working of the Indian business market based on U.S. entrepreneurship. The nature of the research is analytical as well as descriptive. Primary and secondary data have been collected from various sources, books, journal articles, and research papers. Research tools of many kinds were used for primary and secondary data analysis. The paper makes several suggestions to India (from the U.S. system) to develop a resilient business environment that can sustain the challenges of the ever-changing contemporary world. The paper presents an innovative strategic implementation plan through Keynesian theory for the Indian business market to get accustomed to the changing business environment by studying the U.S. entrepreneurial cultural market.

Keywords: Policy formulation, Relaxation of trade restrictions, better regulations, Reducing NPAs, Keynesian Multiplier Theory, Indian business market, and U.S. entrepreneurship.

1.Introduction

Change is not a new phenomenon. The world has been changing for generations. For instance- Evolution, i.e., a change through the development and growth of the animal kingdom. Evidence from the past centuries depicts that change has occurred in the human race. From a solely agricultural economy, we have come a long way into being an industrial-centric economy.

Margaret J. Wheatley once said, "The nature of the global business environment guarantees that no matter how hard we work to create a stable and healthy organisation, our organization will continue to experience dramatic changes far beyond our control." The fact about change is that it has changed its pace of change and its way of coming. The pace of change is persistently growing and presently stirring in many ways than the former times. Rapid growth and development along with prompt changes can be observed in every field of existence, such as infrastructure, demography, healthcare, education, and politics. Every year companies launch newer models to provide a better standard of living in the economy. Managing businesses in these circumstances turn out to be even more challenging. The challenges we face in today's scenario differ from those of the former times in accordance with their solutions (Natu, 2017).

This paper attempts to understand the backdrop of the current changing business environment in the United States of America (U.S.) and India. India faces many challenges in adapting to the changing business environments, affecting its position and rankings in the world economic indices. Hence, this study aims to examine the challenges encountered by Indian businesses in the global business environment and their impact on the growth of the Indian economy. Based on thorough research, the study aims to answer the following research questions (RQs): RQ1: What are the challenges faced by the Indian economy in changing its business environment and adapting to global needs? RQ2: To what extent can Indian businesses adapt to the needs of the global business environment and embed some of the capitalist essentials of doing business?

The paper will state the causal relationship between the challenges faced and their impact on the Indian economy. The study

also aims to identify the areas where India can learn from the U.S. entrepreneurial-based economy and strive for greatness in the 21st century.

A conventional understanding of the global business environment is imperative in today's world. Besides that, the pace of change itself is cumulative and comes from many directions. This paper aims to study the trends shaping the business environment in the U.S. and provide ways to change business practices in some areas of India, which will enable the smooth running of Indian businesses operating globally as under:

1. **Economic impact on business activities:** Indian businesses face cyclical downturns from the changes occurring in the global market.
2. **Lack of strategy:** Businesses in India have not recognized the prominence of international business. The Indian government lacks the plan to implement policies to help businesses adapt to the globally changing environment.
3. **Policy implementation issues:** Many policies introduced by the Indian government did not work out properly due to the lack of adequate supervision and control, resulting in the downfall of those policies.

2. Review of Literature

It is essential to identify the main reasons triggering a problem in order to solve it. Thus, the following section highlights the issues related to the changing business environment in the U.S. and India.

Since the onset of Covid-19 in the U.S., the government's intervention in financial markets was emphasized on credit markets. The pandemic's economic and financial impact raised investors' concerns, which led to the toppling of the U.S. stock market. The response of the Federal Reserve was speedy and forceful. The Federal Reserve cut down the fund rates and started its purchase of treasury securities. To support liquidity and function in short-term funding markets, the Federal Reserve announced reopening facilities such as Primary Dealer Credit, Commercial Paper Funding, and Money Market Mutual Fund Liquidity, which fetched results in the Global Financial Crisis. By significantly expanding the size of the Primary Market Corporate Credit Facility (PMCCF) and Secondary Market Corporate Credit Facility (SMCCF), the purchase of the debts of 'fallen angels' firms was possible. The Coronavirus Aid Relief and Economic Security (CARES) Act established a Small Business Administration (SBA) for a Paycheck Protection Program (PPP) to assist small businesses in retaining their employees, providing low-interest loans and forgiving PPP loans to cover payroll expenses (Hanson & Stein, 2020).

The constant flow of credit toward firms and households is the pressing priority in an economy to help them tide over crises. India's deal with the Twin Balance Sheet crisis stressed out banking and corporate sectors due to the high levels of Non-Performing Assets (NPAs) in an inadequately capitalized banking system, pooled with the over-leveraged financially feeble firms in the private sector. The government and the banking regulator- the Reserve Bank of India (RBI), adopted measures to address this crisis, arguably leading the banking sector to a rise in risk aversion. The banking sector was crippled during the Covid-19 crisis, adversely affecting credit growth and deteriorating financial intermediation in the market. Hampering the Micro, Small, and Medium Enterprises (MSME) sector, the crisis led to no chance for recovery of the sector and shut down their operations (Mahendra Dev & Sengupta, 2020). For creditors to improve their access to credit and investment in other businesses, insolvency must be settled.

The U.S. Federal Reserve, State, and Local Governments implemented financial assistance and forbearance policies to stabilize the finances of businesses and limit the need for bankruptcy filings. But bankruptcy undoubtedly rose due to Covid-19; thus, the United States Bankruptcy Code came into action. Chapter 11 of the Code provided provisions for large corporations' short-term liquidity to

prevent firms from being liquidated and equal public finance protection (Morrison & Saavedra , 2020).

Correspondently, for small businesses, the Small Business Reorganization Act (SBRA) eliminated Chapter 11 and replaced it with sub-chapter 5 of the Code, which provided a quick and economical option for the reorganization of businesses with total debts falling under a certain threshold and opened up doors of bankruptcy courts (Khan & Shahi).

The pandemic unleashed a flood of commercial disputes in India, making it difficult for businesses to operate. Given the severity of the problem, the RBI issued a moratorium period to repay all kinds of loans. To ameliorate the debtor's liquidity crisis, the government suspended the Insolvency and Bankruptcy Code of 2016. This made it more difficult for the debtors to service their debt (Singh & Thakkar, 2021). For the MSME sectors, the central government introduced a pre-packaged insolvency resolution in which the default threshold for insolvency proceedings increased from ₹1 lakh to ₹1 crore (Apte & Das). With the help of the Insolvency and Bankruptcy code government can recover the tax dues.

The government of U.S. passed the CARES Act to support small businesses during the pandemic. This included many tax credits and tax changes intending to provide short-term relief to firms (Ludwig, 2020). These credits and changes were eliminating the taxable income limit assured Net Operating Losses (NOL), accelerating refunds of generated corporate Alternative Minimum Tax (AMT) credits, loosening business interest limitations from 30% to 50% and other technical corrections such as Employee Retention Credit and the employee share of payroll taxes remittance by the companies to the government (Deloitte).

The Goods and Services Tax (GST) regime in India is viewed as a path breaker in the history of the Indian tax regime that revolutionized the taxation system. The Indian Tax Council members brought changes in GST patterns to manage the adverse implications of the pandemic. But these brought a heavy financial blow to the Small & Medium Enterprises (SME) sector as consumption demand reduced drastically and investment expenditure fell (Roy, Patnaik, & Satpathy, 2020). The majority of nations want lucrative taxation systems. Export taxes work oppositely and discourage integration into global trade.

