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REPRESSIONS OF WOMEN IN AFGHAN SOCIETY AS SKETCHED BY KHALED HOSSEINI IN HIS *A THOUSAND SPLENDID SUNS*

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ABSTRACT:

My article focuses exclusively on the portrayal of women, their status and repressions of women in Afghan Society through major female characters in the novel as represented by Khaled Hosseini in his A Thousand Splendid Suns. Repression of women is because of the ideology that exists in the male dominated patriarchal society. The women in Afghan are the victims of patriarchal and colonial dominations. The patriarchal ideology and Soviet invasions demand submission of women. As a result, Afghan women are victimized and are subjected to flaccidity and subservience. Afghan women are doubly tortured and affected by the patriarchal society, colonial power and the entry of Taliban forces in Afghanistan. However, Hosseini's novels speak not of the women who are subjugated and obedient but also highlight the women who challenge the stereotype characters and try to empower and liberate themselves in an exigent atmosphere.

Keywords: Repressions, Subjugations, Flaccidity, Subservience, Patriarchal Ideology.

Hosseini's A thousand Splendid Suns, which was published in the year 2017, explicit clearly the love, hostility and the struggle of Afghan women under the patriarchal dominance. This novel focuses mainly on the struggle for liberation of two women protagonists Mariam and Laila. Both Mariam and Laila hail from different backgrounds. The novel pictures the beautiful relationship of a mother, daughter and friend through the characters of Mariam, Aziza and Laila. These characters are not imaginary but the factual ones who are repressed under various political factors like war, violence and extremism that have been inflicting a great upon the lives of Afghan individuals. A Thousand Splendid Suns is the collective sagacity of issues sensed by Afghan women. Through his characters Mariam and Laila, Hosseini represent the unfortunate Afghan Women who are victimized irrespective of age, life styles, culture and communities. This novel brings about a clear picture of women living in Afghan during the harsh rule of Talibans in Kabul. This article tries to concentrate on two aspects formerly the life of Mariam and Laila in Kabul, secondly how the oppressed women try to liberate themselves from the cringes that prevailed during the tyrant rule.

At the beginning of the novel, Mariam is shown a small girl living in a small village in the outskirts of Herat. She is born for Jalil and Nana. Nana, a servant of Jalil's had begotten an

illegitimate child to him who is a wealthy man in Herat. Nana after giving birth to Mariam was sent out of Jalil's house fearing that it would spoil his reputation. Mariam is portrayed as "Harami", who has no legitimate claim and rights towards Jalil. Jalil showed his love for Nana and Mariam by visiting them every week ends, whereas Mariam is not allowed to go to Herat to meet Jalil neither of his family. Jalil's legitimate children with all good comfort enjoyed good food, education and love. Mariam is devoid of education. However, she is taught religious lessons, life lessons by Mullah whom she admired and adored. Mullah in return showered his love for the little girl Mariam.

Nana and Mullah are everything for Mariam however as a temporary bond she enjoyed a little solace and affectionate love in the arms of Jalil that too only on weekends. This happiness comes to an end with Nana committing suicide. Mariam has no shoulder to bury herself and cry. She went to Heart in search of her father. She was not welcomed and accepted by Jalil's. Jalil gave her shelter for a while. Jalil and his wife Khadija forced Mariam to get married to Rasheed who is a widower and several years elder to her. Mariam, a girl of 15 years is unable to decide anything on her own and her future. Though Mariam is disgusted with the look, attitude and physic of Rasheed , she feels like denying her marriage with him. She fears that this marriage would not last happiness. It is clearly shown that in a patriarchal society the women have no chance to voice out their likes and desires. Neither had they asked about their opinion. This in evident shows that Afghan women are always treated the inferior gender. Mariam's family is the sole representation of Afghan tradition and culture. Women have no choice to make. Moreover parents are the decision makers. Mariam like her other half-sisters has not been given an option to educate, neither had they shown opportunities before her. The walls are closed and forbidden. She is forced to love Rasheed and spare her entire life not knowing whether she would be happy of this relation, affair and marriage.

Marriage is a big deal in Afghanistan. That too for an illegitimate child like Mariam getting married is a big deal. Mariam after her marriage with Rasheed moved to Kabul. Jalil after his daughters's marriage not even a single time attempt to know of Mariam's life and wellness. This shows that Jalil as a father has transformed his liability and responsibility to Rasheed. Rasheed grooms Mariam to be a perfect wife. She involves herself in self grooming project. The perfect women in Afghanistan have to endure all the responsibilities. She needs to be passive and obedient. She cooks, cleans, satisfy needs of the masters from the beginning of dawn till dusk every day. Their works are monitored carefully by the husband. They have a great responsibility in giving birth to children; Reproduction is yet another factor that decides woman perfection in Afghan. If she is not able to beget a child then she will be abused, cursed and beaten.

Rasheed's love for Mariam came to an end when he comes to know that she is not fit of reproduction anymore. She is physically hurt, verbally abused and treated a slave inside her home. It is socially constructed that women should rely on men at different stages but throughout her life. She needs to listen to her father then to her husband and to her father-in-law. She is instructed and monitored by the male society from her breathe till death. The every move of women is decided by women. He has complete rule not only over her body but also the dress code too. Rasheed compels and forces her to wear burqa. In a country like Afghanistan women are allowed to wear only burqa like costumes that cover their entire

body. It stands a symbol of honor and pride for perfect women in patriarchal dominant society. Rasheed believes that women should be subjugated and should follow the norms as laid by the patriarchal society. Mariam expresses her discomfort in wearing burqa all the time. But she is not allowed to. In a highly dominant country women cannot violate the rules neither they voice out to ban such tradition. Mariam is forcibly raped by Rasheed. A weak and fragile girl being raped by her own husband shows that sex is not a part of woman. Rasheed feels that a married man has a complete rule over her body. Her wishes are never matter. On the very next day when she bleeds her pain is not understood by Rasheed. Rather Rasheed makes it a practice every day and forced her lie off. Mariam too get used to her pain. The destiny of Afghan woman is decided by her ability to bear children. The love of Rasheed for Mariam blossoms out when she is pregnant.

The continuous missed pregnancy for more than a seven times made her weak and this irritated Rasheed. Rasheed at a point of time throw her out from his room and made her stay alone. She is treated a slave and not a wife anymore. But Mariam never fails in her duty. She satisfies him with all his needs. She bears all her torments, physical abuses and verbal abuses. It is clearly evident that a woman after her marriage cannot think, react or act on her own that too in a country like Afghanistan after the confiscation of Soviet Union and Taliban forces no woman can walk alone in the streets without any male relative. A woman staying alone in Afghan without a man is punishable crime. Mariam is an ideal representation and stereotype woman who stands an epitome of Afghan womanhood and culture.

Laila another female protagonist of the novel A Thousand Splendid Suns enjoys liberty, freedom, education and other comforts in her home. She is a beautiful, a clever, and a curious girl is born and brought up in a educated family in Kabul. Her father an educated man and a teacher turned labor in a bread factory devotes much of his time after work in teaching her lessons especially math. He wants her to think and act free. He insists the importance of education to a girl. Laila is fortunate enough to have a father who guides and teaches her a lot. He supports her in all ways and insists that knowledge and learning alone can give a promising future for her. Her life like her house is filled with books. With the entrant of Taliban forces in Kabul her promising future gets torn and shattered. Her family is destroyed by a bomb fire. She gets severely injured and is take care by Mariam's.

Laila is nursed by Rasheed and Mariam. Laila was then Sixteen years old. Rasheed expresses his wish to Mariam and forces Laila to marry him. When Laila comes to know that her womb is filled with her relation with Tariq, she is left without any choice. She tries to remain calm and accepts his proposal. However she is not aware that this is a beginning of a tragic. Rasheed cannot make much difference. Mariam and Laila will be the same. Like Mariam, Laila too experiences ill-treatment after her marriage with Rasheed. Rasheed is much older than Laila. Now Rasheed's dominance is doubled as he has two slaves to treat and threaten. Laila and Mariam have become the slaves to Rasheed's household. They cook, clean, satisfy and obey his orders.

Mariam and Laila embrace Afghan culture, beliefs and become the perfect wives. Laila gave birth to a girl child and named her Aziza. Mariam and Laila showered their love to the little child. Rasheed in contrary cursed Laila for giving birth to a girl child. This again is evident through the words of Rasheed that girl children are always a burden to their father. When

Laila gives birth to a boy through Rasheed, he shows all his love and treats him a prince. The boy too feels happy in the warmth and love of Rasheed. With the entry of Taliban forces and continual violence in Kabul stores and shops have been completely devastated by bomb blast. Running a family and feeding family members have become a great challenge to bread winners. Rasheed borrows financial help from neighbors, friends and other shop keepers. Rasheed now decided to send Aziza to orphanage, as he is not interested to take care and feed her. This again shows that female children are always inferior.

Rasheed never takes an attempt to meet Aziza neither had he taken Mariam and Laila to visit her. When Laila comes to know of Tariq being alive her heart leaps with joy. Tariq meets her often at her home and comes to know off her child Aziza being admitted in an orphanage. Tariq's visit is informed to Rasheed through his son. Rasheed beats her and called her "harami'. Laila bleeds and Mariam is helpless. Beating, verbally abusing Laila has become a common phenomenon there at home. Mariam has always a soft corner for Laila. She treats her more than a daughter. Mariam couldn't tolerate Laila's painful life. She killed him. They both hide his body. Mariam supports Laila and Tariq to leave for Peshawar with Aziza and little boy. Mariam refuses to accompany them. Laila and Tariq leaves for Peshawar with two children leaving Mariam in Kabul.

Mariam is taken before the court of law. She accepts her crime and is stoned to death. It is evident that men are always privileged and they can commit any crime. It will never be taken before law nor is it considered as crime. But this is not with the case of women .Staying alone, walking alone in the street without man are punishable crime. In such instance, in a country like Afghanistan the law would not left free the women who violate the rules by killing her husband. It should be understood that an innocent, obedient and subjugated Mariam is forced to murder him as he tormented his wives a more. She could bear whatever he did to her but she was not able to tolerate when he tried to assault Laila whom she treat her like a daughter. Laila lives a happy and modest life with Tariq and her two children. She feels comfortable in an alien land. She expresses her wish to move to her homeland and serve people in Kabul. Tariq is ready to support and assist her. Tariq had been a guard, good friend and a well-wisher to Laila. Now more than a friend he serves her a second father and tries to fulfill her desires and aspirations. He being a husband respects her wishes. He assists her to Kabul. They live their happily and Laila serves a tutor teaching lessons to the children in the orphanage where once Aziza was admitted. Here we can witness a shade of belief, hope for Laila through Tariq. Unlike Mariam, Laila is able to come out of her distressed married life. She consoles herself and liberates herself by violating the so called ruled laws. After Rasheed's death, she came out of that place and embraces a new life with Tariq whom she loved right from her childhood days.

Mariam's aspirations and desires are buried with the death of her mother Nana in the small village. But Laila in contrast liberates herself from the closed walls and boundaries and finds a way out to cherish her dreams and fulfill the wish of her father. I would wish to conclude that education can liberate a woman. A nations pride lies in the success of equality and empowerment. There should not be any gender discrimination. Every nation should feel proud that woman is also a part of world's every move and success. Women should be treated equal and girl children should not be abandoned at any cause. Like, Laila everyone should try

to find a way out to make their hopes, dreams and aspirations come true in the liberated soil of Afghanistan.

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Moral Development: A Study in Chitra Banerjee Divakaruni's *The Palace of Illusions*

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Abstract
Moral Development is a process of learning to distinguish between right and wrong, proper and improper. Throughout history, the topic of moral development has been taken up by many theologians, scientists, and philosophers. Moral development is described by Lawrence Kholberg in his theory 'Levels of Moral Reasoning' and Carol Gilligan in his theory, 'Stages of the Ethics of Care'. This paper analyses Carol Gillican's Moral Development theory to explore Draupadi's process of transformation in Chitra Banerjee Divakaruni's *The Palace of Illusions* (2008). Divakaruni portrays Draupadi as a strong willed and determined character from Mahabharata.
Keywords: Moral Development, Transformation, Determined.

Chitra Banerjee Divakaruni explores her own world and society through her writings. She creates a universal appeal of togetherness in the course of her novels. By presenting women characters as the protagonist of each novel she has elucidated the dilemma of women and the way they tolerate and adapt themselves in a society. *The Palace of Illusions* (2008) by Chitra Banerjee Divakaruni is the product of her childhood memories, which is the cause of her love for myths and spiritual writings. A woman with five husbands? is a big issue today also. But in Hindu Mythology, a woman Panchaali with five husbands who are the Hero's of that age, the Pancha Pandavas have been worshiped for many centuries and at present too. Panchaali is considered as the women of 'purity'. Divakaruni presents the story through Panchaali's narration.

The novel traces Panchaali's life, beginning from her magical birth from fire along with her brother, her life as the daughter of a great king, her swayamvar, her balancing act as a wife of five husband, right up to her death. This paper scrutinizes the character of Draupadi in Chitra Banerjee Divakaruni's *The Palace of Illusions* (2008) and evaluates how she develops herself in the course of her life based on Carol Gilligan's moral development theory.

Carol Gilligan is a psychologist best known for her innovative views on the development of women's morality and sense of life, which she detailed in her book *In a Different Voice* (1982).

Gilligan developed her ideas in response to the theory of moral development proposed by Lawrence Kohlberg, which she criticized for ignoring women's perspectives.

. She describes three stages of moral reasoning. In the stage of Pre-conventional morality, the goal is for individual survival. Women are motivated to act by what is best for themselves. For growth to occur there must be a transition from selfishness to responsibility to others. Thus Draupadi in Chitra Banerjee Divakaruni's *The Palace of Illusions* (2008) undergoes a transition.

As a fire-born princess, she is so inquisitive to know about her birth story from Daima. Draupadi is fond of asking Daima to tell the same story, particularly for the prediction that she will change the course of history. Because this prediction is the only thing to pull through herself from the initial rejection of her father as he wants only male child to take revenge from Drona.

This prophecy makes Draupadi to believe that she is so unique who came to earth for a great cause. She wants always best for herself by demanding or arguing to fulfill her needs and desires. She critically analyses and compares her name Draupadi, means a daughter of Drupad, with her brother's name Dhristadyumna, which means Destroyer of enemies.

Draupadi is never interested in learning drawing, painting, sewing and decorating rather felt attracted to solving riddles, responding to witty remarks and writing poetry. She wants the palace walls to be low so that she can see the worldly things. The interest of hers makes her secretly listen to the lessons taught to her brother, Dhri. Draupadi puts her aspirations thus: "But I hungered to know about the amazing, mysterious world that extended past what I could imagine, the world of the senses and of that which lay beyond them." (23-24) Her curious nature takes her to meet Ved Vyasa who foretells her future and bestows her with a new name Panchaali. she is happy with a new name Panchaali: " Each night I thought of my name. Already I'd insisted that everyone address me by it. *Princess Panchaali* . A name strong like the land, a name that knew to endure. It was what I'd been waiting for." (42).

At the stage of Conventional morality self sacrifice for the benefit of others is seen as goodness. Women are motivated to act based on what will care for and benefit others.

The conditions gradually changed her thinking, during Swayamvar, Draupadi insults Karna despite she is attracted towards him after knowing the melting story of Karna: "But my disobedient heart kept going back to Karna, to that most unfortunate moment in his life. We'd both been victims of parental rejection" (Divakaruni, 78). As she became a pawn in the hands of time, Draupadi raises a question against Karna, knowing well that it will wound him badly: "Before your attempt to win my hand, king of Anga, it said, tell me your father's name." (95)

As a responsible sister and daughter she has to give up her desire for Karna as well she regrets for dishonoring him : "I couldn't bear to see my brother to die… I knew would hurt him the most, the only question that would make him lay down his bow…my ill-chosen words (words I would regret all my life) quenched that light forever." (96-97)

From Conventional level, transition takes woman to realize she must strike a better balance between her needs and the needs of others. Unlike other women Draupadi is married to five men, Ved Vyasa designed a special code of marital conduct for her. She also felt strongly that the boon of turning into a virgin every year was also not for her but for her husbands:

I would be wife to each brother for a year at a time, from older to youngest, consecutively…Like a communal drinking cup, I would be passed from hand to hand whether I wanted it or not. Nor was I particularly delighted by the virginity boon, which seemed designed more for my husbands' benefit than mine…If the sage had cared to inquire, I'd have requested the gift of forgetting, so that when I went to each brother I'd be free of the memory of the previous one. (Divakaruni 120)

At the post conventional level, moral judgment is dictated by the principle of nonviolence. The needs of the self are just as important as the needs of others, which causes the woman to turn up at a universal ethic of care and concern.