The U.S. is an open, dynamic, and competitive economy resulting in it, being one of the leading exporters and importers of various goods and services. Trade, by accelerating economic growth, supporting better jobs, and raising the standard of living, helps America provide families with reasonable goods and services, and proves to be a critical tool to its prosperity. Expansion in trade benefits both businesses and families by creating higher-paying jobs in the export sector, encouraging investment and increasing the diversity in the purchase of products by consumers (Representative, n.d.).

The poorly developed manufacturing sector has imposed the greatest challenge in developing a solid trade policy for India. The restraints include its limited availability of land and power, lack of access to the latest technology, low productivity, and complications in doing business. Considerably, the most severe obstacle to the revival of its manufacturing sector is the scarcity of land. The lack of knowledge regarding the benefits of trade liberalization, policy paralysis, and the lack of political will have become additional challenges in the country. Economic interests cannot be served by remaining indifferent to or resisting the international trade policy developments and the mega-trading alliances that may emerge and progress (Puri, 2017). Global value chains are influenced by trade policies, and the efficacy of those policies influences the benefits of value chain integration.

The U.S., in particular, participates through exports in Global Value Chains (GVCs) for chemicals and business services. Its participation in services drives U.S. intermediaries in other countries' exports. The overall GVC activity is marginally contributed by specific manufacturing industries, for instance, Textiles (OECD). The value chain is sliced up globally in many sectors, which means that U.S. firms are highly dependent on the imports of intermediate goods produced abroad and vice versa. Foreign companies exporting to the U.S. use U.S. intermediates in their final products. This so-called GVC has become even more significant over the past years. So, disturbing these supply chains would hurt foreign exporters, domestic firms and consumers. This has posted restrictions on implementing protectionist trade measures in the U.S. as it expands the integration of U.S. firms into the GVCs (Erken, 2017).

The integration into GVCs of India has remained weak despite the strong growth in trade flows over the past two decades. It also fares poorly in various logistics performance and efficiency indices compiled internationally. One of the reasons for the integration to be low in GVCs is its focus on the domestic market. The Indian policies have not been conducive to encouraging GVC integration or the development of lead firms. The result of many barriers has made India adopt a large piecemeal approach in the policy-making of value chains (Ray & Miglani, 2020). Integrating into GVCs will generate more employment in turn more profit, guaranteeing more workforce security.

The Department of Labour (DOL) of the U.S. administers more than 180 federal laws implementing workplace activities coverage for nearly 150 million workers and 10 million workplaces. For instance, the laws and regulations by the Occupational Safety and Health Administration (OSHA) mandate whistle-blowing for employees to complain against any violation of laws by their employers and remedies, including job reinstatement and payment of back wages (LABOR, n.d.). The complex, overlapping and outdated laws have caused uncertainty in the Indian market (Hoda & Rai, 2015).

There are insufficient public policies that tackle the social and familial obstacles which prevent women from joining the labour force. Likewise, there are inadequate public safety and workplace security initiatives and alternative arrangements for domestic onuses and care work. Additionally, working conditions such as safety and sanitary conditions are not correctly dignified (Menon, Tomy, & Kumar).

Gap Analysis

The following section gives an overview of the gap identified.

Table 1: Gap analysis

GAP Analysis		
Author	Variables	Gaps Identified
Sengupta, 2020	Credit Access	Increasing NPAs Risk Aversion
Thakkar, 2021	Bankruptcy and Insolvency	Suspension of IBC Rising Commercial Disputes
Roy, 2020	Taxation	Amendments in GST patterns Falling investment expenditure
Miglani, 2020	Global Value Chains	Domestic market focus Poor logistics performance
Puri, 2017	International Trade	Unawareness of trade liberalisation Under-developed Manufacturing sector
Menon, 2019	Workforce Security	Inadequate public safety and workplace security initiatives Poor Sanitary conditions

The above table depicts the gaps identified during the course of the research. The identified gaps helped the research work to discover the untapped areas and suggest measures to overcome them.

3. Identification of Variables

After a thorough analysis of the present theme, the research study has selected the following variables- Credit Access, Bankruptcy and Insolvency, Taxation, Global Value Chains, International Trade, and Workforce Security.

The table below signifies that access to credit is essential for businesses to perform their day-to-day activities. Having easy access to credit opens multiple doors of opportunity. In the same league, resolving insolvency is vital for creditors to reinvest in other

companies and increase their access to credit. Taxation can fund various programs but should be levied with great caution, as it may cause damage to the broader economy. The study has also found that integration of GVCs with the domestic markets in the country is of the utmost importance as it facilitates greater participation of Micro, Small, and Medium Enterprises (MSMEs) in international trade. The main factor contributing toward the integration of GVCs and International trade for businesses is its workforce development and security.

Table 2: Identification of Variables

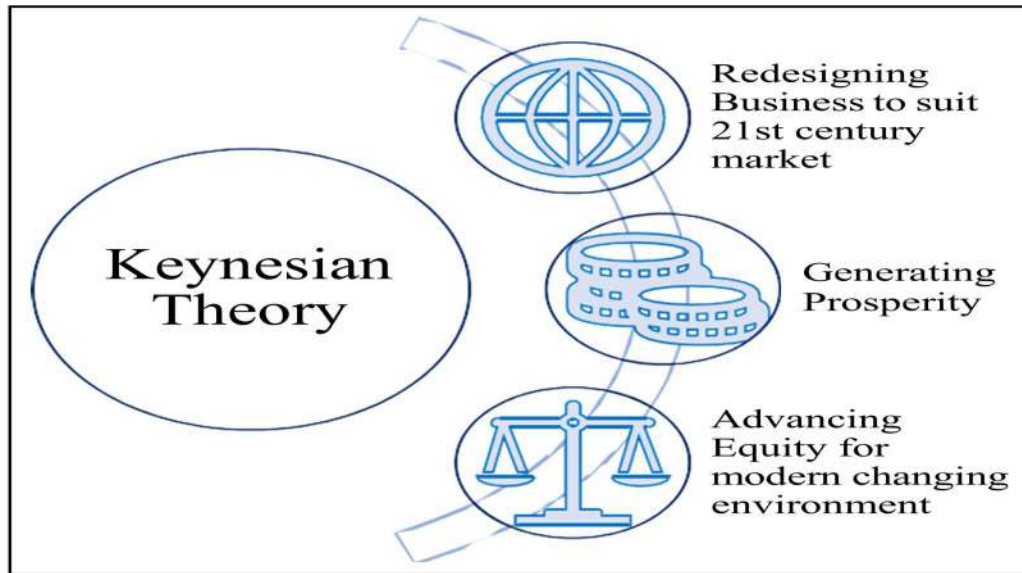
Identification of Variables			
Sr.no.	Variable Types	Description	Source
Independent			
1	Credit Access	Access to finance is the major concern for MSMEs in developing countries like India. MSMEs significantly contribute to the economic development of developing and developed nations and also account for 80 % of the global economic growth.	<u>Nirmal Raj, 2022</u>
2	Resolving Insolvency	If at the end of insolvency proceedings creditors can recover most of their investments, they can continue reinvesting in firms and improving companies' access to credit.	<u>World Bank, 2019</u>
Moderating			
3	Taxation	Tax policy responses could evolve as containment phases as Governments will need to continue monitoring and adjusting policies to evolving circumstances.	<u>OECD, 2020</u>
4	International Trade	The skill-biased nature of GVC trade is associated with increased complexity of global supply chains as well as increased use of skill-intensive inputs, notably services.	<u>Hollweg, 2019</u>
Dependent			
5	Global Value Chain	India's integration into GVCs remains weak despite the strong growth in trade flows over the last two decades. Participation of a country in GVCs is defined by its engagement with a particular part of the production process, that is, trade in intermediary goods and services.	<u>Miglani, 2020</u>
6	Workforce Security	Education as well as trade and labor policies are important factors for strengthening the GVC-labor relationship.	<u>Hollweg, 2019</u>

The above table depicts the identified variables. Thus, to support the changes in the business environment brought on by the specific factors, the underlying framework is established in the section below.