Draupadi's principle of non-violence is made known after the great Kurukshetra war, when she realized the real horror of war, the worst condition ever, a mass destruction and the victims of war in particular wretched condition of women and children: "I wept in remorse for the part I'd played in pushing the Pandavas into war, for now I'd begun to realize its full horror." (290), To facilitate them, she gave high priority for women's welfare, like separate court for women and separate market to stand in their own :" I resolved to form a separate court, a place where women could speak their sorrows to other woman." (293), …to set up the destitute in homes of their own and buy merchandise to start business for them. In time the women's market became a flourishing center of trade in the city…"(324)

Draupadi develops a clear understanding of her self and thus accepts things as they come in her life . And finally, she grows as a woman who wants to contribute her life to the service of people in her kingdom.

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BLOCKCHAIN TECHNOLOGY- AN OVERVIEW AND ITS APPLICATION ON HR PRACTICES OF ORGANIZATION

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Abstract:
Globalisation brings in broader opportunities for the organizations to adopt newer technologies to be competitive in the market. Human Resources (HR) does operation of connecting with Global talents and they act as the face of the organization to the outside world. Any error or delay in their process creates adverse effect. The emergence of Blockchain technology and its use on crypto assets has helped it to grow in a staggering 50% when compared to 2020 and is expected to grow at a CAGR of 67%, The current Market Cap of Blockchain Market is 3 billion USD. Blockchain technology allows the person to do the transaction directly with each other. Since Blockchain technology offers more security and more storage many Companies majorly finance sector and IT Sector have started adopting the Blockchain technology on their Organizational process. The purpose of this study is to understand the concept of Blockchain and its implementation in day-to-day HR Practices. It also studies the HR's opinion on using Blockchain on their Activities like Recruitment, Skill Mapping, Performance Management and Data Validation. This Study made an attempt to give solution on managing some of the core HR process with the integration of Blockchain.

Introduction:

A Blockchain is a digital or virtual ledger that records transactions based on information in way that makes it hard to hack or change the data it has. Blockchain technology allows the person to do the transaction directly with each other. Blockchain technology will completely renovate the traditional firm systems, thus enables its application on various areas and sectors (Wang et al., 2017). Some of the Big companies identified the use of blockchain technology and have started adopting it in their companies, some of the companies are Microsoft, Starbucks, Paypal, NVIDIA, SQUARE and more. There is an increased pressure forced on organizations to integrate technology into entire business areas to deliver more value to their clients (Papadopoulos et al., 2020). Human Resource is a department where many transactions get recorded in a day and this involves more important jobs like Skill Mapping, Payroll Processing etc. This Paper has made an attempt to identify those areas where the Blockchain technology can be implemented in HRM and HR's View and their readiness to adopt Blockchain technology.

Keywords: Blockchain Technology; Blockchain Recruitment; HRM; e-HRM; HR Process; Skill Mapping; Integrated Blockchain HRM;

Literature Review:

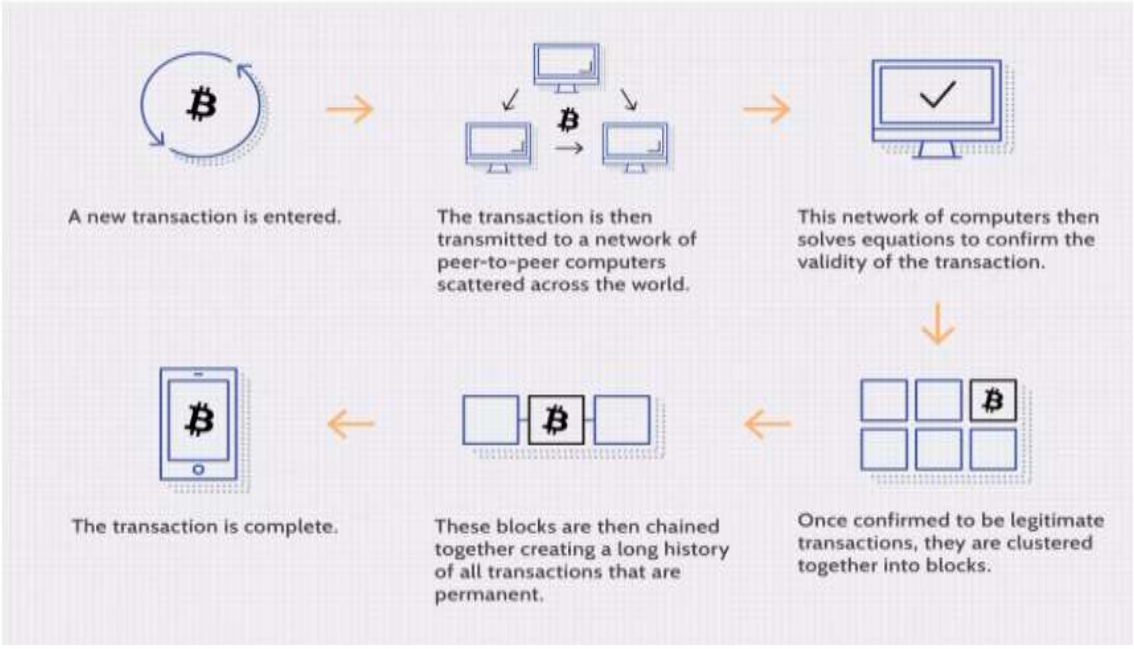
The developments happened in blockchain technology continue to impress leaders across industries with data security and data integrity features (Dunham, 2017). Blockchain is a shared, decentralized, distributed ledger, non-Modifiable which facilitates recording of transactions and tracking assets in a business network (PwC 2017a; Gupta, 2017; Hsiao et al., 2018). Blockchain technology has evidenced to be a disruptive technology that attracts attention of not only researchers and practitioners, but business organizations as well (Hughes et al., 2019). HR Professionals play a main role in providing consultancy to the organisation as a "change transformation agent," and associates of its leadership make actual behavioural alterations influencing organisational efficiency (Deshler, 2016). Blockchain can identify potential hazards and can be used in handling information collection and information,An instance is using a blockchain ledger since it is a reliable instrument for verifying the history of the applicants (Aishwarya, 2018).

Blockchain Technology- An Overview:

Currently the Blockchain Market accounts for 3 billion US Dollar and is expected to grow 39.7 billion Dollar by 2025 which is a whopping 67.3% CAGR. North America dominated the Blockchain market with over 38% of revenue in 2020. Most of the revenue came from financial sector.

Figure 1: Project Market Growth of Blockchain

Blockchain's are specific type of database and it differs from other database as it stores the information in blocks and then they are chained together. Once the New data comes in it gets filled in the fresh block and then it gets chained into the previous block which makes the data arranged in chronological order. It may be complex to understand, to understand it better the below diagram explains the storage process of blockchain which stores bitcoin.



Source: Investopedia

Figure 2: Pictorial Representation of Blockchain Operation

Key Elements of Blockchain:

1. **Distributed Ledger Technology:** All the Participants in the network have access to the distributed ledger and its transaction records. With this shared ledger, Duplication of transaction can be eliminated.

2. **Immutable Records:** Even though all the participants in the network has access to the ledger, No changes or deletions can be made once the information is recorded. If error occurs, A new transaction has to be made to reverse the error.
3. **Smart Contracts:** To Enhance the speed of the transaction, Set of rules called a smart contract is stored in the blockchain and will be executed automatically. A Smart contract can define conditions for corporate bond transactions.

Benefits:

1. **Security:** Data Security is maintained as consensus from the parties in the network required for all the transactions. The information is recorded permanently, Not even the System Administrator has access to delete the information.
2. **More Efficiency:** Most of the operations waste effort on duplicating the record keeping and third-party data transactions. With DL(Distributed Ledger) time wasting record will be removed.

HR Process:

Human Resource Department is like heart of an organization. More documentary works and transaction happens in this department, right from hiring the employee to monitoring the employee HRM performs various functions. Most of the big companies have adopted specific software like SAP, Workday etc for recording the HR Process and which has resulted in higher efficiency and time reduction.

Some of the major HRM Process considered in this paper are:

1. **Data Validation:** Candidate's genuineness is verified in this process. Before becoming an employee in the organization, the candidate's certificates like academic and non-academic qualifications will be verified. This step takes most chunk of the time in HR Process.
2. **Skill Mapping:** Skill Mapping is the most critical and important part of HR Process. This involves matching the candidate's skill with organization or projects skill requirement. If the Skill mismatch happens total work system collapses as the employee may not be able to understand what is required out of him.
3. **Recruitment:** Recruitment involves with hiring the potential candidates to the organization. It has many process starting with preparing Job Description to Induction.
4. **Performance Management:** Managing the Employee's performance against his KPP (Key Performance Parameter) has to be done every year and promotions or salary hikes are given based on the performance against his target.

Figure 3: Process of HR in an Organization

Blockchain based recruitment:

Recruitment involves screening the candidates, collecting references, scheduling interviews, conducting background checks and so on. These tasks are repetitive and using blockchain these

repeated tasks can be automated. Automated Referencing, Assessment Tools and Feedback tool from technical interview panel allows recruiters to collect information within seconds.

Blockchain technology can be used to produce a chain of personal records and information when applying for jobs. When screening candidates, recruiters can easily access an individual's public blockchain for past work experience, contact information and other personal data required throughout the process. This use of blockchain technology will definitely expand the candidate experience, allowing job seekers to create a particular account of their experience and information that could be used across all job applications.

This verifiable chain of data would also help in eliminating the time and concerns associated with manually sourcing this information resulting in optimised costs and vigorous recruitment.

There are many benefits which blockchain recruitment could enjoy,

- Biometric ID verification will authorize validity of candidates
- Generalised or Standardised resumes will ensure quality of CV content over its layout
- QR Codes on every candidate profile help in recording and tracking their professional development and add it straight into their profile
- There will be lesser referencing requirement which infers that whole recruitment process and on-boarding process will be faster and cheaper.
- It will be GDPR (General Data Protection Regulation)-compliant. While information on the Blockchain cannot be deleted, the platform will be able to retract candidate data.
- It will ensure security since it is on the blockchain, the information is secure and it cannot be changed or altered. At no point the system can fail or be compromised.

Data Validation Using Blockchain:

Due to Large number of applicants, Bigger Organizations sign third-party contracts for verification services. Smaller Organizations spend more time by verifying the candidature on their own. Distribute Ledger (DL) Technology will help the HR Professionals for certificate validation. Blockchain technology is still very early in some industries but it is the most secure data record to verify a potential candidate's education and work experience The accurate data which staffing agencies can retrieve from candidates, the candidate can be matched to the right jobs. Most importantly, storing the information and actually placing ownership in the hands of the employee always has a chance to minimize the risks data-privacy regulations.

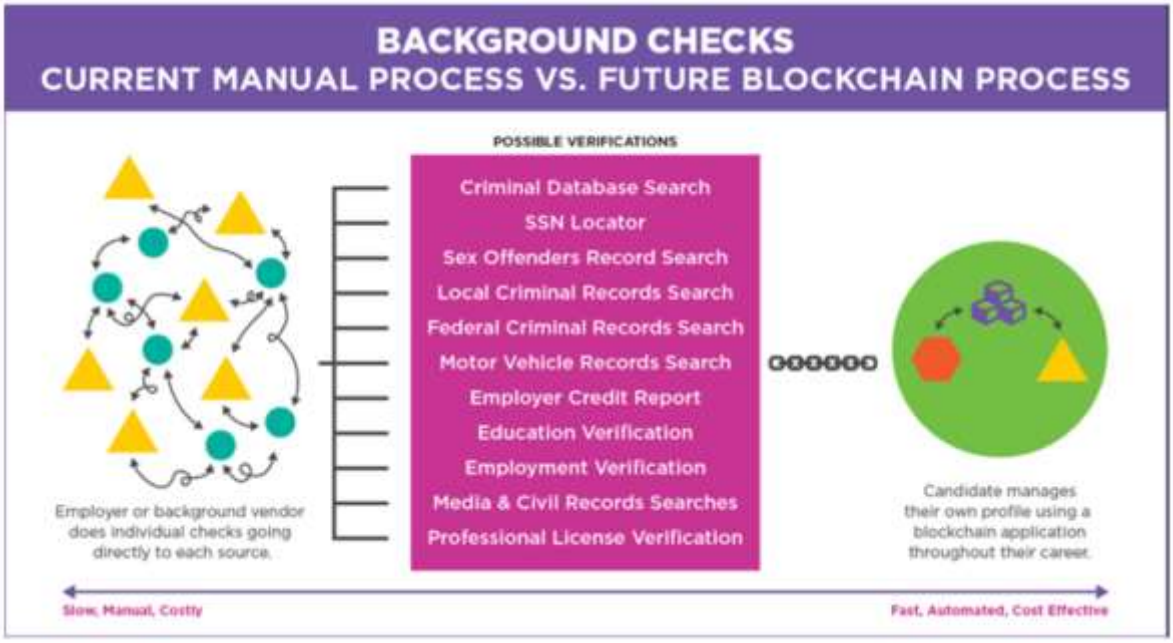
Skill Mapping- Using Blockchain:

Mapping the candidate's skill with the exact requirement is a big task for HR as it involves specific technology which only technical experts are aware. Blockchain has a potential to track everything from where it originated. Internet of Things (IOT) is a combination of software and network that enables the exchange of data between the objects. The application of blockchain makes historical readings nearly impossible to interfere with. Another Advantage of Blockchain is that, it can be used for spatial verification (i.e) it can track people where they are and when they made transaction. In the same way, The implementation of blockchain technology allows HR leaders to understand their employees' skills, strengths and access to their learning records. It also helps them to view the skills of all the potential candidates who have shared their details, thus enabling the HR leaders to be prepared for the future (PwC, 2015). Transition validity (retaining the records by major nodes) feature of the blockchain will help to positively influence HR professionals in the adoption of effective skill mapping.

Blockchain integrated Performance Management:

Performance Management is an important record keeping activity and should be implemented as a private ledger. Every year a block is created with the current year goals, targets accepted with all required measures. This block can be accessed by all the members in the organization to add feedback and give appreciation or suggest for areas of improvement. When an assignment is allocated, corresponding manager can add a block which can be validated by the line manage. When the assignment is completed, the assignee (Manager) will provide feedback for that block. If there is

any deviation, the validation process will prompt the same. At the end of the year, all blocks would have been validated and the block can be seen by everyone. This reduces any new documentation and by analyzing various blocks a true feedback can be given to the employee. This will definitely provide a greater employee experience as there is transparency in the process and possibility of reduced bias or subjectivity. Final feedback can also be recorded in the same blockchain which again can be validated.



Source: Cielotalent.com
Figure 4: Traditional vs Blockchain process of Background check of candidates

Data Analysis:
As per the above Study, 4 factors were considered to know the opinion or view of HR on Blockchain technology. Chi Square Test was conducted to find the significant difference between the view on blockchain and traditional HR Practices.

1. Data Validation
2. Recruitment
3. Skill Mapping
4. Performance Management

Null Hypotheses:
H0: There is no significant difference between HR View on using Blockchain technology and traditional HR practice on Data Validation
H1: There is no significant difference between HR View on using Blockchain technology and traditional HR practice on Recruitment
H2: There is no significant difference between HR View on using Blockchain technology and traditional HR practice on Skill Mapping
H3: There is no significant difference between HR View on using Blockchain technology and traditional HR practice on Performance Management

Research Design and Sampling Method Used:

Total Samples Collected	148
Respondents Average Age	34
Average Career Level of Employees	Manager
Main Focus area of Questionnaire	Awareness of Blockchain Technology and its Application in current HR Practices
Sampling Method	Snowball Sampling

Sector Considered	Service Sector

Table 1: Respondent Statistics

Research Results:

Blockchain Technology vs HR Traditional practices on Data validation:

Variable	Blockchain	HR Traditional Practices	Can't Say
Verifying the Academic Qualification or data of Employees	70.9%	25.3%	3.8%
Getting the Employees Previous Employee Data and Skill Certificates	79%	13.4%	7.6%
Data Validation Access and Sharing the information	69.3%	22.8%	7.9%
Cost Saving	82.1%	15.4%	2.5%
Data Security	73.2%	24.2%	2.6%

Table 2: Data Validation Response

Result Inference:

Chi Square Test was conducted at significance value of 0.05 and the Chi Square Statistic value is 20.291. The p-value is 0.009289. Since $p<0.05$, Alternate Hypotheses is accepted. There is significant difference between the opinion of HR's on Blockchain vs HR Traditional Practices on Data Validation.

Blockchain Technology vs HR Traditional practices on Skill Mapping:

Variable	Blockchain	HR Traditional Practices	Can't Say
Understandability of Skill	66.9%	28.3%	4.8%
Speed	51.3%	42.6%	6.1%
Easy to Plan on L &D Strategies	58.1%	37.5%	4.4%
Cost	34.3%	52.3%	13.4%
Identification of sub skill over core skill during mapping	72.4%	22.2%	5.4%

Table 3: Skill Mapping Response

Result Inference:

Chi Square Test was conducted at significance value of 0.05 and the Chi Square Statistic value is 1.638. The p-value is 0.423. Since $p>0.05$, Null Hypotheses is accepted. There is no significant difference between the opinion of HR's on Blockchain vs HR Traditional Practices on Skill Mapping.