4.Underlying Theory

The following section lays a foundation for the research work based on the changing business environment.

The Great Depression was studied and understood by the use of Keynesian Theory, developed by John Maynard Keynes, a British economist, during the 1930s. It is a macroeconomic theory of total spending in the economy and studies the impact on output, employment, and inflation. It sharply separates the study of economic behaviour and markets based on individual incentives from the analysis of broad national economic aggregate variables and constructs (Sarwat Jahan, 2014).



1. **Redesigning businesses to suit the market of the 21st century:** Using the Keynesian theory and Modern Public Administration principles, the government can increase investment in diversifying GVCs and increasing the strategic edge for domestic businesses. This, in turn, would result in a more dynamic economy and place the country's companies at the forefront of adapting to the changing business environment of the 21st century.
2. **Generating prosperity:** Generating prosperity is one of the fundamental motives of the government. This can be achieved by following Investment Multiplier functions. Increasing investment to provide credit from banks for upcoming start-ups would positively affect the broader economy. This, in turn, would help start-ups and small businesses to sustain the ever-changing business environment. On the other hand, increasing opportunities for easy access to credit for the corporate sector would also generate prosperity. The government would need to update its regulatory framework to prevent insolvency and bankruptcy in the market.
3. **Advancing equity for a modern changing environment:** Economic policies are framed to generate revenue to fund the diverse and dynamic needs of a country, but, at the same time, they should also aim at reducing inequality. The government needs to have a progressive taxation system that would help to fund essential projects, policies, and investments in its workforce. The Keynesian theory proposes that investment in the domestic workforce would positively impact productivity levels and expand labour participation rates.

5. Hypotheses formulation

The paper has formulated the following hypotheses:

H1: There is a significant impact of the corporate tax rate on the Ease of Doing Business Index.

The corporate tax rate indirectly affects the functioning of businesses and encouragement to start businesses. The increase in tax rates decreases business activities and the decrease in tax rates increases business activities which signifies that there is an inverse relationship.

H2: Qualification and employment status influence the respondents' perception of India's integration into the Global Value Chains.

Integration of GVCs with India plays an important role in the growth of Indian businesses. The integration would help India to better position itself in global trade and also reduce dependency on other countries.

H3: Qualification and employment status influence the respondents' perception of safer workplace conditions for women to scale Indian

businesses.

A safer workplace environment increases the participation of women in economic activities which directly results in higher economic growth, better social standards and improved standing of the country at the global level.

6. Research Methodology

The nature of research is analytical as well as descriptive. Primary and secondary data were collected. Primary data was collected through a questionnaire by the Stratified Sampling method, in which a total of 119 responses were collected, and 100 samples were taken into consideration for data analysis. Secondary data was collected from books, journals, articles, and research papers. Primary data was collected through a questionnaire. The Stratified Sampling method was adopted to finalize 100 samples out of 119 responses. The respondents are educated, professional individuals and belong to the business class. The study period was from the year 2016 to 2021. Research tools of many kinds were used for primary and secondary data analysis, such as Correlation analysis, Ranking analysis, Regression analysis, ANOVA Test and Percentage analysis. Suitable hypotheses were formulated and tested. The study is limited to the post-pandemic business environments of the U.S. and India.

7. Results

The following section provides a statistical analysis of the trends of variables that influence the business environment in both economies. This section has provided the study with a suggestive model with a solid foundation from a statistical point of view.

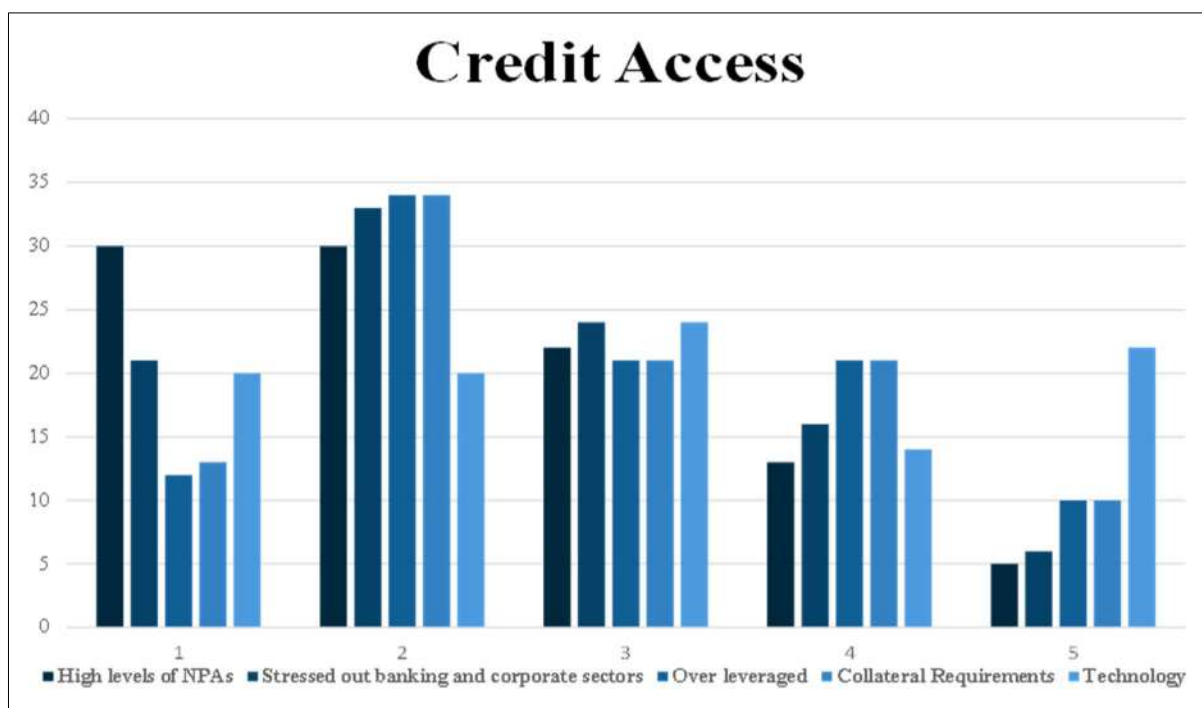
7.1 Why is getting credit a challenge for Indian businesses?

Ranking and Correlation analysis are used for the 'Credit Access' study variable to find out the main reasons affecting the credit of Indian businesses.

Table 3: Ranking Analysis-put n=100

Rank	High levels of NPAs (CA1)	Stressed-out banking and corporate sectors (CA2)	Over-leveraged (CA3)	Collateral Requirements (CA4)	Technology (CA5)
1	30	21	12	13	20
2	30	33	34	34	20
3	22	24	21	21	24
4	13	16	21	21	14
5	5	6	10	10	22
Total	100	100	100	100	100

Source: Primary Data



Source: Primary data

Table 3: Correlation analysis of Credit Access

Correlation Analysis	(CA1)	(CA2)	(CA3)	(CA4)	(CA5)
(CA1)	1				
(CA2)	0.301	1			
(CA3)	0.215	0.278	1		
(CA4)	0.089	0.118	0.254	1	
(CA5)	-0.041	0.038	0.248	0.304	1

Source: Primary Data

From the Ranking and Correlation analysis, it is found that stressed-out banking and corporate sectors and High levels of NPAs have a moderate positive correlation, whereas Collateral requirements and High levels of NPAs have a low positive correlation.

Conclusion- Stressed-out banking and corporate sectors, high levels of NPAs, and collateral requirements are affecting the credit growth for Indian businesses.

7.2 Whether there is a significant impact of the corporate tax rate on the Ease of Doing Business (EODB) index in the U.S. & India?

Regression Analysis is used for the Hypothesis Testing of the study variable 'Taxation'.

Null Hypothesis (H0): There is no significant impact of the corporate tax rate on the Ease of Doing Business Index.

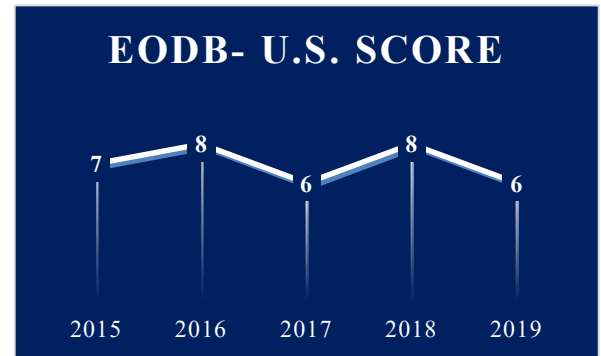
Alternative Hypothesis (H1): There is a significant impact of the corporate tax rate on the Ease of Doing Business Index.

Figure 4.1: Corporate Tax Rate and EODB Score- U.S.



Source:
Secondary Data

The above two tables depict the scores of the U.S. in the corporate tax rate & Ease of Doing Business



Index. It signifies that the U.S. shows very good progress.

Table 4: Regression Analysis of U.S.

Regression Statistics		Summary Output- U.S.				
Multiple R	65535					
R Square	-1.2084E-16					
Adj. R Square	-0.33333333					
Std. Error	8.854377448					
Observations	5					
ANOVA						
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Sig. F</i>	
Regression	1	-2.8E-14	-2.8E-14	-3.6E-16	1	
Residual	3	235.2	78.4			
Total	4	235.2				
	<i>Co-eff</i>	<i>Std. Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>L 95%</i>	<i>U 95%</i>
Intercept	29.4	31.2423	0.9410	0.4161	-70.0269	128.8269
Score	0	4.4272	0	1	-14.0893	14.0893

Source: Primary Data

From the Regression analysis of the U.S., the p-value calculated is greater than 0.05. Thus, the alternative hypothesis is rejected, which concludes that there is no significant impact of the corporate tax rate on the Ease of Doing Business Index.

Figure 4.2: Corporate Tax Rate and EODB Score- India



Source:
Secondary Data

The above two tables depict the scores of India in the corporate tax rate & Ease of Doing Business



Index. It signifies that India has shown some improvement over the past years.

Table 5: Regression Analysis of India

Regression Statistics		SUMMARY OUTPUT- India				
Multiple R	0.6784					
R Square	0.4602					
Adj. R Square	0.2803					
Std. Error	3.5816					
Observations	5					
ANOVA						
	df	SS	MS	F	Sig. F	
Regression	1	32.8081	32.81	2.5576	0.2081	
Residual	3	38.4828	12.83			
Total	4	71.2909				
	Co-eff	Std. Error	t Stat	P-value	L 95%	U 95%
Intercept	23.3608	6.0687	3.849	0.0310	4.0475	42.6740
Score	0.0934	0.0584	1.599	0.2081	-0.0925	0.2793

Source: Primary Data

From the Regression analysis of India, the p-value calculated is less than 0.05. Thus, the null hypothesis is rejected, and the alternative hypothesis is accepted, which concludes that there is a significant impact of the corporate tax rate on the Ease of Doing Business Index.

Conclusion- Therefore, India should develop a framework in which sufficient changes should be made or undertaken in required areas to keep the EODB Index high while amending the corporate tax rates.

7.3 Will India's integration into Global Value Chains develop a strong trade policy and help the Indian government rethink its stance on protectionism?

For the study variable 'Global Value Chains', ANOVA Test from the primary data has been applied to test a hypothesis.

Null Hypothesis (H0): Qualification and employment status do not influence respondents' perception of India's integration into GVCs.

Alternative Hypothesis (H2): Qualification and employment status influence the respondents' perception of India's integration into GVCs.

Table 5: ANOVA on Global Value Chains

ANOVA – Qualification						
<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>	<i>F crit</i>
Between Groups	136.125	1	136.125	76.43351	9.77E-16	3.888853
Within Groups	352.63	198	1.78096			
Total	488.755	199				
ANOVA- Employment Status						
<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>	<i>F crit</i>
Between Groups	198.005	1	198.005	173.9738	6.38E-29	3.888853
Within Groups	225.35	198	1.138131			
Total	423.355	199				

Source: Primary Data

From the above test, the p-value calculated is less than 0.05. Hence, the null hypothesis is rejected, and the alternative hypothesis is accepted.

Conclusion- Qualification and employment status influence the respondents' perception of India's integration into Global Value Chains.

7.4 Whether developing India's manufacturing sector result in better outcomes in international trade and relations?

Percentage analysis has been adopted for the 'International Trade' variable by the data collected through a primary source.

Scale: Strongly Agree- 5 Agree- 4 Neutral- 3 Disagree- 2 Strongly Disagree-1

Table 6: Percentage Analysis of International Trade n=100



From the Percentage analysis, it is found that maximum responses were obtained towards 'Strongly Agree' (43) and 'Agree' (32).

Conclusion- India must develop its manufacturing sector for better outcomes in international trade and relations.

7.5 Will safer workplace conditions for women help Indian businesses to scale up?

Hypothesis Testing was done using an ANOVA test on the variable 'Workforce Security' from Primary data.

Null Hypothesis (H0): Qualification and employment status do not influence respondents' perception of safer workplace conditions for women to scale Indian businesses.

Alternative Hypothesis (H3): Qualification and employment status influence the respondents' perception of safer workplace conditions for women to scale Indian businesses.

Table 7: ANOVA on Workforce Security

ANOVA- Qualification						
Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	204.02	1	204.02	114.0163	2.6E-21	3.888853
Within Groups	354.3	198	1.789394			
Total	558.32	199				
ANOVA- Employment Status						
Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	278.48	1	278.48	242.8819	2.9E-36	3.888853
Within Groups	227.02	198	1.146566			
Total	505.5	199				

Source: Primary Data

The above ANOVA test states that there is an establishment of the p-value (less than 0.05). Therefore, the null hypothesis is rejected, and the alternative hypothesis is accepted.

Conclusion- Qualification and employment status influence the respondents' perception of safer workplace conditions for women to scale Indian businesses internationally.

Findings

The findings of the statistical analysis are as follows:

The statistics state that accumulating capital through financial and non-financial institutions for businesses in India has been affected severely due to several factors such as overly crunching NPAs, stressed banking and corporate sectors and collateral requirements. The NPAs have caused bad bank loans, which has resulted in the Twin Balance Sheet crisis in the economy. Changes in corporate tax rates in India affect the EODB index. To prevent it from causing a change in the score of the index, India should make or undertake sufficient changes in the required areas to keep the EODB index high. The Indian government should integrate GVCs to develop a robust trade-based economy and adapt to the changing business environment. Additionally, relaxing protectionist measures can give the economy an edge internationally. Increasing the presence of the manufacturing sector in the Indian economy would, on the one hand, enhance productivity and boost the position of India in the international trade system and, on the other hand, would increase the wages of the workers. Therefore, by using the Keynesian Investment Multiplier, it is observed that there is a rise in income as proportional to the increase in investment in the manufacturing sector.

Implementation of policies with safer working conditions for women will increase female labour force participation in the Indian labour market and encourage the participation of women in international business.