Blockchain Technology vs HR Traditional practices on Recruitment:

Variable	Blockchain	HR Traditional Practices	Can't Say
Ease of Sourcing the Candidate Profile	43.3%	44.2%	2.5%
Cost	74.3%	22%	2.7%
Third Party dependency	59.8%	27.7%	12.5%
Background Verification	55.6%	21.1%	23.3%
Speed	61.4%	32.9%	6.7%

Table 4: Recruitment Response

Result Inference:

Chi Square Test was conducted at significance value of 0.05 and the Chi Square Statistic value is 64.11. The p-value is 0.0012. Since $p<0.05$, Alternate Hypotheses is accepted. There is significant difference between the opinion of HR's on Blockchain vs HR Traditional Practices on Recruitment.

Blockchain Technology vs HR Traditional practices on Performance Management:

Variable	Blockchain	HR Traditional Practices	Can't Say
Frequent and real time feedback	41.2%	38.1%	20.7%
Reduce Bias	62.8%	31.5%	5.7%
Timely Feedback	61.1%	36.2%	2.7%
Accessibility	36.8%	54.4%	8.8%
Cost	33.3%	58.4%	8.3%

Table 5: Performance Management Response

Result Inference:

Chi Square Test was conducted at significance value of 0.05 and the Chi Square Statistic value is 10.08. The p-value is 0.0067. Since $p<0.05$, Alternate Hypotheses is accepted. There is significant difference between the opinion of HR's on Blockchain vs HR Traditional Practices on Performance Management.

Discussion & Findings:

From the total 148 Samples collected form HR's form different IT organizations, Their view on the 4 factors were analysed which includes (Skill Mapping, Recruitment, Data Validation and Performance Management). The above factors are compared in terms of HR's view on Blockchain integrated HR practices over Traditional HR Practices. From the inferences, It is found that except for Skill Mapping, All the other 3 factors had significant differences from which we can conclude that on successful implementation of Blockchain technology in HRM Practices, The companies can take advantage on its competition with other companies by enjoying the benefits of blockchain.

Conclusion:

According to a survey conducted by Deloitte on 2019, 53% of the companies say that Blockchain Technology has become a priority for their organization, which is 10 percent higher that previous year. Digital Assets like Bitcoin and Ethereum have also started gaining traction as the investors have started investing in cryptos which also makes Blockchain technology more important as the Crypto assets are stored in Blockchain. Paper works and repeated tasks in HR Department are higher hence many companies are using many software to enhance the speed and accuracy of the department so that they can keep their workforce happy, Blockchain is one such technology which addresses all the problems like Speed, Accuracy, Security etc. Even though, Blockchain has many advantages over other technologies It has certain challenges which needs to be addressed. The foremost challenge will be regulatory (i.e.) who will regulate this Blockchain as of now there is no regulation. Very High Energy Consumption, which lead to ban of Crypto assets in countries like China. Lack of Adequate skillsets for the current Workforce, Blockchain is still new and individuals must go through lot of training before working into it and the trainers available are very less. These challenges have to be overcome by Blockchain companies to make it strong future technology not only in HR but also in every part of the organization. Blockchain will definitely become an integrated tool in the organization which is very imminent in short duration.

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COMPLEX RELATIONSHIP BETWEEN AIR QUAL, PASSENGERS SATISFACTION AND LOYALTY: AN EMPIRICAL STUDY AT TRIVANDRUM AIR PORT

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ABSTRACT

As several challenges are faced by the Airlines industry, they adopt AIRQUAL to build passenger loyalty through passenger satisfaction. The study has been made to measure the direct and indirect relationship between AIRQUAL, passenger satisfaction and passenger loyalty. Trivandrum city is selected for study. A structured questionnaire used to collect data from sampled respondents. The responses are analysed using SEM. The present study concludes that important AirQual factors are boarding, on flight and post arrival service Quality. The three air service Quality factors are having significant relationship with passengers satisfaction and loyalty whereas the higher relationship is noticed with passengers satisfaction.

Key Words: AIRQUAL, passenger satisfaction, passenger loyalty, SEM, on board quality, on flight quality and post arrival quality.

INTRODUCTION

The airline industry is facing a hectic competition (Fornell, 2001)1. In order to succeed in the competition, the airline companies are selecting the passengers' satisfaction as their key marketing approach (Schulz, 2012)2. Chitty et al., (2007)3 stated that passenger satisfaction is a key performance indicator for the airline business. In order to achieve the passengers' satisfaction, the service quality of airlines is becoming a tool (Chang and Keller 2002)4. The service quality of airlines includes the services from safety to in flight amenities (Kandampully, 2000)5. Chikwendu et al., (2012)6 identified five important air transport service quality factors. (De Meyer and Mostert, 2010)7 suggested five factors from baggage handling to flight frequency.

The better air line service quality to passenger satisfaction are proved by Faheed (1998)8, Geraldine and Chikwendu (2013)9. However it is difficult to say that the satisfaction results in passenger loyalty (Hanum, 2013)10 in airline industry. Even though, there is a positive correlation between the passengers' satisfaction and passenger loyalty in airline industry. (Kalthom et al., 2007)11, it is not assured (Jin et al., 2005)12, but the loyalty is the expected aspect of all air transport operators (Ghazal and Suchita, 2014)13. Hence, it is essential to evaluate the linkage between the airline service quality, customer satisfaction, and loyalty in airline industry for future policy implications. So, the study focuses on this aspect.

Literature review

Airline service Quality

The conceptualization of service quality is more challenging since the service is intangible (Palmer, 2011)14. Ghylin (2008)15 defined the service quality is of high quality level apparently leading to customer satisfaction. Landrum et al (2008)16 measured the service quality by the outcome of service experience. The 'Air Qual' scale was constructed by Alotaibai (2015)17 and restricted by Nedunchezhian and Thirunavukarasu (2018)18 with the help of 38 items. It was validated by the same author in 2019 by 26 variables. The important variables are access, communication, competence, courtesy, credibility, security, transparency, timeliness, understanding of customers' needs, ticket purchase, pre-flight services post arrival services, on board services and airport services.

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Passengers' satisfaction

Passengers' satisfaction is the psychological fulfillment of the various expectations of passengers (Bezerra and Gomes, 2015)19. It is one of the important outcomes expected by the service providers (Clemes et al., 2008)20. In the airline industry, it is related to the satisfaction on safety (Hau et al., 2012)21, comfortableness (Huang, 2010)22, timeliness (Hussain et al., 2015)23, economy (Namukasa, 2013)24, and on board services.

Passengers ' loyalty

Loyalty is measured by both behavioral and attitudinal aspects (Kandampully and Suhastanbo, 2003)25. The behavioral aspects express the repeated patronage and willingness to recommend (Wong and Sohal, 2003)26. The attitudinal aspects reveal the consumers' aspiration and attachment with the particular product, firm and service provider (Chaudhuri and Holbrook, 2001)27. The passengers loyalty in airlines is measured by both aspects (An and Noh, 2009)28. It includes the repeated purchase, recommend to others, trust on the service provider, less price sensitive, positive words of mouth (Nadiri et al., 2008)29.

Relationship between Air Qual, passenger satisfaction and loyalty

The significant positive influence of air service quality on passenger satisfaction is evidenced by Hamsa (2013)30 and Nor et al., (2013)31. At the same time the influence of service quality of airlines on passengers' loyalty is proved by Yu (2009)32. The significant mediator role of passenger satisfaction in between Air Qual and passenger loyalty is found by Gures et al., (2014)33, and Yang et al., (2011)34.

Research Hypothesis

Based on the review of the studies, the present study formulates the Null hypothesis.

1) There is no significant direct and indirect impact of Air Qual on the passengers' loyalty.

Methodology and Data

The study use quantitative research approach. The required data are collected from the passengers at Tiruvandrum air port, Kerala. The target population of this study consists of all domestic and international air passengers departing from Trivandrum airport, Kerala. Initially, the study determines the sample size of 300 which consists of 150 domestic and 150 international air passengers. Thereafter, the sampled passengers are equally distributed to morning, afternoon and evening flights. The convenience sampling was used to identify the sampled passengers.

Research Instrument and response rate

The primary data are collected with the help of self administered structural questionnaire. The items on questionnaire related to the constructs namely Air Qual, passengers satisfaction and loyalty are drawn from previous related studies. The construct have been operationalized using seven point scales, ranging from very high to very low. The pilot study was conducted among 50 air passengers to enrich the Quality of questionnaire. The final questionnaire was used to collect the data. The response on the Questionnaire came to 168 in total which consists of 102 domestic and 66 international air passengers.

Reliability and validity assessment

The validity and reliability of the construct were assessed for generalization of research findings. Cronbach alpha was computed to assess reliability; content validity and convergent validity were assessed to examine the validity. The normality of data was assessed by range of skewness and kurtosis. Finally, the fitness of data for further analysis is examined. The score of each variable in construct at pilot study are taken for the analysis.

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The value of alpha is 0.60 whereas the standardized factor loading, composite reliability and average variance extracted are < 0.60. The range of required skewness and kurtosis are +3 to -3 whereas the KMO measure of sampling adequacy and significance of chi-square value are < 0.60 and < 0.05 respectively. All variables in the constructs are proved by the reliability and validity assessment (Co-oper and Schindler, 201135, Hair et al., 201036; Nunnally and Bernstein, 199437; Howell, 2007)38.

Statistical Tools / Analytical Procedure

The obtained data from questionnaire were compiled in an Excel format. The data are analysed with the help of sample mean, standard deviation, Pearson correlation with the use of SPSS. The Structural Equation Modeling is adopted to examine the linkage between Air Qual, passengers satisfaction and passengers' loyalty (Nessset and Helgesen, 2014)39.

Results of Data analysis

The perception on important AIRQUAL comprises of three items namely Boarding Service Quality, on flight service Quality and post arrival service Quality which consist of 8, 9 and 9 variables. The passenger satisfaction and loyalty comprises of 6 and 5 variables respectively. The relationships between these five constructs are presented in Table 1.1.

TABLE 1.1 Correlation Matrix

Sl. No.	*Constructs*	*Mean*	*S.D*	*1*	*2*	*3*	*4*	*5*
1.	Boarding SQ	3.75	0.3545	1				
2.	On flight SQ	4.11	0.3676	0.2175	1			
3.	Post arrival SQ	3.86	0.03391	0.3308	0.2961	1		
4.	Passengers' satisfaction	3.47	0.3886	0.6814*	0.7173*	0.7646*	1	
5.	Passengers' loyalty	3.02	0.4141	0.6102*	0.6346*	0.6244*		1

*Significant at five percent level.

The higher level of perception is noticed in the case of on flight service Quality since its mean score is 4.11, followed by post arrival service Quality with the mean of 3.86. The level of passenger loyalty is lesser compared to passengers satisfaction on air transport since its mean scores are 3.02 and 3.47 respectively. The degree of correlation between the three major AirQual factors are very lesser and also statistically insignificant. The passengers' satisfaction and customer loyalty on air transport are significantly correlated with three important Air Qual factors since its correlation coefficients are significant at five per cent level.

Complex relationship between three constructs in the analysis

The complex relationship explains the linkage between all constructs connected in the path diagram developed by SEM (Ali et al., 2015). In the present study, these are three important AirQual (Independent variables) passenger satisfaction (Mediator variable) and passengers' loyalty (outcome variable). The path diagram indicates both direct and indirect effect of independent variables on the outcome variable (Suki, 2014). The path diagram is given below.

After the development of path model, the fit indices of the model are estimated with the help of several indices. (Saha and Theingi, 2009)40. These indices are given in Table 1.2.

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TABLE 1.2 Fit Indices of the Path Model

Sl. No.	*Fit indices*	*Goodness of fit criteria*	*Result*	*Remarks*
1.	Significance of chi-square	≤ 0.05	0.0249	Good fit
2.	RMSEA	≤ 0.08	0.0411	Good fit
3.	GFI	≥ 0.90	0.8442	Marginal fit
4.	AGFI	≥ 0.90	0.8646	Marginal fit
5.	CFI	≥ 0.90	0.9242	Good fit
6.	TLI	≥ 0.90	0.9044	Good fit

All fit indices indicate the good and marginal fit of the path model developed by the SEM.

Direct and Indirect effect of AirQual on Passengers Loyalty

The direct and indirect effect of AirQual factors on passengers' loyalty is evaluated by SEM. The results are shown in Table 1.3.

TABLE 1.3 Path coefficients of SEM (AirQual Factors on Passengers' loyalty)

Sl. No.	*Constructs*	*Direct effect*	*'p' value*	*Indirect effect*	*'p' value*	*Total effect*
1.	Boarding SQ	0.0814	0.1459	0.2788	0.0211	0.3602
2.	On-flight SQ	0.1419	0.0309	0.2509	0.0304	0.3928
3.	Post arrival SQ	0.0709	0.1841	0.2969	0.0074	0.3678
	Total	0.2942	-	0.8266	-	1.1208

The significant direct effect on the passengers loyalty is made by only on flight service Quality since its path coefficient is significant at three per cent level. The significant indirect effect is created by all three AirQual factors since its 'p' values are less than 0.05. The higher total effect on passengers loyalty is made by on flight SQ since its total effect is 0.3928. The total higher indirect effect is made on passengers loyalty compared to total direct effect since its' total effects are 0.8266 and 0.2942. It shows the significant mediator role of passengers' satisfaction in between AirQual factors and passengers loyalty on airlines.

CONCLUDING REMARKS

The present study concludes that important AirQual factors are Boarding, on flight and post arrival service Quality. The three air service Quality factors are having significant relationship with passengers satisfaction and loyalty whereas the higher relationship is noticed with passengers satisfaction. The significantly and directly influencing AirQual factor on passengers' loyalty is only on flight SQ whereas in the case of indirect effect, all these AirQual factors are significantly influencing passengers' loyalty. The total indirect effect is higher compared to direct effect. It shows the significance of passengers' satisfaction as a mediator in between AirQual factors and passengers loyalty in airlines industry.

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EFFECTIVENESS OF PERFORMANCE APPRAISAL SYSTEM IN PRIVATE SECTOR BANKS AT TAMILNADU

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ABSTRACT:

Performance appraisal is done to improve the effectiveness of employees. The private sector banks in Tamilnadu are considered. The bank managers from selected sample included. A well structured questionnaire to measure perception on performance appraisal and its effectiveness mailed to respondents. It is found that there is high degree of relationship between the performance appraisal system at banks and the effectiveness in private sector banks at Tamilnadu.

Key words: Performance Appraisal, System, Effectiveness, Private sector banks.

INTRODUCTION

One of the important steps to be followed in the performance management is the performance appraisal (Obisi, 2011). It plays a pivotal role in enhancing the employee's productivity (Hainess and Stonge, 2012). Performance appraisal is a process of assessing the performance and progress of an employee or a team on a given job (Kuvaas, 2011). The performance appraisal consists of finding, analyzing and recording information that surrounds the value of an employee in an organization (Igbal et al., 2015). One of the objectives of the performance appraisal in an organization is to identify the strengths and weakness that form the basis of action, recommendations to improve staff performance (Levy and William, 2004).

PERFORMANCE APPRAISAL SYSTEM

The performance appraisal system consists of various methods of performance appraisal and the weightage given on the result of performance appraisal (Rao, 2007). The popular performance appraisal methods are 360 degree appraisals, Behaviorally Anchored Rating scale, Assessment centre, Psychological testing and staff compensation method. In the case of banking industry, the performance appraisal method/methods are adopted to evaluate the performance of the bank employees (Selvarajan and Cloninger, 2012). The performance appraisal system is effectively implemented when the components of the system are effectively engaged in banks (Sommer and Kulkarni, 2012). It consists of setting work related goals, employee's involvement, fairness in evaluation process, timely feedback, and usage of results (Tuystem and Devos, 2012).

Effectiveness of Performance Appraisal System

The expected effectiveness of performance appraisal system in any organization is the enrichment of organizational and employee productivity (Saba et al., 2017). The organizational productivity shows financial and non- financial consequences of performance appraisal (Armstrong et al., 2011). The employee productivity

shows the quantity and quality of work / services produced by the employee within a presented period (Jawahar, 2006). Comparing these two effectiveness, the primary focus is on employee's productivity (Karimi, et al., 2011) since it is the base for the organizational productivity. It shows the enrichment of employee's involvement in work namely initiativeness, team work, problem solving skills, quality of work, Updation, customer orientation, and enthusiastic nature (Obisi, 2011). It is essential to evaluate the effectiveness of performance approval system in commercial banks for future policy implications.