Significance has been found in all the analyses against all the hypotheses and variables related to the changing business environments. Therefore, on the basis of all the analyses, strategic problems vested in the business market of India are highlighted and the innovative solutions are substantiated.

Discussion

India, in recent times, has become a popular investment destination due to its fast-growing economy and favourable demographic trends. Investment in India has produced significant profits for MNCs and small-scale businesses due to the large market size. The Keynesian theory has been adopted to explain the required changes in investment in specific sectors. These investments would have a broader impact on the economy and make it more sustainable and advanced. The '*Vyavasay Ritih*' framework has been developed to suggest investments and amendments make the Indian economy more robust. The framework has recommended changes to government spending in various sectors, which would result in making foreign investments more profitable. The framework proposed in the study, which is futuristic, will be an additional benefit for the Indian business environment towards accelerating growth in the economy.

Figure 2: Vyavsay Ritih



1. **Credit Accessibility:** A committee that includes senior officials from commercial banks (public, private, and foreign banks) and the government can be set up to oversee the credit allotted to companies. The committee, at proper intervals, would inspect the books of defaulting companies to understand their financial position and liquidate the company if necessary to prevent the aftermath of NPAs and reduce the time of resolving insolvency. The committee would also identify sectors of the economy that require credit. Simultaneously, an independent auditing body can be formed to deal with issues of overly crunching NPA that potentially can help creditors retrieve their money from the stressed banking sectors, which can increase the credit flow in the business market.
2. **Aid through Tax:** The Government of India (GOI) should attempt to carefully screen a fiscal package to support the MSME sector due to the hit of the pandemic. To help stressed industries, the government must reduce taxation rates for small and medium-sized businesses. It should increase the tax rates for large multinational corporations to balance deficits created by reduced tax rates for small businesses. Improving investors' interest in doing business is possible when the government provides stable and transparent tax provisions with the support of a neutral approach to tax administration.
3. **Assimilating Global Value Chains:** There is a need to overhaul India's Global Value Chain policy. This can be done by increasing the quality of human capital through investment in skill development programs and comprehensive technical education. This will create a conducive environment for MNCs to set up manufacturing and technical bases that will lead to an enhanced role in the GVC system. The development of domestic lead firms through the government's macroeconomic policies would give India a lead role. Diversification in present value chains and trade agreements is required to pivot India away from economic dependency on geopolitical adversaries, resulting in many cohesive relations with western countries. The country should attempt to dominate Regional Value Chains (RVCs) to help expand the market opportunities, improve the scalability of international business operations, and try a longer stride in GVC reform.
4. **Expanding Global Trade:** India should promote and be a part of regional trade agreements to promote its business standards and style internationally. It is also suggested to be a part of Free Trade Agreements (FTAs) and increase bilateral trade relations with various nations to foster international standards in their business environment. This will help in better negotiations with other countries and provide stability to businesses from the geopolitical turbulences of rival nations. But, before lifting trade restrictions, it should increase its manufacturing sector productivity and contribute to more exports and revenues. This, in turn, will help India

in securing beneficial trade deals with powerful countries. Adopting technologies can increase the efficiency of the Indian industries in manufacturing technological goods with international standards or quality for global consumption; this will make Indian industries more competitive. There is a need for an integrated effort from the state and central governments to amend the industrial policy, which has failed to increase the manufacturing sector's contribution.

5. **Revamping Labour Policies:** The current workplace environment is continuously changing and evolving, including the condition and state of labour. Through the statistical analysis conducted, it is firmly recommended that the Indian government should update the outdated laws such as low minimum wages, less social security and no oversight or plan to prevent exploitation of labour in the unorganized sector. Additionally, special provisions should be made to promote female participation by reducing gender bias, and providing better sanitary workplace conditions and childcare availability which potentially increases the female labour force participation in the labour market and encourages the participation of women in the international business market. Moreover, as the Covid-19 pandemic has caused much mental stress to the country's labour force, its problems have seen a sharp rise. Therefore, stress management cells should be formed in every organisation.

Conclusion

Changing business environment affects business operations domestically and internationally, but adapting to those changes helps businesses to become flexible and flourish. In the research, the trends of business practices in the U.S. and India, based on economic indicators are studied and the underlying problems lodged in the Indian business environment that has caused restrictions on its businesses to expand globally are highlighted. Adopting the Keynesian theory helped this study understand the issues and suggest measures integrated under the dome of the suggestive model '*Vyavsay Ritih*'. The paper presents an innovative strategic implementation plan for the Indian business market with ultimate growth potential in the future and achieving new heights.

Managerial Implications

Based on the learnings from the U.S. economy and statistical analysis of India, the suggested model '*Vyavsay Ritih*', i.e., 'Business Prosperity' in English, is designed. This blueprint model is constructed to meet India's needs by integrating the study's objectives and problems accompanied by a strategic and practical solution for Indian businesses to flourish globally.

Limitations of the Study

The limitations of the study were restrictions on data collection due to the outspread pandemic. The collection of data was limited to an online questionnaire. Interviews and personal visitation were not possible. A certain time limit was imposed, due to which the sample size is limited.

Contribution of Research

The paper presents an innovative strategic implementation plan through Keynesian theory for the Indian business market to get accustomed to the changing business environment by studying the U.S. entrepreneurial cultural market.

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Impact of Social Marketing on Building Brands in India during the Corona Virus Lockdown (COVID-19)- A case study

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Abstract

Purpose : The purpose of the case study is to understand the impact of social marketing on building brands during the COVID-19. The case is aimed at students undertaking international business, global brand management and consumer behaviour to make them familiar and sanitize them in an international scenario.

Methodology : The case is based on primary (qualitative) research as well as secondary data along with. The study was conducted in India.

Findings: Lockdown during COVID-19 created anxiety about the future. The implication of the study is that social marketing mitigates anxiety and depression and had improved the brand image and equity among Indian consumers.

Contribution: It is the first situational analysis of the COVID-19 lockdown and highlights the role of social marketing in improving mental health Indian consumers that makes this case study unique.

Subject area

CCS-8: Marketing : Social marketing and Brand Building

Study level/applicability

Undergraduate and postgraduate students, essential for students focusing on Social marketing and Brand Building

Case overview

The case highlights a shift in the marketing approach by organizations from commercial to social marketing. The COVID- 19 pandemic created a wave of uncertainty, fear and loss globally. During such times it was not feasible for organizations to continue with the commercial marketing approach and focus on their profits alone. This case highlights the nature of social marketing and its impact upon organizations and the consumers at large. The case highlights the role of social marketing in handling anxiety and building brands during the COVID-19 pandemic.

Expected learning objectives

The case presents an account of how Indian companies were using social marketing as a strategic advantage to build brands during COVID-19. The case has a deep-rooted theoretical association with the Social Cognitive Theory explaining the impact of social marketing on brand building during COVID-19. The case is aimed at students undertaking international business, global brand management and consumer behaviour to make them familiar and sanitize them on cross-cultural management in an international scenario.

Subject code

CSS 08: Marketing -social marketing and brand development

Keywords: Social marketing; COVID-19; brand image; brand equity; consumer behaviour; mental health

Supplementary Material: Teaching notes are available for educators only, and is given at the end

Dilemma of companies in building brands through social marketing

Story of building brands through social marketing -How was their effect on the brands?