REVIEW OF PREVIOUS STUDIES

Ikranullah et al., (2014), showed the significant impact of performance appraisal system on employee's involvement. Moulik and Mazumdar (2012) noticed the significant use of the performance appraisal system on the pay fixation among the employees. Getnet et al (2014) proposed the performance appraisal is adopted to incentivize and measure the performance of their employees. Fairal and Esmail (2014) identified the close association between the performance appraisal and employee's commitment to the organization. Salleh et al., (2013) found the significant impact of performance appraisal in an organization on the employee's involvement. Umoh et al., (2014) reported the positive relationship between incentives based on performance and the employee's commitment. Hag et al., (2014) showed the positive perception on performance appraisal in an organization and employee's commitment in it.

Based on the reviews, the present study has made an attempt to fulfill the following objectives.

OBJECTIVES OF THE STUDY

The confined objectives of the study are:

- To measure the level of perception on performance appraisal at the banks and its effectiveness (employee motivation).
- To evaluate the influence of performance appraisal at the banks on the level of employee motivation at the banks.

Measurement of Constructs

The study include only two important constructs namely performance appraisal and employee motivation in the banks. The performance appraisal included in the study shows the process in the implementation of performance appraisal at the banks (Scott and Tinstein, 2001). It includes five aspects namely setting work related goals, employee involvement, fairness in evaluation process, timely feedback and usage of results (Moulder, 2011). The variables related to the above said five components are drawn from reviews.

Similarly, the employee involvement covers the work initiativeness, teamwork, problem solving, quality of work, customer orientation and enthusiasm in work (Salg et al., 2009). The variables related to the above said seven components are drawn from reviews (Walber et al., 2006).

METHODOLOGY

The present study adopts a qualitative approach as the investigators were interested in gathering non-numerical information through the Questionnaire (Willig, 2013) on performance appraisal system and its effectiveness. The population of the study is the bank manager of all private sector banks in Tamilnadu. In Tamilnadu, there are 3452 private sector banks. The managers of these banks are treated as population. By the application of formulae $n = \frac{N}{N^2 + 1}$, the determined sample size came to 359 managers when 'e' is 0.05. These samples are selected at lottery method.

The Questionnaire is used as a tool to collect the primary data from the branch managers. It consists of two important parts namely performance appraisal and employee motivation. The related variables are drawn from reviews. The pilot study was conducted among 50 private sector bank managers to confirm the

reliability and validity of variables included in each construct (George and Mallery, 2003). It is confirmed by the content, convergent validity and internal consistency. The final draft of the questionnaire has been sent to all sampled managers through e-mail. The overall response rate on the questionnaire is only 45.12 per cent (162 managers). The SPSS-21 version of soft ware is used to process the data.

RESULTS AND DISCUSSION

The study measure the constructs used initially. These are the components of performance appraisal and the employee involvement. The number of variables used to measure each component in the construct, its normality and its validity are measured. The rate of implementation of performance appraisal and the level of employee involvement are presented in the given Table.1

TABLE 1 Measurement of the Constructs

Sl. No.	Constructs	No. of Variables	Nature of standardized factor loading	Composite reliability	AVE in per cent	Skewness	Kurtosis	Standard deviation	Mean
I	Performance appraisals								
1.	Setting work related goals	5	> 0.60	0.7845	54.59	-1.8841	-1.0894	3.1741	0.4546
2.	Employee involvement	4	> 0.60	0.7608	53.17	-2.0881	-1.8842	3.0884	0.5773
3.	Fairness in evaluation process	5	> 0.60	0.7704	53.82	-1.4554	-1.3082	3.2172	0.5088
4.	Timely feed back	4	> 0.60	0.7545	52.45	-1.9191	-1.5142	3.1884	0.5884
5.	Usage of results	5	> 0.60	0.7891	55.02	-1.8042	-1.6196	3.2142	0.4702
II	Employee involvement								
1.	Work initiativeness	3	> 0.60	0.7444	52.11	-1.8081	-1.6142	3.0884	0.5149
2.	Team work	3	> 0.60	0.7991	55.88	-2. 1193	-1.8414	3.1178	0.4884
3.	Quality of work	4	> 0.60	0.7739	53.91	-1.7343	-1.5082	3.1084	0.5666
4.	Customer orientation	3	> 0.60	0.7696	53.22	-2.1182	-1.8868	3.0445	0.5493
5.	Enthusiasm in work	4	> 0.60	0.7842	55.01	-1.5119	-1.3089	3.1173	0.6244

The above table shows the content and convergent validity in all components of each construct since the standardized factor loading of variables in each component are greater than 0.60 and the composite reliability is greater than 0.60 (Babbie, 2010). The normality of data in each component has been proved since the skewness and kurtosis are in between -3 and +3 (Bryman and Bell, 2007). The level of implementation of performance appraisal at banks is above than the average level since the mean of all five components of performance appraisals are greater than 3.0. The same trend is also noticed in the case of employee involvement since the

mean of variables in each component are greater than 3.00. The highly viewed component of performance appraisal and employee involvement are fairness in evaluation process and team work since it's mean scores are 3.2172 and 3.1178 respectively.

INFLUENCE OF PERFORMANCE APPRAISALS ON EMPLOYEE INVOLVEMENT

The degree of influence of each component of performance appraisal on the level of employee involvement in banks has been assessed with the help of multiple regression analysis. Before the application of multiple regression analysis, the freeness from multi-collinearity problem among the components of performance appraisal has been analysed. The ordinary least square method was adopted to estimate the regression coefficient of each component of performance appraisal. The results are summarized in

Table 2

Sl. No.	Particularly	VIF	Tolerance level	Unstandardized coefficient	Standard error	't' value	Sig.	Beta value
I	Constant							
1.	Setting work related goals	-	-	3.0894	0.1124	27.485	0.0000	-
2.	Employee involvement	5.8944	0.1606	0.1996	0.0245	8.1469	0.0000	0.1732
3.	Fairness in evaluation process	6.2446	0.1601	0.2603	0.0343	7.5889	0.0188	0.2411
4.	Timely feed back	6.0117	0.1663	0.2996	0.0514	5.8288	0.0241	0.2603
5.	Usage of results	5.7033	0.1753	0.2545	0.0408	6.2377	0.0188	0.2291
	Coefficient of determination (R2) : 7842							
	F-Value and its 'p' value: 18.4241; 0.0033							

The estimated regression function is free from the multi-collinearity problem since the VIF of all independent variables are greater than 5.00 and their respective tolerance level are lesser than 0.20. The changes in the level of view on the performance appraisal at the banks explain the changes in the level of employee involvement at the banks to an extent of 78.42 per cent. The remaining 21.58 per cent of changes in the level of employee involvement is explained by some unknown variables. It is also confirmed by the significant of the constant value of 3.0894. All components of performance appraisal at banks have a significant positive influence on the level of employee involvement since the regression coefficients are significant at less than five per cent level.

The highly influencing component of performance appraisal on the level of employee involvement at banks is fairness in evaluation process since its beta value is 0.2603. It is followed by the employee involvement and usage of results with the beta values of 0.2411 and 0.2291.

CONCLUDING REMARKS

The present study concludes that the level of implementation of performance appraisal at private sector banks is at the moderate level. The highly implemented aspects are fairness in evaluation process and usage of results. The important components of performance appraisal influence the level of employee involvement at banks are fairness in evaluation process, employee involvement and usage of results. It reveals that the policy makers have to focus on the fairness of evaluation process when they are establishing the performance

appraisal system at banks. Another aspect, the banking authorities are expected to give more weightage on the results got from performance evaluation for the pay increase or promotion at banks. In total, an effective implementation of performance evaluation procedures at the banks will produce better results in employee involvement at banks.

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LINKAGE BETWEEN PERFORMANCE MANAGEMENT PRACTICES AND ORGANIZATIONAL PERFORMANCE: AN EMPIRICAL ANALYSIS IN PRIVATE SECTOR BANKS AT TAMILNADU

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Abstract

The linkage between Performance Management practices and organizational performance at banks in Tamilnadu are examined by multiple regression analysis. A well structured questionnaire administered to collect data from Managers of the selected branches. The included independent variables are the score of all six PM practices at banks whereas the included dependent variable is the level of organizational performance. The changes in the included six variables (PM practices) explain the changes in the organizational performance at banks to an extent of 73.48 per cent.

Keywords: Performance Management Practices, Banks, Organizational performance, Linkage.

INTRODUCTION

The Indian Banking sector met a lot of changes and modernization especially after the introduction of banking sector reformation (Das, 2004). The private sector banks and foreign banks are allowed to enter into the banking field. The public sector banks have been exposed to hectic competition from the new banks with latest technology (Ganesan, 2001). Even though the banks are offering uniform banking services, they are in a position to differentiate their services from other banks (Gupta and Jain, 2003). Hence, the banks differentiated their operation with new technology, automation, e-banking services, innovative products & services and new style of management (Kantawala. 2004). The success of banks rests on their performance in the banking market (Reddy, 2004). Hence, the banks have applied so many practices related to performance management in order to enrich the productivity of their banks and their employees (Sinha, 2006). The banks implemented this performance management aspects in a better way are easily competing others and enrich their productivity (Balaji and Kumar, 2017). With this scenario, the present research work focuses on the linkage between performance management practices and organizational performance at banks in Tamilnadu.

PERFORMANCE MANAGEMENT-PRACTICES (PMP)

These are the systematic procedures to communicate the employees regarding what is expected from them by the organization (Medison, 2016). Beawel (2007) and Jackson (2009) defined the PMP as an activities such as knowing what goals are and how they are measured, performance evaluation, performance feedback, incentives based on performance evaluation, planning of career motivation, training and development. These activities help to improve the choosing of goals that are precise, achievable, as well as goals owned by the employees (Armstrong, 2008). The effective PMP replicate some code of conduct and harmonize on the diversity of their work force (Bloom et al., 2017). The PMP at the banks are executed by several steps namely goal setting, fixing key Responsibility Areas, performance appraisal and feedback mechanism (Keserwanti et al., 2015).

ORGANIZATIONAL PERFORMANCE

The organizational performance is the performance of an organization which is represented at various dimensions (Rainey, 2003). It covers the Quantity of output, quality of output, cost efficiency, formal effectiveness customer satisfaction and financial facts (Chun and Rainey, 2005). The performance management is closely associated with the organizational performance (Boyne and Chen, 2007). Andrews et al., (2009) supported the linkage between the PMP and organizational performance. In the case of banking industry, it is empirically proved by Faisal et al., (2021) and Swati (2020).

REVIEW OF LITERATURE

Karimi et al (2017) pointed out the importance of performance management in improving the bank performance. Obisi (2011) revealed the need for continuous assessment and enrichment of employees productivity. Aguinis et al., (2011) noticed the performance management as the key element for organizational success. Moynihan and Pandey (2010) mentioned the information related to performance improvement always help the employees to perform well. Rao et al., (2020) showed the significant positive impact of PM on organizational performance. Mangipudi et al., (2019) noticed the functional relationship between PM and organizational performance. Babu and Suhasini (2017) mentioned that the PMP is an effective tool for the implementation of talent management.

OBJECTIVES OF THE STUDY

With this background, the present study focuses on the following objectives:

- To measure the level of implementation of performance managerial practices at banks and its organizational performance; and
- To evaluate the linkage between the performance managerial practices at organizational performance at banks.

Research Methodology

In order to fulfill the objectives of the study, the included population of the study is the private sector commercial banks at Tamilnadu (Managers of the branches). In total, there are 1740 old and 1712 new private sector banks in Tamilnadu. All the 3452 bank branches are taken as the population of the study. The sample size of the study is determined by the formula of $n = \frac{N}{N^2 + 1}$. The sample size came to 359 when the 'e' is 0.05. These are proportionately divided for old and private sector banks. Hence the sampled old and private sector banks came to 181 and 178 respectively. The sampled bank branches are selected at lottery method.

The closed ended structured questionnaire with five point Likert's scaling technique has been used to measure two constructs namely PM practices and organizational performance at banks. The content validity and Cronbach alpha of the above said constructs are tested with the help of pilot study before finalizing the questionnaire. Since these two tests

show good reliability and internal consistency (George and Mallery, 2003) through its composite reliability and alpha value (>0.60 and > 0.70), the final draft of Questionnaire have been confirmed. The Questionnaire has been sent to the branch managers of the sampled banks. The overall response rate on the questionnaire is 45.12 per cent (162). These questionnaires have been included for analysis of Data processing. The SPSS-21 version of software is used to analyze the data.

ANALYSIS AND INTERPRETATION OF DATA

Initially, the attempt has been made to measure the normality of data in the two constructs namely performance management practices and the organizational performance with the help of skewness and kurtosis. The mean, standard deviation and coefficient of variation of these two constructs are estimated separately in order to exhibit the level of implementation of performance management practices and organizational performance at banks. The results are given in Table.1

Table.1 Direct and indirect effects of employee engagement on organizational success

Sl. No.	Constructs	No. of Variables	Mean	Standard deviation	Coefficient of variation in %	Skewness	Kurtosis
I Performance Management Practices							
1.	Performance intention	7	3.2144	0.4941	15.37	-1.1723	-1.0894
2.	Self evaluation practices	7	3.1933	0.5246	16.43	-0.8944	-0.6882
3.	Performance Management procedure	7	3.2994	0.6249	18.94	-1.3809	-1.1979
4.	Performance evaluation practices	6	3.3884	0.5084	15.00	-1.4554	-1.2084
5.	Training practices	5	3.3909	0.6117	18.04	-2.0411	-1.8173
6.	Rewarding Practices	3	3.4117	0.6334	18.57	-2.1171	-1.8094
II Organizational performance							
1.		10	3.2089	0.7249	22.59	-1.6686	-1.4446

The above table reveals that the level of implementation of PM practices at banks are at the above average level since the mean scores of PMPs are greater than 2.5. The highly implemented practices are training practices and performance evaluation practices with the mean of 3.3909 and 3.3884 respectively. The same trend is noticed in the level of organizational performance since its mean score is 3.2089. The range of skewness and kurtosis of all independent and dependent variables is between -3 and +3 which shows the normality of data for further analysis (Hair et al, 2006).

LINKAGE BETWEEN PM PRACTICES AND ORGANIZATIONAL PERFORMANCE

The linkage between PM practices and organizational performance at banks are examined by multiple regression analysis (Jawahar, 2006). The included independent variables are the score of all six PM practices at banks whereas the included dependent variable is the level of organizational performance. The ordinary least square method is adopted to estimate the regression coefficient (Kumar, 2011). Before the execution of multiple regression analysis, the freeness from multi-collinearity problem among the independent variables are tested by variance Inflation Factor (VIF) and Tolerance level acceptance criterion are greater than 5.0 and lesser than 0.20. (Morse et al., 2007). The result of multiple regression analysis is shown in Table.2

Table 2 The linkage between PM practices and organizational performance

Sl. No.	Particular	VIF	Tolerance level	Unstandardized coefficient	Standard error	't' value	Significant.	Beta value
	Content	-	-	4.1173	0.0811	50.77	0.0000	-
1.	Performance criterion	6.1244	0.1633	0.2144	0.1733	1.2371	0.1889	0.1844
2.	Self evaluation practices	5.9304	0.1686	0.1408	0.1514	0.9299	0.2673	0.1173
3.	Performance management procedures	5.2055	0.1921	0.1339	0.1239	1.0807	0.2044	0.1102
4.	Performance evaluation practices	6.8414	0.1462	0.2349	0.0543	4.3259	0.0244	0.2142
5.	Training practices	6.3082	0.1585	0.1908	0.0309	6.1747	0.0000	0.1639
6.	Rewarding practices	5.3141	0.1882	0.2417	0.0473	5.1099	0.0000	0.2173

Coefficient of Determination (R^2): 0.7348.
F-value and its 'p' value : 14.0896; 0.0179.

The above Table shows that the estimated regression model is valid to reveal the cause and effect relationship between PM practices and organizational performance since the 'F' value is significant at two per cent level. The changes in the included six variables (PM practices) explain the changes in the organizational performance at banks to an extent of 73.48 since its R2 is 0.7348. The remaining 26.52 per cent of changes in organizational performance is explained by some unknown variables not included in the study. The same is confined by the significance of constant (4.1173) value at zero per cent level.

Out of six performance Management practices, only three practices namely performance evaluation practices, training practices and rewarding practices are significantly influencing the level of organizational performance since its 't' values are significant at 5 per cent or less than 5 per cent level. The most influencing PM practice on the level of organizational performance at banks is rewarding practices since its beta value is 0.2173. It is followed by performance evaluation practices and training practices since its beta values are 0.2147 and 0.1639 respectively. The linkage analysis reveals the importance of implementation of PM practices especially performance evaluation, training and rewarding practices for the upliftment of organizational performance at banks.

CONCLUDING REMARKS

The present study concludes that the rate of implementation of performance management practices at private sector banks at the moderate level. The banks better implement the practices are reaping better organizational performance. This is evidenced by multiple regression analysis. The important practices are evaluation, training and rewarding practices. Based on the performance evaluation, the employees are trained by the banks and the rewards are fixed on the basis of the employee performance. It produces a better result in the level of organizational performance at banks.

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ORGANIZATIONAL DEVELOPMENT INTERVENTION AND ITS CONSEQUENCES IN SMES: A STUDY IN MADURAI DISTRICT*

BY

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ABSTRACT

The OD interventions results in the reduction of work related problems due to the changes in work structure and content. Authors asserted the significant positive relationship between organizational development and entrepreneurial behaviour in the firms. This paper tries to check whether the organizational development intervention has a significant positive impact on entrepreneurial behaviour in the SMEs in Madurai District.

KEYWORDS

OD, Interventions, Entrepreneurial Behaviour, SMEs.

Introduction

The planned and structured changes in the organizational strategies and policies are essential for effective business orientation (Cummings and Worley, 2008). The organizational development is essential for the business growth (Porter, 2002). It is the transformation of behavioral science knowledge to business practices for the attainment

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of organizational effectiveness (Cummings and Worley, 2008). It is mere the organizational renewal to improve the organizational well being, culture, learning and adaptation (Egan, 2002). There are three important criteria essential for the organizational development namely integrity, systems approach and adaptability (Lester, et al., 2003). Nonaka (1994) stated that the OD is essential for the learning from mistakes in an organization. The OD intervention corrects the inefficiencies, solving problems, developing strengths and evolving areas of opportunities (Davies and Hobday, 2005). The significance of the OD interventions are realized by firms even if it is small scale because the whole organization will be resilient, adaptable and effective (Lindkvisit, 2008).

Consequences of OD Interventions

The OD interventions results in the reduction of work related problems (Xavier, 2014) due to the changes in work structure and content. It also motivates the level of trust among all of its stakeholders (Gunasundari, 2013) through the motivation of suggestion schemes. There is an enrichment of human resource management and development in the organization due to the encouragement of mutual trust among the employees and between employees and employers (Stephen, 1997). The work conflict can be easily solved through the OD interventions by promoting the participatory management (Lau and Ngo, 2001). The collective accountability can be created and promoted by OD interventions to the effective implementation of collective accountability (Mulili and Wong, 2011). It also promotes the job satisfaction among the employees through the establishment of rewards and recognition system (Neuman, et al., 1998). The main consequence of OD intervention is the promotion of entrepreneurial orientation among the owner of the organization (Preller, et al., 2018).

Entrepreneurial Behaviour

The entrepreneurial behaviour is the set of activities and practices implemented to avail the business opportunities (Pearce, et al., 1976). It is based on vision and focuses on innovation (Gardner and Spooner, 1994). The entrepreneurial behaviour in the organization is essential for the continuous success for a business organization (Keh, et

al., 2007). The organization should provide adequate support for innovative ideas and also provide necessary resources for it (Kuratko, et al., 2014). The entrepreneurial behaviour helps organization to reduce costs, gain resources, expand markets, and develop new products and practices more quickly (Lorenzo, et al., 2012). The organizational development of the firm results in an enrichment of its entrepreneurial behaviour (Slavec, et al., 2016).

Organizational development and Entrepreneurial behaviour

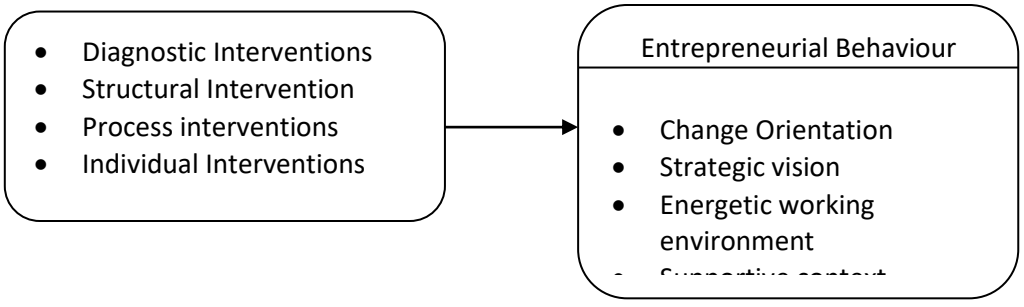
The availability of business intelligence increases the marginal decision making and competitive advantage (Pellissier and Kruger, 2011). Levine et al., (2017) asserted the significant positive relationship between organizational development and entrepreneurial behaviour in the firms. There is positive impact of organizational development on the entrepreneurial behaviour among the respondents (Agha et al., 2014). The entrepreneurs who successfully grow are those who are subjected with organizational development (Reuch, et al., 2009). The entrepreneurship is the result of OD interventions in firm (Abuzaid, 2017).

Based on these review of previous studies, the hypothesis generated for the study is:

H_1 : The organizational development intervention has a significant positive impact on entrepreneurial behaviour in the firm.

Research Model

The conceptual model is based on the review of past studies. The model generated for the study is designed from the reviews (Jin, et al., 2017; Lok and Crawford, 2000). It is presented in the given figure.



Conceptual Framework of the Study

The OD interventions are classified into four important interventions namely Diagnostic, Structural, Process and Individual Interventions (Fagenson et al., 2004). The diagnostic interventions covers survey feedback, sensing meetings, confrontation meeting, organization mirror, diagnostic taste free (Golembiewski, and Luo).

The structural intervention includes the organizational design, job design, reward systems, performance management systems, control and accounting systems (Lau, 1995). The process interventions consists of processing meetings, group development, inter group meeting, inter personal peace meetings, goal model, role model and inter personal model (Perliki, 1994). The individual interventions include the counseling, coaching, training and development, replacement & termination, recruitment and selection and career development (Evans, 1989).

The entrepreneurial behaviour have been measured by the change orientation (Brouthers, et al., 2015) strategic vision (Covin and Miller, 2014), energetic working environment (Frese et al., 2009) and supportive context.

Research Methodology

The research design of the study is descriptive and diagnostic nature. The present study was conducted among the registered SMEs in DIC of Madurai. In total, there are 56899 SMEs in Madurai District. The sample size of the study is determined by the formula of $n = \frac{N}{Ne^2 + 1}$. Since error of acceptance for the study is 5 per cent, the determined sample size is 396 SMEs. The addresses of sampled SMEs have been collected from the DIC of Madurai. The questionnaire method was adopted to collect the primary data from the SMEs. The responded SMEs on questionnaire are only 139 SMEs. The collected data are processed with the help of structural equation modeling (Fornell and Larcker, 1981) and the multiple regression analysis (Hulland, 1999) and Cronbach alpha (Nunnally and Bernstein, 1978).

Results and Discussion

As per the result of content and congruent validity, initially, the validity of variables in the concepts generated for the study is confirmed. The details of the various tests are presented in Table.1

TABLE 1

Validity of Variables in the Concepts

Sl. No.	*Tests*	*Diagnostic Intervention*	*Structural Intervention*	*Process Intervention*	*Individual Intervention*	*Entrepreneurial behaviour*
1.	Data sufficiency	0.82	0.84	0.83	0.85	0.80
2.	Number of variables included	5	5	5	6	5
3.	Reliability results (Cronbach Alpha)	0.83	0.84	0.86	0.87	0.88
4.	Bartlett's test of Sphericity (Chi-square value)	86.89 (.0233)	78.43 (.0311)	911.08 (.000)	106.73 (.001)	79.36 (0.0296)
5.	Standardized factor loading	0.8644*-0.6803*	0.9022*-0.6144*	0.8944*-0.7244*	0.8504*-0.6886*	0.9011*-0.6549*
6.	Composite reliability	0.82	0.79	0.86	0.85	0.78
7.	Average variance Extracted (in %)	53.92	52.15	56.13	55.04	51.49

'p' value are in brackets. * Significant at five per cent level.

As per the results, the KMO and alpha confirm the data sufficiency to explain variables and internal consistency in each concept respectively. The standardized factor loading of variables in all five concepts are greater than 0.60 which confirm the content validity. The convergent validity is confirmed by composite reliability and average variance extracted since these are greater than its standard minimum of 0.50 and 50.00 per cent respectively.

Measurement of the Concepts (Dependent and Independent variables)

The results in dependent and independent variables are measured at five point scales. The mean, standard deviation and co-efficient of variation, t-value and 'p' value of the mean are presented in Table.2

TABLE 2

Respondents view on Concepts Included in the Study

Sl. No.	*Concepts*	*Mean*	*Standard deviation*	*Co-efficient of variation (in %)*	*t-value*	*'p' value*
I	**Dependent variable**					
1.	Entrepreneurial behaviour	3.1708	0.5686	17.93	4.1708	0.0171
II	**Dependent variables**					
1.	Diagnostic intervention	2.8996	0.4011	13.86	5.4733	0.0024
2.	Structural intervention	2.9747	0.5886	19.78	4.8904	0.0126

3.	Process intervention	2.7334	0.6887	25.19	2.4241	0.0542
4.	Individual intervention	2.8708	0.3413	11.89	5.6883	0.0011

The mean score of all four OD interventions are lesser than 3.00 which indicate the lower level of implementation of OD interventions. The entrepreneurial behaviour in SMEs is only at a moderate level since its mean score is 3.1708. All mean of dependent and independent variables are significant at five or less than 5 per cent level which shows that the above said five variables mean are representing that variable to a significant extent.

Linkage between OD Interventions and Entrepreneurial behaviour in SMEs

The implementation of OD interventions has its own impact on the entrepreneurial behaviour in SMEs. The present analysis has made an attempt to examine it with the help of multiple regression analysis. The least square method was followed to estimate the regression model. The included independent variables are the score of implementation of all four OD interventions whereas the included dependent variable is the score on entrepreneurial behaviour in SMEs. The computed results are summarized in Table.3

TABLE 3

Results of Regression Analysis

Sl. No.	*Independent variables*	*Standardized co-efficient (β)*	*T-statistics*	*Significant level*	*Result of dention Watson test*
1.	Diagnostic intervention	0.4022	2.8916	0.0209	
2.	Structural intervention	0.3949	3.0418	0.0168	

3.	Process intervention	0.5143	6.7667	0.0017	
4.	Individual intervention	0.5676	8.0245	0.0000	4.1743
	Constant	1.2345			
	R^2	0.8017			
	F-Statistics	28.2411		0.0000	

The results drawn from multiple regressions indicate that all four types of OD interventions are having a significant positive impact on entrepreneurial behaviour in SMEs since the 'p' value of the regression co-efficients are less than 0.02. Based on the value of standardized regression co-efficient, it is inferred that the entrepreneurial behaviour (dependent variable) value of 0.4022 is under the influence of Diagnostic intervention whereas in the case of structural intervention, it is only 0.3949. In the use of process interventions, the degree of influence on entrepreneurial behaviour is to the extent of 0.5143 units whereas in the case of individual intervention, it is only 0.5676 units. The changes in the implementation of all four types of OD interventions explain the changes in entrepreneurial behaviour to an extent of 80.17 per cent since its R^2 is 0.8017. The significant 'F' statistics justify the validity of fitted regression model.

Concluding Remarks

The present study concluded that the implementations of all four types of OD interventions in SMEs are at a lower level. The level of entrepreneurial behaviour among the SMEs is not at an encouraging level. This might be one of the causes of industrial sickness of SMEs. But the casual relationship revealed the significant influence of implementation of all four OD interventions on the entrepreneurial behaviour at SMEs. The SMEs should understand and accept the truth which is empirically proved. If they are concentrating on the implementation of OD intervention in an effective manner, their entrepreneurial behaviour will be enriched which will result in

better organizational performance and continuous increase in market share in the market.

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Strategic Intelligence and Organizational Development: An Empirical Analysis in Madurai District

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Abstract: Organizational Development is a set of techniques and strategies for ever changing, developing and enhancing the functions of organizations. Authors identified the high strategic relevance of intelligence in the organizational development. The present study attempts to find whether there is a significant relationship between the strategic intelligence and organizational development in SMEs. The research design applied for the study is descriptive and casual. It is found that there is a significant influence of independent variables on the dependent variable (OD) in SMEs.

Keywords: .D., SMEs, Strategic Intelligence, Tacit knowledge.

Article History

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Introduction

In India, small and medium enterprises (SMEs) are accepted as the important influences of the Gross Domestic Product and employment opportunities (Ahlstrom, 2003)[i]. The SMEs are receiving some benefits from the Governmental Organizations as financial and non-financial incentives (Audet and Couteret, 2012)[ii]. The financial incentives are related to liberal credit system, lesser rate of interest and subsidies (Sullivan and Branicki, 2011)[iii]. The non financial incentives are correlated with the self development of the SMEs in all the business process (Parry, et al., 2012)[iv] and also for a continuous enrichment in their performance (Hill and McGowan, 1996)[v]. But the SMEs are facing organizational crisis especially after globalization (Gray et al., 2012)[vi]. The important reasons for that crisis are changes in customer preferences, business environment, product life cycle, operational systems etc. (Baldock and Blundel,

2013)[vii]. There is a dare need for organizational development in SMEs to survive in the market. Hence, the present study has made an attempt on it.

Organizational Development (OD) in SMEs

The organizational development refers to the development of internal human features of the organization (Glover, 2012)[viii]. It is a set of techniques and strategies for ever changing, developing and enhancing the functions of organizations (Lok and Crawford, 2000)[ix]. The OD is a planned change, usage of behavioural science and social science knowledge, consulting process, process and culture, use of the OD values and principles in order to improve the organizational effectiveness (Shatrerich, 2014)[x]. This organizational development requires basic, tacit and creative knowledge for the organizer (Winston and Patterson, 2006)[xi]. In total, the strategic intelligence is essential for the successful implementation of OD at the organization (Preller et al., 2018)[xii]. In the case SMEs, the possession of strategic intelligence is very weak (Tham and Kim, 2012)[xiii] because of its scale of operations and also talk of awareness on the importance of OD (Levine et al., 2017)[xiv].

Strategic Intelligence and Organizational Development

Kuosa (2011)[xv] identified the high strategic relevance of intelligence in the organizational development. Maccoby (2011)[xvi], stated the important dimensions in strategic intelligence are foresight, visioning and motivation. Agha et al., (2014)[xvii] noted that strategic intelligence is a systematic and continuous process of producing needed intelligence of strategic value in an actionable form to facilitate long term decision making. The positive significant relationship between the strategic intelligence and OD is revealed by Frese et al., (2009)[xviii]. The strategic intelligence increases the effectiveness of managerial decision making and competitive advantage (Pellissier and Kruger, 2017)[xix]. The significant impact of strategic intelligence on OD is found by Esmaeili, 2014[xx].

Regarding the related literature, the following hypothesis is proposed:

H_1 : There is a significant relationship between the strategic intelligence and organizational development in SMEs.

Conceptual Framework of the Study

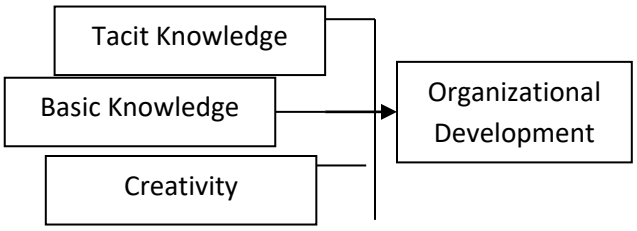
The strategic intelligence in the present study is measured by the components namely tacit, basic and creative knowledge (Zhou, et al., 2005)[xxi]. The 'tacit' component of strategic intelligence covers analytical thinking ability, critical thinking ability and practical intelligence (Mu et al.,

2017)[xxii]. The 'basic' component includes the problem solving, situational adjustment, evaluation and selections and implementation skills (Analoni et al., 2010)[xxiii]. The 'creative' component covers the deep thinking, strategically thinking, innovative thinking; learn from experience and learning ability (Boyatzis and Rathi, 2009)[xxiv].

The organizational development in the unit is measured by sense of identity and direction (Cummings and Worley, 2009)[xxv], Coherence of values and behaviour (Gunasundari, 2013)[xxvi], stakeholder sensitivity (Lau and Ngo, 2001)[xxvii], relationship and networking orientation (Muili and Gung, 2011)[xxviii], flexibility (Neuman et al., 1989)[xxix] and innovativeness (Xavier, 2014)[xxx]. The important components are integrity, system approach and adaptability (French, 1969)[xxxi].

Research Model

The conceptual model is based on the review of previous research. The model explains the linkage between strategic intelligence and organizational development:



Research Methodology

The research design applied for the study is descriptive and casual. Since the SMEs are playing a dominant role in the income and employment generation in the developing countries like India, the present study confined its scope to SMEs only. In total, the registered SMEs in Madurai District are 56,899. The sample size is determined with the help of the formula $n = \frac{N}{Ne^2 + 1}$. The determined sample size of the study is 396. The list of 396 SMEs has been collected from DIC, Madurai. The tested questionnaire has been used to collect data from the sampled SMEs. The responded SMEs on the questionnaire are only 139 SMEs. The collected data are processed with the help of statistical tools.

In this research, the structural equation modeling used to find out the data sufficiency, reliability content and convergent validity in dependent and independent variables (Fornell and Lascker, 1981)[xxxii]. The influence of independent variables on dependent variable is assessed with the help of multiple regression analysis. (Hulland, 1999[xxxiii]; Nunnally and Bernstein, 1978)[xxxiv].