Corona virus was an invisible army which was destroying unprepared and overconfident countries. The purpose of the study was to

study the effect of social marketing on building brands under coronavirus (COVID-19) threat. “In an economy already reeling under a demand depression, rising unemployment, lowering of industrial output and profits followed by a supply-side constraint had led to demand depression” reported Economic Times in 2020. This article came out at a time when there was a complete lockdown in major economies of the world which include the USA, China, Italy, Germany, Russia, Japan & India. The world economy was at a standstill as governments prepared to fight the spread of the virus. There was anxiety and depression amongst the people. India was at a higher risk of exposure to the pandemic due to the demographics and non-availability of sufficient health infrastructure. Researchers highlighted the role that the pandemic had in jeopardizing the growth prospects, social and economic wellbeing of the community. It was also the same time that brands came out differently in the market to adopt a more humane and goodwill-oriented marketing approach of social marketing. Their marketing approach was one that focused more on the needs of the population as against the need of the organization alone. These campaigns had goals of societal wellbeing and protection. Organizations came up with campaigns and digital advertisements that provided information about the virus, promoted precautions and right behaviour such as social distancing and cautioned against behaviours that can spread the virus.

Social marketing - a strategy used to sustain or change people’s behaviour. The global pandemic had a deep impact on the social and economic situation of the population, and therefore it became necessary for Indian companies to use social marketing as a strategy for brand building. Social marketing campaigns directly connect with the mindset of the people, therefore creating a larger impact. During the pandemic many companies like, Femina, Dettol; Amul, Fevicol, Dove and Phillips in India took to social marketing to address the social causes prevalent in the pandemic and benefitted from a higher brand recall and equity. Exhibit-I(Femina Magazine), Exhibit-II: Dettol; Exhibit-III; Amul Exhibit-IV: Fevicol; Exhibit-V: Dove’s Exhibit-VI: Phillips campaign were the milestones in application of social marketing to build brands and could give insight information on their approaches.

Despite this, many still haven't adopted it due to their dilemma on its effectiveness. Organizations face the challenge of not being able to measure the impact of a social marketing campaign towards achieving specific organizational goals. It was difficult to assess the contribution towards the financial objectives of the organization. Further, establishing, and managing distribution channels in a social marketing approach was also a challenge. Some organizations were of the opinion that the pandemic created a restraint as a result of which organizations in order to keep up their brand recall had to opt for social advertisements however in a normal scenario, they prefer to invest in direct commercial marketing which they can associate to their product and monitor the return of investment and engagement levels thereafter. Social marketing was a form of indirect means of advertisement and this was the dilemma that organizations face with respect to adopting or investing in it. However, if done right social marketing can employee loyalty, boost employee morale, increase the brand recall and provide a strategic advantage against competitors. However, who must invest in which kind of marketing was a strategic call for companies to take. COVID-19 had impacted normal activities of the companies and people alike.

Impact of COVID-19

On March 11, 2020 the World Health Organization declared coronavirus as a global pandemic considering the alarming severity of its spread across many countries. Since then, coronavirus had become a huge threat to lives, economic and social wellbeing of all citizens of the world. Many governments of the world have initiated actions aimed at preventing or containing this rampaging enemy from exterminating their citizens. The World Health Organization added its voice that stay-at-home measures for slowing down the pandemic must not be done in such a way as to jeopardize peoples’ human rights ([WHO, 2020](#)). COVID-19 had led to threat and loss of lives. considering the low level of knowledge about COVID-19, the high level of psychological distress like anxiety and depression. Social marketing could play a role.

Role of Social Marketing during COVID-19

Social marketing could be used to achieve the willing acceptance, cooperation and support of a populace towards the COVID-19 lockdown and curfews. This had been proved true in many health communications' and intervention studies ([Odigbo, 2016](#); [Oti, et. al., 2016](#); [Srivastava, 2019](#)). Social marketing experts believe that all these problems could have been addressed through pre-programme public enlightenment mass education campaigns on what COVID-19 was all about, the inherent dangers to individuals and society and the beneficial preventive measures expected from everyone. Brand communication through social marketing can initiate to help consumers to overcome the anxiety and educate the consumers to stay and fight COVID-19. Social marketing concept had been used globally to tackle various health challenges ranging from maternal and child health, risky behaviour (smoking), campaign on tuberculosis, female genital mutilation (FGM), anti-alcoholism, anti-drug, and many more ([Odigbo et. al., 2018](#), [Srivastava, 2019](#)). The essence of social marketing was to use a combination of 4Ps marketing-mix variables (product, price, promotion and place), and another 4Ps, public relations-cum-managerial variables (publics, policy, partnership and purse-string), to induce people to understand and willingly accept a social course ([Srivastava, 2019](#)), for their own benefit and the benefit of society, and mankind in general in the context of COVID-19 ([Bao, 2020](#)).

Theory to explain the consumer behaviour during COVID-19

Theory to explain such behaviour during COVID-19 period was through social cognitive theory (Lefebvre 2000). Social cognitive theory explains the reciprocal determinism about the behaviour, cognitive factors, and environmental factors, including interpersonal factors (Lefebvre 2000). The individual consumer was affected by both internal and external factors. Social cognitive theory can be applied to social marketing, for example, in education, and public health. Even though social marketing was not only about social advertising and promotion media outreach, corporations can use media to educate through health campaigns and to deliver messages about the consequences of, or punishment for, not following the message during corona time. Therefore, social marketing could be an effective tool to build brands.

Social marketing activities in India to build brands

The world had witnessed social marketing as the new strategy to reach customers. Social marketing was perceived as more genuine, customer oriented and works in the interest of the society. The COVID- 2019 pandemic brought a host of challenges - uncertainty, economic depression, fear, lockdown and the rising no. of death cases world over. It was not a regular scenario where brands could commercially market their products. They needed to be sensitive to the current times. At the same time brands could not afford to lose their revenue. Therefore, social marketing was adopted. Many brands used creatives, films and launched campaigns that encouraged pro safety behaviours amongst employees, provided information and built hope.

Dove for example created a commercial showcasing the close-ups of health care employees whose faces were scarred from wearing protective masks. The tagline of the advertisement was "Courage is Beautiful" encouraging people to wear face masks and maintain social distance. The advertisement also recognized the selfless work that healthcare employees were doing during the pandemic (Exhibit-V). Philips, the consumer electronics giant, partnered with women's lifestyle platforms to launch the #KhayaalRakhna campaign (Please take care campaign), which emphasised upon the idea of self-care and self-love, in order to foster a healthy dialogue on mental and emotional wellbeing. The #KhayaalRakhna campaign (Please take care campaign-Exhibit-VI), aimed to raise awareness and provide assistance to individuals during the times of the COVID-19 pandemic through a collection of articles, videos, social media posts, live events, and webinars. The companies have also teamed up with top healthcare providers to offer free one-on-one consultations with a team of wellness specialists.

Tylenol, a healthcare brand, launched the "Stay Home" campaign. The campaign lent a whole new meaning to a key habit that the brand

wished to influence. The advertisement emphasised upon the importance of maintaining physical distance between health care workers and encouraged viewers to examine how their actions served the greater good rather than just themselves. The advertisement also honored nurses, who played a very crucial role during the pandemic. The advertisement gained a positive “halo” to the brand’s name. The intention of the campaign was to promote and maintain the wellbeing of the larger population.

Fevicol, (FMCG brand) as many other firms, faced the harsh side of COVID-19 due to lockdowns and reduction in revenue. Although Fevicol was in a better state than other competitors, the organization focused upon campaigns that spread awareness and educated customers against the dangers of COVID- 19. It launched its “ Kal ke mazboot jod ke liye, aaj thodi doori maintain karona” (To stay stronger due to cementing today we have to maintain distance)campaign during the lockdown. It further launched its “Zinda rehna hai par aage badhna hai”(We have live and to move forward) campaign as the lockdown was opening up. Exhibit IV shares excerpts of the campaign. As a result of the witty and relevant campaign, the brand recall of Fevicol was high and the brand was able to stay relevant even during challenging market scenarios.