As per the result of KMO and Alpha tests, the questionnaire have data sufficiency because KMO is greater than 0.7 and the alpha is also greater than 0.70.

TABLE 1

Content and Convergent Validity of the Questionnaire

Sl. No.	*Particulars*	*Strategic Intelligence*	*Organizational development*
1.	Data sufficiency (KMO)	0.88	0.81
2.	Reliability results (Cronbach alpha)	0.89	0.85
3.	Bartletts test of sphericity (Chi-square value)	108.89 (0.0124)	114.43 (0.0017)
4.	Standardized factor loading	0.9085*-0.6433*	0.8947*-0.6608*
5.	Composite reliability	0.84	0.82
6.	Average variance extracted (in %)	54.93	51.89

The content validity of variables in each concept i.e. three components of strategic intelligence are greater than 0.60. The congruent validity is confirmed by the composite reliability and average variances extracted which are greater than its standard minimum of 0.50 and 50.00 per cent respectively.

Measurement of the Concepts (Dependent and Independent Variables)

The measurement of dependent and independent variables are shown in Table.2

TABLE 2

Respondents view on Concepts Included in the Study

Sl. No.	*Concepts*	*No. of variables*	*Mean*	*Standard deviation*	*Co-efficient of variation (in %)*
1.	Tacit knowledge	3	2.7142	0.5492	20.23
2.	Basic knowledge	5	2.9084	0.6174	21.23
3.	Creativity	5	2.8011	0.5908	21.09
4.	Strategic Intelligence	13	2.8223	0.5739	20.33
5.	Organizational development	7	2.9711	0.7024	23.64

The mean of three components of strategic intelligence in SMEs are just moderate since its mean scores are around 2.80. But there is an inconsistency in the level of strategic intelligence and its three components since the co-efficient of variations are greater than 20.00 per cent. The level of organizational development in SMEs is measured with the help of seven variables whereas its mean score is only 2.9711 which indicate that there is a moderate level of OD in SMEs.

Influence of Strategic Intelligence on Organizational Development in SMEs

The components of strategic intelligence at SMEs are treated as the independent variables whereas the level of O.D. is considered as dependent variable. The descriptive statistics are used to analyze the components of strategic intelligence that intended to O.D. in SMEs. The result of multiple regression analysis is given in Table.3

TABLE 3

Results of Multiple Regression Analysis

Sl. No.	*Independent Variables*	*No. of variables*	*Mean*	*Standard deviation*	*Co-efficient of variation (in %)*
1.	Tacit Knowledge	0.5419	8.4549	0.00	
2.	Basic Knowledge	0.4902	10.1702	0.00	
3.	Creativity	0.6117	14.8993	0.00	
	Content	1.7982			3.4969
	R^2	0.7844			
	F-Statistics	26.8342		0.0174	

As per the result of regression analysis, the value of Darbin Watson for latent variables is approximately equal to 3, indicating no serial correlation. All 't' statistics are greater than 1.96 shows that there is a significant influence of independent variables on the dependent variable (OD) in SMEs. Based on the value of β, OD (dependent variable) value of 0.54 is under the influence of tacit knowledge whereas under the influence of basic knowledge, it is 0.4902. In the case of creativity, the 'β' value is 0.6117 which reveal the influence of creativity on OD in SMEs. The R^2 shows that the included three variables explain the changes in OD at SMEs to an extent of 78.44 per cent. The significant 'F' statistics justifies the significance of estimated regression model.

Concluding Remarks

The present study conclude that the level of strategic intelligence and its components; and the level of organizational development at SMEs. All the three components of strategic intelligence are significantly influencing the level of OD at SMEs. The most important component of strategic intelligence is the creativity. It shows the need to develop the creativity among the SMEs. It can be enriched through deep thinking, logical thinking, analytical thinking, critical thinking, strategic thinking and learn from the experience. If the above said activities are continuously enriched by the SMEs, they will achieve more performance through its organizational development.

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Articles

Business Impact of the Covid 19 Epidemic on Digital Payments

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Keywords: Covid, Business Sector, Positive and Negative Impact, Digital Payments

ABSTRACT

Today Covid 19 virus made the people to buy essentials and other items via online. People shop their things from their homes due to lock down. They protect themselves by social distancing for safety. Hence, the banks will need to expand access to digital payments in a safe way for 24 hrs x 7 days availability. All business sectors were widely affected and some small sectors were closed due to covid virus. Hence the banks offered fee waiver on select digital payments like IMPS, NEFT, RTGS,cash withdrawals from third-party ATMs, moratorium on loans and credit card dues by RBI etc., for the benefit of the customers during the crisis. This paper deals with the impact of different business sectors during Covid times.

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SECTION

Articles

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FROM OBJECT TO SUBJECT: A FEMINIST STUDY OF CHITRA BANERJEE DIVAKARUNI'S *THE PALACE OF ILLUSIONS*

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Abstract
This paper analyses Draupadi who has carved herself as a woman with self-esteem. There are women in Hindu mythology like Draupadi who were assertive and could speak their mind in a world dominated by men. Chitra Banrejee Divakaruni's *The Palace of Illusions* (2008) explores Feminine sensibility in its best form. The life of Draupadi as a queen of Hastinapur and wife of Pandavas, reflects the modern times. Dvakaruni has convincingly retold Draupadi's tale from feminist perspectives. It is the fire and energy in Draupadi, the spirit of injustice and her multifacetedness that makes her the most mysterious and majestic woman.
Keywords: Multifacetedness, Assertive, Majestic, Injustice, Feminine Sensibility.

Liberal feminist wants women to be treated as autonomous decision-makers. Liberals say society must provide women with the same civil liberties and economic opportunities that men enjoy including equal opportunity for education. Social inequality they say is not the result of nature's decree but of society's customs and traditions. Libreral feminists want to free women from oppressive gender roles- those roles that give women a lesser place in the academic, political and economic sphere. Women's education, legal, professional and occupational reforms were a few of the gains.

Such a feministic perspective can be seen in Chitra Banerjee Divakaruni's *The Palace of Illusions* (2008) tells the story of Mahabharata from Panchali's point of view. She believed that the epic had powerful and complex women characters that affected the action in major ways but were always treated as 'shadowy figures'. She mentions in the author's note:

> I was left unsatisfied by the portrayals of the women. They remained shadowy figures, their thoughts and motifs mysterious, their emotions portrayed only when they affected the lives of the male heroes, their roles ultimately subservient to those of their fathers or husbands, brothers or sons.(Divakaruni xiv)

Woman plays a vital role in the family. She supports her husband, children, and becomes a great homemaker. She remains with them in any dire circumstance and boosts courage in them to face the consequences through her moral support. She has the potential to create history by making or marring the relationships. One such woman is Panchali. Chitra Banerjee Divakaruni makes Panchali narrate " her joys and doubts, her struggles and her triumphs her heart breaks, her achievements, the unique female way in which she sees her world and her place in it" (Divakaruni xv). In the author's note, she says, "It is her life, her voice, her questions, and her vision that I invite you into in "The Palace of Illusions" (xv).

Divakaruni wanted to place the strong woman character in the forefront of the action and uncover the story that lay in between the lines of the epic with socio-political background. *The Palace of Illusions* (2008) takes us back to the ancient times of myths where Panchali, daughter of Drupad, the fire-born princess narrates her deeply humane story and the adjustments she made in a man's world; her view about crime, punishment, loyalty, promises, love, and vengeance.

The novel begins with Draupadi's almost obsessive interest in her life story:

> Though the long, lonely years of childhood, when my father's palace seemed to tighten its grip around me until I couldn't breathe, I would go to my nurse and ask for a story. And though she knew many wondrous and edifying tales, the one I made her tell over and over was the story of my birth. I think I liked it so much because it made me feel special, and in those days there was little else in my life that did. (Divakaruni 1)

But Draupadi makes it clear that King Drupad, as a father, acted according to the dictates of Manu by 'protecting' and 'taking care' of Draupadi. This protective care Draupadi considers to be suffocating. Draupadi like every woman who strived for freedom, wished to break away from the monotony of her life. Panchali's critical insight into her life giving her a feeling of empowerment. She even critically examined her name 'Draupadi', as she wanted a name that could bring out the mission of her life. She wanted a heroic name:

> The story inspired me to make up fancy namses for myself: Off-spring of Vengeance, or the Unexpected One. But Dhai Ma puffed out her cheeks at my tendency to drama, calling me the Girl Who Wasn't Invited. (Divakaruni 1)

Divakaruni subjectively incarnates Draupadi's education as well as her transformation from ambitious princess to revenge-seeking queen. Draupadi's zeel and enthusiasm to change the course of history leads her to Ved Vyasa's hermitage to learn the secrets of her future. He foretells several disturbing things, which would happen in her life. He tells that she would marry five of the greatest heroes of that period at the same time and cause a terrible war affecting the whole of India. He also bestows her with the name Panchali. On returning to the palace, she insists that everyone address her Princes Panchaali.

The name, Draupadi would link her to the father whose control and authority represented the claims of patriarchy while the name, Panchali would bestow her with a unique identity connecting her to the land in which she was born. Hence this new name transforms her way of thinking, and a new kind of independence comes to her which she could not have experienced with her previous name.

> In *The Palace of Illusions* (2008), Divakaruni gives the plot a fictional space portraying age old traditions confining women in patriarchal construct, reciting epic from the protagonist Draupadi's point of view. She expresses women's thoughts, actions, and their efforts to sustain their voice which have totally ripped their stature in the world which is accustomed to look at the things from male-centric prospective. (Kumar 84)

Draupadi wanted to be an agent of action who wished to redefine the roles of women in the society. She was never interested in learning drawing, painting, sewing and decorating rather felt attracted to solving riddles, responding to witty remarks and writing poetry.

The position of women in the Indian society is restricted, this strict division of gender roles is resented by Draupadi, who is eager to gain all the knowledge and education of the world. When she expresses her wish to take lessons with her brother Dhrishtadyumna she meets with opposition from everybody including Dhaima, her nurse, "a girl being taught what a boy was supposed to learn? Such a thing has never been heard in the royal family of panchal!" (23) However Draupadi is given the opportunity because Krishna knew that she was special and different from other women.

Draupadi analyses her own feminine power during her unique marital arrangement:

> Though Dhaima tried to console me by saying that finally I had the freedom men had had for centuries, my situation was very different from that of a man with several wives. Unlike him, I had no choice as to whom I slept with, and when. Like a communal drinking cup, I would be passed from hand to hand whether I wanted it or not. (Divakaruni 93)

Despite the constraints of patriarchy she aspires to be an agent of action because she wishes to redefine the role of woman. She says," And who decided that a women's highest purpose was to support men… A man, I would wager! Myself. I plan on doing other things with my life" (26). This assertion brings to light Draupadi's intention to script her own destiny. In Divakaruni's version, Draupadi wants to be the maker of her own history.

Being a woman, Draupadi tried her best to complete her duty towards her husbands but she realizes that somehow she could not justify her role as a wife. . She was with them; she devoted her entire life for them. She says;

> Looking back, I see that I didn't love any of my husband in that way. I was a good wife. I supported them through good times and bad; I provided them with comforts of

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> the body and the mind; when in company, I extolled their virtues. I followed them into the forest and forced them to become heroes. But my heart was it too small? Too fickle? To hard? Even during the best of our years, I never gave it fully to them. (Divakaruni 213)

The real identity of a wife may be identified in the worse condition when she stands boldly with their family members. During the period of twelve years forest and one year secret hiding life she firmly stands with her husband's leaving all the worldly pleasures.

> Ultimately Chitra Divakaruni Banerjee's books highlight the strength of women who become not only independent and autonomous but also lend support to others around them to find their better and truer selves. Her books transcend the Indian cultural experience and provide a multilayered site where they can be successful as individuals, and as members of the new community of which they are a part. (Saifee vi)

Thus Draupadi proves that no problem is so great that it may not be dealt with. After the incident of her insult, she never abandons her husbands, regardless of the condition they led her in to. She remained concerned about the common good of her family working as a unit. Her devotion reached its heights when she followed them into exile and endured the hardships of the forest. She even looked after Gandhari, whose sons had wronged her in every possible way. She learns to refine her ego to reach a higher spiritual life.

Panchali all her life remained by the side of the Pandavas. In the end also it was Yudhishthira who decided it was time for their *Mahaprasthan* though Panchali urged him to spend some more time on earth but then she readily agreed to go. She wanted the generations to know that she was the only consort who dared to accompany the Pandavas on their final adventurous journey to heaven. She wanted to bid farewell to the world like a noble queen, who had the courage to admit her mistakes. She wanted people to remember her:

> I made sure to wear my finest clothes and all the gold I owned so that the eyes of onlookers would be dazzled. I wanted the people of the city to remember me as heroic, majestic. The woman around whom, history would gather itself. I wanted them to make up stories about the beautiful Panchali, to weep because I was leaving them for something better. (Divakaruni 341)

Draupadi never gives up her efforts to come up in life. She presents a character that is bold enough to face the hurdles. She was ready at every step of her life to accept challenges like first neglected by her own father, grow with the company of Dhaima, accepting five husbands and at the time of her humiliation, she realizes that her all husbands are not in a position to save her and then call her true friend Krishna.

Draupadi is a true warrior and an ideal woman who has sacrificed her life for the sake of family and for society. Apart from this she tries to fulfill her responsibility boldly and never leaves the path of truth till her last breath. Draupadi is a true representative of Indian women.

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Original Research Paper

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Marketing

EFFECTIVENESS OF E-ADVERTISEMENTS IN BUYING DECISION

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ABSTRACT The social media is a powerful weapon for any marketing strategy, as it connects a huge number of people and is a strong influence towards people's minds. It is the fastest growing trend in the history of the world. This sector has grown faster than the Internet itself. E advertising supports a business from its bottom line in order to get high Return On Investment from their marketing. E-advertising or online advertising is a cost effect tool in the hands of marketers. The present study brings some insights about the effectiveness of e-advertisements in Madurai city. For this, a sample of 150 respondents is chosen. The statistical tools like simple percentage, cross tabulation, one sample t test are used. It is concluded that the public is attracted towards e-advertisements which is a motivating factor in buying the products and services.

KEYWORDS : Social media, Advertising, Innovation, Information technology and marketing

1 INTRODUCTION

Innovations in Information Technology are increasing nowadays. Social media are interactive computer-mediated technologies that facilitate the creation and sharing of information, ideas, career interests and other forms of expression via virtual communities and networks. People are more attracted towards Social Media. These innovations urge the Marketing to take the benefits of Social Media. Online platforms are used for the sales promotion of products and services through advertisements. Through e-advertisements a business can target the potential customers based on age, location, gender, religion, income etc. Another benefit of e-advertisement is cost-effective. The business people can fund their advertising within the boundaries of budget. The e-advertisement provides the customer with time saving and information about the availability and variety of products. Changes in the environment make changes in the customer attitude from the traditional buying. The present study brings some insights about the effectiveness of e-advertisements in Madurai city. For this, a sample of 150 respondents is chosen. It is concluded that the public is attracted towards e-advertisements which is a motivating factor in buying the products and services.

2 Review Of Literature

David G. Taylor, David Strutton and Kenneth Thompson (2012) empirically tested the proposition that online consumers use electronic word of mouth, and specifically the sharing of online advertising, to construct and express their self-concepts.

Shilpa H. Chheda (2014) studied how Micro and Small businesses can leverage social media to penetrate their markets, reach their customers and develop relationships in a personal and direct manner that can catapult their brand and raise their awareness as successfully as any large business.

Louise Kelly, Gayle Kerr and Judy Drennan (2010) explored the teenagers' attitude towards advertising in the online social networking environment, whether avoidance tactics are employed, and which tactics are used.

W. Glynn Mangold and David J. Faulds (2009) argued that social media is a hybrid element of the promotion mix because in a traditional sense it enables companies to talk to their customers, while in a non-traditional sense it enables customers to talk directly to one another.

Cox (2012) investigated the correlation between age and attitude and found that social network user attitude toward online advertising formats (i.e. blogs, video, and brand channel or page) differed to some extent across age groups.

Mr. Dharmesh Motwani, Dr. Devendra Shrimali and Ms. Khushbu Agarwal (2014) believe that social media is changing the way information is communicated to and from people around the world.

Dr Sandeep Vij and Ms Jyothi Sharma (2013) insisted that the marketers should align their social media marketing effort with the changing tastes and preferences of customers.

Rajdeep Singh (2016) remarked in his article that due to ample innovations and technological advancements, Social media is gaining popularity in each and every part of the world.

3 Social Media Marketing

Social media marketing is the use of social media platforms and websites to promote a product or service. Although the terms e-marketing and digital marketing are still dominant in academia, social media marketing is becoming more popular for both practitioners and researchers. Most social media platforms have built-in data analytics tools, which enable companies to track the progress, success, and engagement of ad campaigns. Companies address a range of stakeholders through social media marketing, including current and potential customers, current and potential employees, journalists, bloggers, and the general public. On a strategic level, social media marketing includes the management of a marketing campaign, governance, setting the scope (e.g. more active or passive use) and the establishment of a firm's desired social media "culture" and "tone."