Case context

How effective is Social marketing as a tool to build brands?

Unilever’s brand Lifebuoy launched a digital campaign to highlight the importance of washing hands and the role that an individual can play in preventing the spread of COVID-19. Lifebuoy focused on campaigns of hygiene and health awareness during COVID- 19 pandemic. The first campaign of lifebuoy was a video highlighting 5 steps that can prevent the spread of COVID- 19. FIGHT: F= Frequent handwashing with soap, I = Instant germ-kill with alcohol-based sanitizer when out of home, G= Go to the doctor when you have a cold or cough or fever, H= Home rest if you feel unwell, T= Tissues and masks to be used when you cough or sneeze. The second video it launched was on how to effectively wash one’s hand. The video focused on various hand sequences or actions for an effective wash. To make it interesting, it dramatized those hand sequences in categories such as friendship, fight, butterfly and the rinse.

Lifebuoy chose a social marketing approach and avoided a typical sales call during the pandemic. It further maintained that any soap would suffice as long as hands were adequately washed. Lifebuoy even included some of its competitors, emphasizing that the campaign was not intended to brand or promote sales, but rather to raise awareness about illness prevention(Exhibit-VII). It named brands such as Lux, Dettol, Godrej No.1 and Santoor. Exhibit 1 shows snippets of the campaign.

The COVID-19 pandemic and subsequent nation-wide lockdown forced people to spend more time inside their homes. Many went back to their native homes and spent more time with their families. This resulted in a huge spike in the domestic violence cases in our country around the same time. With the intention to discourage domestic violence, Femina(Magazine for Women) partnered with UN Women and launched a campaign #ActAgainstAbuse to raise awareness against the issue(Exhibit-I). To spread the word and create more impact, Femina had sought the help of renowned artists and celebrities. Femina collaborated with some of the country's popular celebrities such as Radhika Apte, Taapsee Pannu, Sonakshi Sinha, Aditi Rao Hydari and Shabana Azmi (Indian Celebrities) to highlight the severity of the problem. They made a film that featured Bollywood's leading ladies as three wise monkeys who exemplify the saying "see no evil, hear no evil, speak no evil," The film’s poem had powerful lyrics that reminded one of the number of times one had witnessed or heard about cases of domestic violence and chosen to remain mum about them. The film encouraged women especially to speak up about domestic violence and discourage the act of violence even at home. The campaign was very thoughtful and had a feminist touch in line with Femina’s brand offering. Such initiatives touch and lead people to think about their actions, thus through observation and visuals one was impacting behaviour. The campaign also gave hope to women and those troubled at home unable to step out during the lockdown thus utilizing both the external as well as the internal environment to shape behaviour. Exhibit I shares a creative from the campaign.

Another initiative worth highlighting is by Amul(FMCG brand). Known for its smart puns and creative ads, Amul was one of the versatile marketing brands in India. Amul launched its retro campaign. When Door darshan announced that the channel would re-run old

popular retro shows, people were excited about it. Amul took this opportunity a notch higher, it decided to sponsor the door darshan re-run and would show very creative COVID-19 related informative advertisements. As the retro fever took over people, Amul began running their old advertisements which worked tremendously in their favour. With this minimal marketing cost, Amul managed to grab all the spotlight and also revenue. The advertisements were aimed at the general good of people and were relevant to the pandemic scenario. Exhibit 3 shows snippets of the advertisements.

Impact of social marketing on brand perception and recall

Information about the perception of Indian social marketing on brands during COVID-19 was collected through both primary and secondary research that reveals that social marketing message mitigates anxiety and depression and had improved the brand image and equity among Indian consumers. The study highlighted the role of social marketing in building Table-1 highlighted the impact of COVID 19 on human mind developed through focus interview.

Table-1

As a result of its collective culture, Indians have more negative emotions due to multiple worries associated with it, such as when he was concerned not only for himself, but also for his relatives. Indians have a greater sense of emotion, according to Srivastava (2019). This had an impact on economic growth as rightly predicted by the IMF for India. Consumers today expect firms to consider not only their financial bottom line, but also the well-being of society and the environment when making corporate decisions (Srivastava, 2019). Social marketing - a marketing approach utilized primarily by governments or selected brands to achieve positive behaviour change contributing to social good (Andresen, 2002). The impact of the social marketing approach adopted in India was studied and the respondent's responses were measured on a scale of 1-5. This is given in -table-2

Table-2

Social marketing played a role in improving brand recall, trust and reducing anxiety and confidence as per present study both in India. COVID-19 had created an environment of uncertainty, fear and anxiety. Brand recall was important for any social marketers. Social marketing under COVID-19 should give better brand recall as very few companies have taken initiatives. Indian respondents develop trust more. This may be attributed to the collective culture of Indians. Due to COVID-19, the organization used social marketing to show Indians they were with them in an hour of crisis

How social marketing educated the Indians and instil confidence and thus improves brand through Social Cognitive Theory

Social cognitive theory highlights the reciprocal determinism between the consumer behaviour, cognitive factors, and environmental factors which in turn impact the interpersonal factors. An individual was impacted by both by the internal as well as external factors. The theory highlights that the behaviour of an individual depends upon one's ability to observe others, observe the environment and respond accordingly. Thus, the theory implies that observational learning can either reinforce or punish behaviour. There was widespread fear,

uncertainty and loss during the COVID- 2019 pandemic. It was also necessary that people followed safety measures such as social distancing, wore masks and regularly sanitized themselves. Organizations and the Government of countries made use of the television platform and celebrities to encourage correct behaviour and discourage wrong behaviour. Here cognitive factors and environmental factors were adopted to reinforce or discourage behaviour. The Govt. of India launched an advertisement campaign that featured a celebrity and an influencer to encourage the right behaviour. This advertisement campaign was run widely that featured Akshay Kumar(Indian Celebrity) humiliating a man by calling him Thokchom for spitting in public because it could spread Coronavirus(Exhibit-VIII). The advertisement was necessary to address the widespread problem of spitting in public. Akshaya portrayed an ordinary person who was fearful, didn't want to injure anyone, and willing to follow the instructions. This advertisement had a widespread reach and through such campaigns as stated above the message of does and don't during the times of COVID-19 was spread. The base of these actions was reflected in the Social Cognitive Theory that uses cognitive factors, external and internal stimuli to impact behaviour. Exhibit VIII share creatives of the campaign. Even prior to the COVID-19 pandemic, social marketing had been widely used in the health sector to promote the right message and behaviour and to build caution.

In the past in rural India anti-tobacco campaigns have been launched. Street plays, commercials, announcements and door to door visits have been a part of the campaigns to highlight the ill effects of tobacco and promote health. In the cities of India, anti-drug campaigns were launched. These campaigns use several types of videos and commercials and promote them on social media, alongside blog writing and help groups. Appealing to people through a variety of external stimuli, cognitive and affective factors helped to create a lasting impact. It increases the awareness level and directs the right kind of consumer behaviour as the basic principle of social cognitive theory.