4 Objectives Of The Study

- To study the demographic profile of the respondents.
- To highlight the customers' perception towards various online advertisements.
- To analyse the level of attitude of customers with regard to e-advertisements.

5 METHODOLOGY

A sample of 150 respondents from Madurai city who use online was selected random and information was collected with the help of structured questionnaire and through Google Forms. The primary data were collected during the month of January 2021. The statistical tools like simple percentage, cross tabulation, one sample t test are used. The scope of the study is restricted to Madurai city only. Simple percentage analysis is used to classify the respondents according to their opinion. Mean and Standard Deviation are used to highlight opinion scores of the respondents. One sample t-test is used to test the specific value with regard to the statement on e-advertisements.

6 RESULTS AND DISCUSSIONS

6.1 Occupation Of The Respondents

Occupation is one of the elements in demographic profile which influences the buying decisions and customer preference to choose appropriate social media platforms for e-advertisements. The following table shows the classification of the respondents based on occupation.

Table 1 Occupation of the respondents

S.No.	Nature of occupation	No. of respondents	Percentage
1	Government	12	8.0
2	Private	26	17.3
3	Professional	17	11.3

4	Business/Self employed	29	19.3
5	Students	66	44.0
	Total	150	100.0

Source: Primary Data

It is exhibited from the above table that majority of the respondents are students. It shows that the students are the major users of online platforms not only for education but for entertainment purpose also.

6.2 Consideration Of E-advertisements In Buying Decision

The social media is a powerful weapon for any marketing strategy, as it connects a huge number of people and is a strong influence towards people's minds. The following table shows the level of considering e-advertisement in buying decision.

Table 2 Consideration Of E-advertisements In Buying Decision

S.No.	Consideration	No. of respondents	Percentage
1	Always	24	16.0
2	Most often	36	24.0
3	Rarely	78	52.0
4	Never	12	8.0
	Total	150	100.0

Source: Primary Data

It is inferred from the above table that least number of respondents (8%) opined that they do not consider the e-advertisements in buying decision.

6.3 Age And Attraction Towards Types Of E-advertisements

Age is one of the important demographic factors which contributes major role in marketing. For the present study there are two groups of age category viz., upto 30 years old and above 30 years old. A comparison is made between two age groups and the types of e-advertisement attract them.

Table 3 Age and attraction towards types of e-advertisement

S.No.	Types of e-advertisement	Upto30 years	Above 30 years	Total
1	Fan Pages	23 (85.2) [17.8]	4 (14.8) [19.0]	27 (100.0) [18.0]
2	Flash Advertisement	23 (88.5) [17.8]	3 (11.5) [14.3]	26 (100.0) [17.3]
3	Banner Advertisement	15 (75.0) [11.6]	5 (25.0) [23.8]	20 (100.0) [13.3]
4	Games, Quiz or Updates	27 (84.4) [20.9]	5 (15.6) [23.8]	32 (100.0) [21.3]
5	Video Advertisement	41 (91.1) [31.8]	4 (8.9) [19.0]	45 (100.0) [30.0]
	Total	129 (86.0) [100.0]	21 (14.0) [100.0]	150 (100.0) [100.0]

Note: 1. The value within ( ) refers to Row Percentage

2. The value within [ ] refers to Column Percentage

More than 80 percent of the respondents belong to the age group of upto 30 years of old and 30 percent of the respondents like video advertisements because it is more attractive than other types of advertisements.

6.4 No. of hours spent in Social media

Due to pandemic, the use of online platforms is increasing now a days. People from different categories are spending more number of hours in social media which is an important element for the marketing people to make use of these online platforms for the sales promotion of their products and services. The following table exhibits the same.

Table 4 No. of hours spent in Social media

S.No.	No. of hours	No. of respondents	Percentage
1	More than 3 hours	62	41.3
2	2-3 hours	47	31.3
3	1-2 hours	28	18.7
4	less than 1 hour	13	8.7
	Total	150	100.0

Source: Primary Data

The Table 4 shows that more than one-third of the respondents (41.3 told that they spent more than 3 hours in a day in social media helps the marketers to design their market segmentation strate reach the right clients.

6.5 Income and Reasons for visiting Social Websites

Income is one of the demographic profiles which plays a vital ro the pattern of living. In the following table 5, a comparison is m between monthly income and reasons for visiting social websites.

Table 5 Income and Reasons for visiting Social Websites

S.No.	Monthly Income	Reasons				To
		Entertainment	Information	Business	Time spending	
1	Upto Rs.15,000	32	11	6	7	5
2	Rs.15,000 – Rs.45,000	40	19	8	12	7
3	Above Rs.45,000	5	6	3	1	1
	Total	77	36	17	20	15

Source: Primary Data

Majority of the respondents visit the social websites for entertainm purpose and they are belonging to the monthly income betw Rs.15,000 and Rs.45,000. This shows that the people those whose having sufficient income in order to lead a normal life use soc websites for entertainment. Since the entertainment places are clo due to pandemic, they use electronic gadgets which are available their hands for entertainment.

6.6 Level of attitude with regard to e-advertisement

In order to test whether the opinion regarding e-advertisements is equ to average level, one sample t test is applied and the results a interpreted. The Null Hypothesis is: Opinion regarding advertisements is equal to Average level

Table 6 Results of t test for level of attitude with regard to advertisement (Specified value (Average = 3)

S.No	Statement on e-advertisement	N	Mean	Std. Deviation	t value	P value
1	e-advertisements are the attraction catchers, they can easily change people minds	150	3.87	.838	12.766	<.00**

Note: ** denotes significant at 1% level

Since P value is less than 0.01, the null hypothesis is rejected at 1% lev of significance with regard to the Statement on e-advertisement that the advertisements are the attraction catchers, they can easily change peop minds. Hence the opinion on e-advertisement of respondents is not equ to average level and based on mean score, opinion regarding attracti towards e-advertisements of respondents is above the average level. Th shows that public is attracted towards e-advertisements which is motivating factor in buying the products and services.

6.7 Opinion with regard to information provided about any brand or product

One of the important functions of advertisement is to provid information about the products. If the consumers are satisfied about the adequacy of information then they decide about buying the particular product. In order to test whether the opinion regarding information social media website about a product is equal to average level, one sample t test is applied and the results are interpreted. The Null Hypothesis is: Opinion regarding information about a product in social media website is equal to Average level

Table 7 Results of t test for Opinion with regard to information provided about any brand or product (Specified value (Average=3)

S.No.	Statement on e-advertisement	N	Mean	Std. Deviation	t value	P value

1	Experience regarding social media website's information about any brand or product is satisfactory	150	3.47	.711	8.038	<.000**

Note: ** denotes significant at 1% level

Since P value is less than 0.01, the null hypothesis is rejected at 1% level of significance with regard to the Statement on e-advertisement that experience regarding social media website's information about any brand or product is satisfactory. Hence the opinion on e-advertisement of respondents is not equal to average level and based on mean score, opinion of the respondents with regard to information provided about any brand or product in social media is above the average level. This shows that public is satisfied with the information about any brand or product in social media through e-advertisements which is a motivating factor in buying the products and services.

4.8 Initiating factors to follow brand pages on social media

A social media marketing strategy will help the brand tackle its goals with a sense of purpose.

Table 8 Factors which initiate to follow brand pages on social media

S.No.	Factors	No. of respondents	Percentage
1	Brand Advertising	41	27.3
2	Friends/Relatives	31	20.7
3	Personal Research	23	15.3
4	Loyalty towards the Brand	16	10.7
5	Exclusive Deals/Offers	39	26.0
	Total	150	100.0

Source: Primary Data

7.CONCLUSION

Pandemic is playing a dominant role in the new phase of normal life which is mainly based on the digital world nowadays. Information technology is on the hike. Marketers who are updated only can succeed and sustain in the long run. They are in the urge of transformation from traditional to digital which is inseparable in dynamic environment. The present study reveals the same

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Please accept my heartiest felicitations on very kindly sending your valuable article/research paper titled '***HEALTH CARE SECTOR – A CRITICAL REVIEW: A STUDY WITH SPECIAL REFERENCE TO PROBLEMS AND PROSPECTS***' for publication in **Volume No. 12 (2021), Issue No. 06 (June)**.

Our editorial board has highly appreciated your invaluable piece of research. The researchers and the academics have conveyed their views and its worth have been appreciated by one and all.

With sincerest regards and profuse thanks for your contribution.

Sincerely Yours

Authorised Signatory
I. J. R. C. M.

Success
has two roots
merit & aggressiveness
In theory, merit suffices, but
not in practice ...
Neither merit nor
aggressiveness alone avail.
They must be mixed in the
right proportion.
The Secret of success in life is
for a man to be ready for his
opportunity
when it comes.

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HEALTH CARE SECTOR – A CRITICAL REVIEW: A STUDY WITH SPECIAL REFERENCE TO PROBLEMS AND PROSPECTS

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ABSTRACT

Health care sector is a segment within the economic system that provides goods and services to treat patients with curative, preventive, rehabilitative and palliative care. It is one of the largest and fastest growing sectors in the world. Health care sector of India constitutes government sector that is financed publicly providing promotive and preventive health services throughout the country from primary to territory level and the private sector providing curative care by levying fee. Health care sector can be expected that the numbers will increase with increased internet penetration and Smartphone usage. This paper provides a critical review of health care sector with reference to problems and prospects and also discusses the significance of the study, recent trends, problems, suggestions and conclusion.

KEYWORDS

health care, hospitals, patient, pharmacy, doctors.

JEL CODES

H51, I11, I18, K32,

1. INTRODUCTION

Health care has been a focus area for the Indian government. The public healthcare system in India remains highly overstretched and the private healthcare system is yet to achieve the desired level penetration. Mobile apps, dealing in the healthcare sector, have ushered in some welcome changes in the Indian healthcare system though their penetration remains quite low as compared to the volume of healthcare services seekers in India. However, it can be expected that the numbers will increase with increased internet penetration and Smartphone usage.

According to data from the Indian Medical Association (IMA), India's healthcare spending remains low at 1.2% when compared with the US's 17% and China's 5.5%. This data clearly indicates that India has a low spread of medical stores.

2. SIGNIFICANCE OF THE STUDY

The healthcare sector is a service industry, where the patient (customer) is the most important person. Therefore, greater importance has to be given to the people element and that all the employees of the hospital have to perform their duties in a better way to provide satisfaction to the customers. It is not only important how advanced technology and drugs a hospital use to cure the patient, but also it is very important that how each employee of the hospitals deal with the patient and their relatives (i.e. customer). Every organization faces the problem of directing the energies of their staff to the task of achieving business goals and objectives. Higher the availability of latest machineries, technologies, procedures and systems are important; but what is more critical is the quality of delivery the individual who work in these hospitals. The dependency on human assists has been observed more in the healthcare sector, especially in the case of hospitals.

3. OBJECTIVES OF THE STUDY

The objective of this paper is to critically review the healthcare sector in India, and illuminate the key challenges to the overall attainment of better health status for Indians. Such an analysis timely because health care restructuring is high on the Indian political agenda and policy options are being continuously debated. This critical health sector can be expected that the numbers will increase with increased internet penetration and smart phone usage.

4. RESEARCH METHODOLOGY

The study is a descriptive research, in which Secondary data was used for conducting the study and the same is collected from journal and magazines.

5. RECENT TRENDS

Online healthcare mobile apps can be broadly classified under few categories including telemedicine, online pharmacy, personal healthcare, healthcare at home, fitness and wellness related apps and pediatric solutions providers. These mobile apps are using Artificial Intelligence (AI), Machine Learning (ML) and other modern technologies to provide affordable and quality healthcare.

5.1 Telemedicine

Telemedicine apps help patients to get doctor consultations through the apps or by web-based videos and chats. A McKinsey report informs that India can save up to $10 billion in 2025, by using telemedicine instead of in-person doctor consultations. Major players in this segment in India are Practo, mfine, Lybrat and Docsapp. With over 1,00,000 doctors supporting its operations in India, Practo caters to about 25 million patients every year.

5.2 Online Pharmacy

It is also known as e-pharmacy, this segment has players like 1MG, pharmeasy, Netmeds and MyraMed. Alongwith growing investor interest, e-pharmacy companies have also overcome legal challenges thrown at them from offline competitors. The Central Government has introduced a draft regulation guideline for the e-pharmacy segment to standardize registration procedures. The move may provide encouragement to players in the segment.

5.3 Personal health and check-ups

Increasing awareness about healthcare issues has led to the rise of healthcare apps like Portea, Practo, Murgency, MyUpchar and Curejoy. There are also healthcare apps like Pregbuddy and Maya, aimed exclusively at pregnancy advice.

5.4 Healthcare at home

An India Brand Equity Foundation (IBEF) report has predicted that the market of healthcare at home will reach $6.21 billion by next year. Additionally, India has the second largest geriatric or aged population in the world and that increases the scope of this segment. Busy urban lifestyles have also contributed to the rise of various lifestyle oriented diseases. The scope for apps in this segment is expansive. This sector includes simple diagnostic tests, advanced oncology or cancer support and various other services which can be well facilitated by apps. Companies operating in this sector are Healthiness, Call Health, Practo and Portea.

5.5 Fitness and Wellness

With increasing fitness consciousness, India has seen a rise of fitness and nutrition service companies like Fitternity, Cure. Fit, HealthifyMe, GoQii and HealthKart. There are also many mental Health and wellness companies like Yourdost and InnerHour.

5.6 Pediatrics Care

A Bengaluru –based company, Address Health is providing affordable primary pediatric healthcare services to school going children. They treat children for hearing, optical issues and dental health and anthropometry issues. Address Health has designed curriculum for both healthy mental and physical behavior of children.

6. HEALTHCARE APP

There is a growing scope for various health apps that can enable users to book and avail medicines and medical services. Many of these apps are also looking into emergency medical services whereas others are focusing exclusively on medical equipment. Yet, many others are allowing users to book appointments with doctors in an easy and hassle-free manner. Many healthcare professionals have also welcomed the services provided by these apps which are aimed at using technology for quick treatment.

The Indian healthcare sector will become one of the top revenue contributors and is estimated to reach $58.8 billion in 2020 from $25.39 in 2017, creating a huge opportunity for healthcare based online or offline businesses. A report by Research 2 Guidance, a global think tank, shows that there are 3,25,000 healthcare apps available worldwide. However, the report also states that the number of such apps in India is relatively less but another report from Accenture states that download of healthcare apps have doubled in the past couple of years, indicating towards a positive swing in the segment.

7. PROBLEMS OF HEALTHCARE SERVICES IN INDIA

After Independence there has been a significant improvement, in the health status of people. But the situation is not much better as per study of World Health Organization (WHO). It has placed India in 112th position among 191 countries of the world.

7.1 Neglect of Rural Population

A serious drawback of India's health service is the neglect of rural masses. It is largely a service based on urban hospitals. Although, there are large number of Primary Health Centre (PHC's) and rural hospitals yet the urban bias is visible. According to health information 31.5% of hospitals and 16% hospital beds are situated in rural areas where 75% of total population resides. Moreover, the doctors are unwilling to serve in rural areas.

7.2 Emphasis on Culture Method

The health system of India depends almost on imported western models. It has no roots in the culture and tradition of the people. It is mostly service based on urban hospitals. This has been at the cost of providing comprehensive primary health care to all. Otherwise speaking, it has completely neglected preventive, promotive, rehabilitative and public health measures.

7.3 Inadequate Outlay for Health

According to the National Health Policy 2002, the Government contribution to health sector constitutes only 0.9 per cent of the GDP. This is quite insufficient. In India, public expenditure on health is 17.3% of the total health expenditure while in China, the same is 24.9% and in Sri Lanka and USA, the same is 45.4 and 44.1 respectively. This is the main cause of low health standards in the country.

7.4 Social Inequality

The growth of health facilities has been highly imbalanced in India, Rural; hilly and remote areas of the country are under served while in urban areas and cities, health facility is well developed. The SC/ST and the poor people are far away from modern health service.

The table shows social inequality in provision of health in India.

TABLE 1: INDICATORS OF SOCIAL INEQUALITY

Sl. No	Indicator	All India	SC	ST	Other Disadvantaged	Others
1	Infant Mortality Rate (per '000 population)	70	83	84.2	76	61.8
2	Under 5 Mortality Rate (per '000 population)	94.9	119.3	126.6	103.1	82.6
3	% Children under weight	47	53.5	55.9	47.3	41.1

7.5 Shortage of Medical Personnel

In India, shortage of medical personnel like doctors, a nurse, etc. is a basic problem in the health sector. In 1999-2000, while there were only 5.5 doctors per 10,000 population in India, the same is 25 in the USA and 20 in China. Similarly, the number of hospitals and dispensaries is insufficient in comparison to our vast population.