The Challenge and the Way Ahead for social marketing in building brands

The emergence of the COVID- 19 pandemic saw a change in trend from commercial to social marketing. In the attempt to stay relevant and maintain the brand recall, organizations took to creating marketing content that helped and informed the population regarding coronavirus, recommended behaviours and cautions. The pandemic came as a sudden bolt and organizations had to quickly adopt. Some organizations/Brands such as Dettol, Femina, Philips, Amul and Nike amongst others were quick to adopt. However, many did not take to the social marketing approach. They had the following reservations - organizations face the challenge of not being able to measure the impact of a social marketing campaign towards achieving specific organizational goals. It was difficult to assess the contribution towards the financial objectives of the organization. Further, establishing, and managing distribution channels in a social marketing approach was also a challenge. Some organizations were of the opinion that the pandemic created a restraint as a result of which organizations in order to keep up their brand recall had to opt for social advertisements however in a normal scenario, they prefer to invest in direct commercial marketing which they can associate to their product and monitor the return of investment and engagement levels thereafter. Social marketing - a form of indirect means of advertisement and this was the dilemma that organizations face with respect to adopting or investing in it. Prominent and active organizations that took to social marketing such as Amul and Dettol benefitted for an enhanced brand image and recall. If done with the right approach, social marketing can employee loyalty, boost employee morale, increase the brand recall and provide a strategic advantage against competitors.

QUESTIONS FOR ASSIGNMENTS

Considering the objectives, the following questions are developed keeping the time frame :

Case question 1 *How social marketing has helped the consumers to regain confidence, lower anxiety during COIVID -19?*

Case question 2. *What activities through social marketing is helping brand to improve trust and brand recall?*

Case question 3 . *Using Social Cognitive Theory, explain the behaviour of consumers after receiving communication through social marketing*

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Annexure

Table-1: Impact of COVID 19 on human mind

	<i>India (N=30)</i>		
<i>Factor lingering in mind</i>	<i>Yes (N/%)</i>	<i>NO (N/%)</i>	<i>Cannot say (N/%)</i>
<i>Fear</i>	<i>15(100%)</i>	<i>-</i>	<i>-</i>
<i>Anxiety</i>	<i>12(80%)</i>	<i>2(13%)</i>	<i>1(7%)</i>
<i>Negative emotion</i>	<i>10(67%)</i>	<i>3(20%)</i>	<i>2(13%)</i>

<i>Uncertainty</i>	<i>15</i>	<i>100</i>	<i>6</i>
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Table-2: Impact of Social marketing in India(N=30)

	<i>Brand recall (2: Impact)</i> <i>Scale-1-5</i>	<i>Trust (recall)</i> <i>Scale-1-5</i>	<i>Reduces anxiety and improved confidence</i> <i>Scale-1-5</i>
<i>Mankind TV advertisement for doctors as God in India</i>	<i>4.9</i>	<i>4.3</i>	<i>3.9</i>
<i>Tata offering Taj Hotel for Doctors stay</i>	<i>4.7</i>	<i>4.5</i>	<i>3.2</i>
<i>Reliance offering to management of 100 beds for patient</i>	<i>4.3</i>	<i>4.2</i>	<i>3.9</i>
<i>Indian railways offering isolation coach/</i>	<i>4.1</i>	<i>4.1.</i>	<i>4.1</i>

Exhibit-I: Femina Magazine campaign



Exhibit-II: Preventing the Spread of Virus



Exhibit-III-Amul campaign



Exhibit-IV-Fevicol campaign



Exhibit-V: Dove's 'Courage is Beautiful' ad honors medical workers during coronavirus

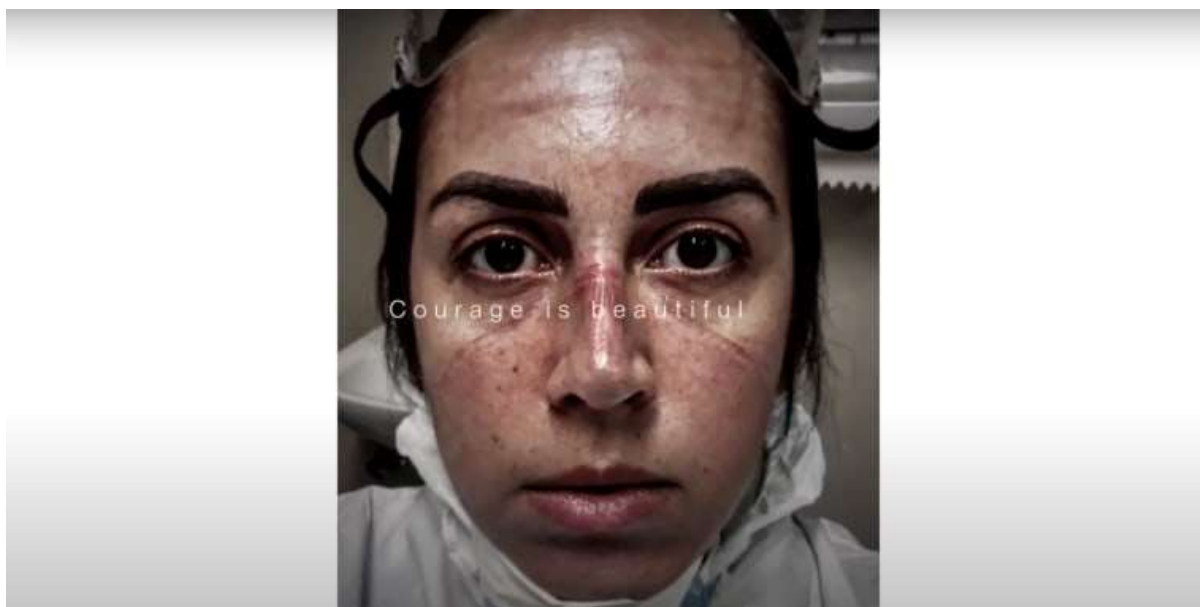


Exhibit-VI: Philips, the consumer electronics giant, partnered with women's lifestyle platforms to launch the #KhayaalRakhna campaign- Jun-2021



Exhibit-VII-Life buoy

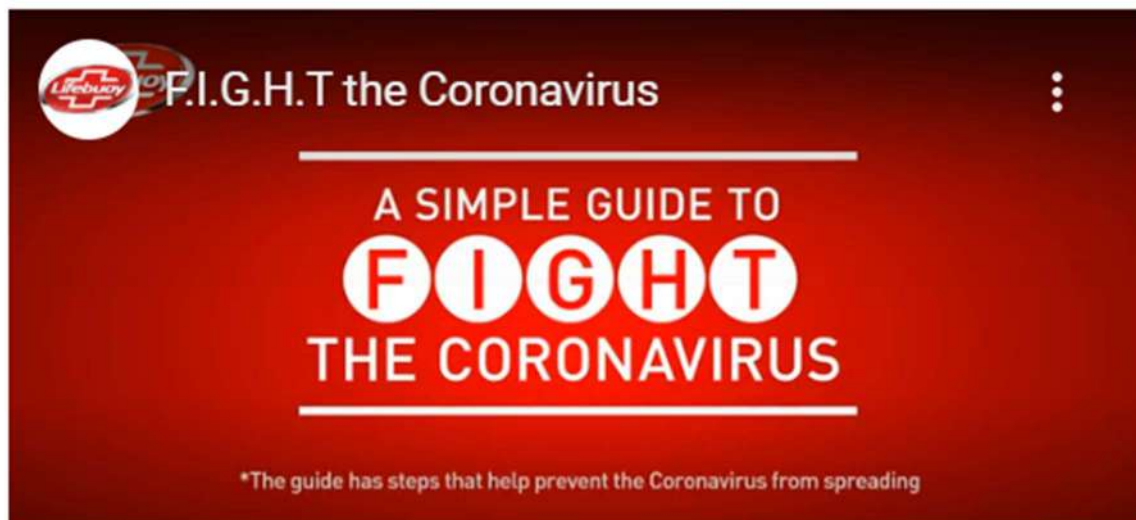


Exhibit-VIII-Akshay Kumar humiliating a man by calling him Thokchom



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