7.6 Medical Research

Medical research in the country needs to be focused on drugs and vaccines for tropical diseases which are normally neglected by International Pharmaceutical companies on account of their limited profitability potential. The National Health Policy 2002 suggests allocating more funds to boost medical research in this direction.

7.7 Expensive Health Service

In India, health services especially allopathic are quite expensive. It hits hard the common man. Prices of various essential drugs have gone up. Therefore, more emphasis should be given to the alternative systems of medicine. Ayurveda, Unani and Homeopathy systems are less costly and will serve the common man in better way.

8. SUGGESTIONS

- Education of physicians and nurses in public sector
- Incentives and policies to attract and retain personnel
- Make it mandatory for professionals to do three years of rural service
- Formation of an integrated national/state public health system
- Improve physical access to preventive and curative health services especially in India's rural population
- Efficient allocation of resources between different levels of services and between different geographical areas
- Sustained programs to change household behaviors and spread awareness
- Creation of centers of excellence for health + nutrition policy research

9. CONCLUSION

The country has become one of the leading organizations for high-end diagnostic services with tremendous capital investment for advanced diagnostic facilities, thus catering to a greater proportion of the population. Besides, Indian medical service consumers have become more conscious towards their healthcare up keep which demanded to maintain quality in the healthcare industry. The people often compare facilities and technologies available in the public sector institutions

with those available in the private sector with the obvious aftermath of adding to the dissatisfaction of the beneficiaries. So, a comprehensible policy must be taken to satisfy the increased expectation of the people. All levels of health sectors must be maintained and provided with better infrastructure, adequate staff, equipment, drinking water, sanitation, drainage, environmental cleanliness, proper waste disposal management, rational and cost effective treatment and reduction of morbidity (both chronic and communicable) steps must be undertaken for ensuring the availability of doctors, paramedical staff, utilization of equipment and its reliability in all hospitals by the government and public authorities.

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E-COMMERCIALISATION OF THE HOTEL INDUSTRY

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ABSTRACT
The current research focused on the evaluation of e commercialization of the hotel industry in Madurai district using the grey entropy model. The researcher studied and designed grey entropy model to evaluate e-services of hotels, a designed method was established to use the internet sites contents for all hotels in Madurai. In this analysis, the researcher designed a model consists of 4 inputs namely (1) customers (2) manpower, (3) number of visitor rooms in the hotel, (4) in-service prices (manpower salaries, food, room prices, services, and maintenance fees). The outcome is demarcated by a profit produced via a hotel. Three main sources of profits for travel hotels are (1) overall profit produced from rooms, (2) overall profit produced from food and (3) overall profit produced from other service income. For a test of the link among hotel performance and Internet commercialism instruments, grey entropy was utilized to denote a relation among e commercialization and hotel performance features. The grey entropy model revealed that all the 15 hotels studied with 50 respondents has excellent e-services and hotels exhibited maximum percentage scores at significance level of 0.05, and designates that there is a significant difference among the hotels what we studies in three stages namely stage A consists of three inputs (manpower, visitor rooms, total price) and three outcomes (food profit, room profit, and other service income), while stage B comprises four inputs (manpower, visitor rooms, total price, customers) and the same three outputs and stage C comprises five inputs (manpower, visitor rooms, total price, customers, and internet commercialism instrument) and provide the same outcome of Score 1 with 76.3%, Score 2 with 88.6%, and score 3 with 91.5 % from different weighing values using grey entropy technique was studied. By T test there are seven factors like Product(A_1), Price(A_2), promotion(A_3), processes(A_4), place (A_5), people(A6) and physical proof (A_7). were analyzed and a customer can pick the hotel by seeing the place, price and physical proof because of t-table value was greater than the estimation of the Sig of 0.05level.
Key Words: e-commercialization services, grey entropy model, t-test, Madurai hotels

INTRODUCTION
The current development of e-services in hotel has extensively changed the working condition of the hotel business. Internet has been a new commercialism instrument in offering online transactions and travel data (Doolin & Cooper, 2002). Nowadays, the hotels net presence is never again selected for huge hotels. E-services aren't only for star hotels or resort chains but it implies also to ordinary hotels. The hotel websites that are well planned are simple to deliver independent hotels with an economical and operative structure for advertising and marketing .Madurai is a tourist city in Tamil Nadu, India. Meenakshi Amman Temple, Ayiram Kal Mandapam (Hall of Thousand Pillars) are a portion of the significant visitor puts in Madurai. It is constantly viewed as a decent explorer focus. For the hotel industry, the e-services are a significant method for pulling in clients and extending the piece of the overall industry in the wild challenge. This paper, we have attempted to investigate the impact of hotels' e-services by grey entropy technique. Initially net content investigation of the hotels in Madurai regarding website directions (data, exchange, and communication) is used and its effect on hotels' execution was analyzed. The researcher recognises the best performers of hotel resorts by analysing marketing mix.

RESEARCH METHODOLOGY

An interview schedule was prepared by the researcher for collecting the primary data.Among categories of hotels, only customers from three types of hotels namely ordinary, deluxe and hotels are selected for the current research, because they have a greater number of respondents w compared to others. These hotels were selected based on a random sampling technique. collected from the number of sample respondents varied for each study based on the availabilit respondents during the interview. This included a maximum of 50 respondents from 15 hotels taken for the study. Grey entropy assessment was used For e-services evaluation, a designed met consisting of 30 checkpoints, was established to use the internet sites contents for all hotel Madurai. In this analysis, every site component was measured utilizing the binary number, instea whether or not a hotels resort site has a specific commerce feature.

Here, the 3 inputs are designated (1) customers (2) manpower, (3) number of visitor rooms i hotel, (3) in-service prices (manpower salaries, food, room prices, services, and maintenance f The outcome is demarcated by a profit produced via a hotel. Three main sources of profits for t hotels in Madurai were room, meals then open system interconnection (OSI) and other se income that together constitute about 80% of total hotels working profits. And so, three output (1) overall profit produced from rooms, (2) overall profit produced from food and (3) overall p produced from other service income. For a test of the link among hotel performance and Int commercialism instruments, grey entropy was utilized to denote a relation among commercialism and hotel performance features.

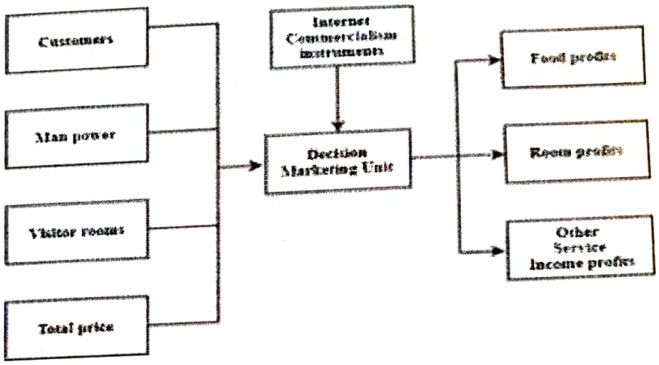

FIG.1 GREY ENTROPY ASSESSMENT MODEl

Therefore, we added the customers, as the other input evolution. And the added in commercialism mechanism as the additional input for evolution. Between the input or out variable, it is not a measurable variable, the measurable variable 'web commercialism mechan a created variable that contains seven gatherings regarded as capacities or administrations exh by the hotels sites.

ANALYSIS AND DISCUSSION

TABLE.1 HOTEL NET CONTENT RESULTS (TOTAL NUMBER OF PEOPLE CONSIDERED, 50)

Net content	Mechanism (%)	N	Net content	Mechanism (%)
Data			Communiqué	
[1] Basic Data			**[4] Relations with customers**	
Access map of the hotels resort	89.73	41	E-mail	50.32
hotels Resort Description	89.73	41	Online comment	5.58

Photos of hotels resort features	20.00	7	Feedback form	4.17	2
Chain hotels resort links	35.37	18	Frequent visitor program	80.42	39
3D virtual tours	8.33	4	Fax number	85.39	41
Related business link	39.28	28	Newsletter	45.83	22
Price data	100.00	48	Keyword search	6.25	3
[2] Hotels Facilities			**[5] Multilingual capabilities**		
Cafeterias	95.3	45	Tamil	92.35	42
Visitor Room	100	48	English	64.75	45
Hotel Features	85.30	40	Malayalam	53.85	38
Meeting Facilities	90.54	44	Other languages	6.25	3
[3] Environment			**[6] Transaction**		
Transportation	80.13	38	Online Dining reservation	28.32	13
The attraction of the city	69.17	29	Online room reservation	90.83	44
Local tour data	50.38	25	Electric payment	81.38	39

Six sets of E commercialism mechanisms are (1) Basic data, (2) Hotel Facilities (3) Environment (4) Communication (5) Multilingual capability (6) Online Transaction. At the end of the day, the 'E-web commercialism mechanism incorporates 30 estimating things for checking whether a hotels resort site gives certain capacities or managements or not.

Each computing element is allocated a single point. Completely, the most elevated score is 30 checkpoints for the E- commercialism mechanism of a hotels. To analyze the exploration question concerning whether e-web commercialism mechanism advance hotels resort presentations or not. The information examination was made through the data envelopment analysis and combined sample t-test just as the entropy. Initially, the unproficiency data envelopment examination is working to compute the efficiency of 15 hotels for three stages. The stage A consists of three inputs (manpower, visitor rooms, total price) and three outcomes (food profit, room profit, and other service income), while stage B comprises four inputs (manpower, visitor rooms, total price, customers) and the same three outputs. Stage C comprises five inputs (manpower, visitor rooms, total price, customers, and internet commercialism instrument) and provide the same outcome.

TABLE.2 DIFFERENT WEIGHTING VALUES USING GREY ENTROPY

DMU	Custo - mers	Man pow er	Visit or room s	Total price	Food profit	Room profit	OSI profit	IM T	Scor e 1 (%)	Scor e 2 (%)	Scor e 3(%)
H1	964	723	628	1772764321	1083059791	7858129 62	8360157 28	29	94.27	88.96.	98.08
H2	824	625	567	1403522 82	8421015 65	8994732 78	6229324 66	21	81.67	62.4	96.27
H3	855	824	422	1765973 03	26206495	3951429 33	21587652	18	76.38	93.5	79.80
H4	628	376	347	2025215 51	1330333 73	4607346 07	2005537 89	16	64.25	92.6	68.21
H5	732	674	208	1215928 564	3982106 61	1628937 54	34800897	25	87.01	99.23.	82.33
H6	634	523	402	3763686 16	1403522 82	1940608 09	20549471	21	77.17	95.28	98.56
H7	527	234	384	2717796 07	48513688	1229867 57	1836387 11	11	37.18	88..85	98.39

H8	928	854	687	1165714972	668227370	34778456	8962611726	19	75.6	61.31	96..33
H9	623	432	214	914242889	348208497	208003258	359027074	21	63.36	94.54	68.21
H10	838	764	671	484633650	193153258	87545860	93402946	24	75.16	96.06	76.71
H11	984	782	643	133033789	87445403	75977597	200553759	28	37.15	81.45	96.06
H12	996	893	628	6405293644	581938596	32843681	205494111	25	67.68	66.48	69.18
H13	628	361	228	89512568	241820630	260551728	97813056	21	78.84	76.27	95..85
H14	538	376	124	194316442	135000706	171552657	335733598	22	82.26	81.45	99.23
H15	428	228	98	340034101	104188199	125205121	171552665	26	58.69	75.25	82.34
MEAN	685.3	577.3	416.3	925539619	327448700.9	255766577.2	32122559	21.8	76.37	88.69	91.65

Subsequently, the t-test was utilized to measure the variance efficiency among stages A, B and C. Lastly, t grey entropy was used to calculate the weighting for five inputs. For the entropy process, the objective of weighting method without rigorous statistical requirements and assumptions, this study employs the grey process to calculate the relative importance between five inputs (manpower, visitor rooms, total price, customer, internet commercialism mechanism) for 15 hotels resorts. An assessment model is represented in Fig. 1.

TABLE.3 CONSEQUENCES ESTIMATE OF THE T-TEST (PARTIAL)

Variable	t-test	t-table	Sig.	Description
A_1	2.541	1.9863	.149	No Momentous
A_2	2.342	1.9863	.015	Momentous
A_3	0.345	1.9863	.778	No Momentous
A_4	0.715	1.9863	.574	No Momentous
A_5	2.352	1.9863	.018	Momentous
A_6	1.923	1.9863	.332	No Momentous
A_7	2.312	1.9863	.021	Momentous

Given table 3 clarified that there are four factors that impact isn't inconsequential alongside the choice of the purchaser in picking a hotel is a Product(A_1), Price(A_2), promotion(A_3), processes (A_4), place (A_5), people(A6) and physical proof (A_7). This is appeared starting the after effects of the worth t-test to not as much as t-table or greater than the estimation of the Sig of 0.05. Whilst the factors to impact the shopper's ruling alongside critical in picking a hotel is a value place(A_2), price (A_5) and physical proof (A_7). To appear as of the consequences of t-test esteem more noteworthy than t-table or the estimation of Sig is littler than 0.05.

The pertinence of the EFA demonstrated a KMO examining ampleness file = .956 and criticalness as indicated by Bartlett's Test of Sphericity [A_2 (465) = 45,179.41; $p < .01$]. Using a strategy for extraction of rule segments and a diagonal obliging turn technique, a construction is gotten clarifying 71.26% of the difference, demonstrating the entire things to contain aspect loadings advanced than

0.63. Cronbach's alpha (α) unwavering quality evaluations are somewhere in the range of 0.79 and 0.98. by the worldwide rule at 0.96.

CONCLUSION

In this paper we have analyzed the relation between e-services and hotel performance of tourist hotels in Madurai. The outcome suggests that e-commerce is positively connected with the hotel performance. Furthermore, not only a positive association between e-service commercialism instrument and hotel performance was found but complementarities amongst the internet location orientation was detected. The e-service has empowered time of client -created content. Given the expanding popularity of e-service utilization around the world, administrators should exploit includes in the internet for both site interactivity and usefulness. Subsequently, the firm administrators ought to avoid a simple presence on the e-service and instead pursue a more interactive presence directed to interaction with potential clients and build a new business pattern for giving free content sharing administration. The e-service on hotels internet site were surveyed at a certain point, and contrasted with historical information on hotel performance. An investigation on e-services on the performance of hotels in Madurai would serve to be a profitable wellspring of data for analysis later on. In this manner, a longitudinal report could enrich the finding.

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CONSUMERS PERCEPTION ON ONLINE FOOD DELIVERY APPS DURING COVID SCENARIO

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Abstract

The study analyses the consumer perception and the factors influencing consumer perception towards online food delivery apps during covid scenario. The primary data was collected by survey method. The questionnaire was designed on the basis of Technology Acceptance Model. The questionnaire was sent to all segments of people without restriction in age, gender and income. By using T-Test analysis, the customer perception on online food delivery apps was identified. The researcher has specified about the growth of online food delivery apps in India and how food delivery app has changed the consumers perceptions completely in this covid scenario with special reference to Swiggy and Zomato Food delivery app.

Keywords: *- Consumer Perception and buying behavior, online Food apps, Digital Payments*

INTRODUCTION

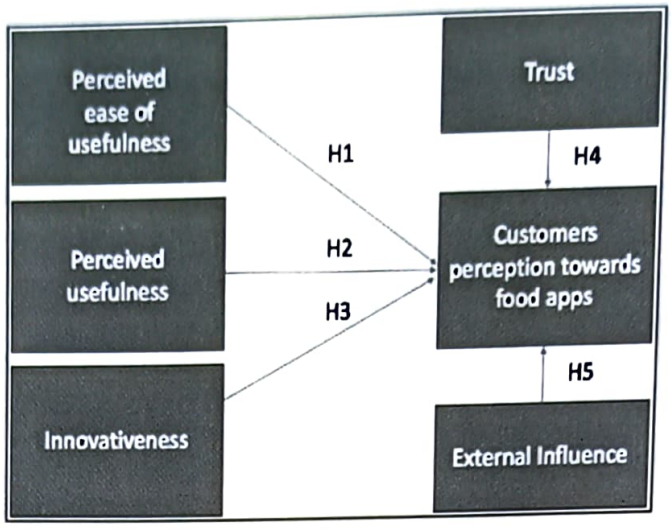
In India , the online food delivery industry is anticipated to increase up to 1200 crores by 2023. The international level growth of online food delivery is 9.01% and in India is 15%. As all we know that our country has more of the young population when compare to other countries and the average age is 27 years. Increase in income and the purchasing power has caused everyone to use food apps in India. Among so many food apps, Swiggy and Zomato with Uber eats in India has biggest sales of $1.5 billion and $800 million each. Together these companies have delivered 96 million orders from April 2017 to March 2018. Zomato has 50-55% of the market share in terms of number of orders which is close to the competitor Swiggy. But Swiggy stands first in repeat orders, and it's the customer's preferred app to order food from online food apps. This research analyses consumers' perception towards online food delivery apps and the factors influencing consumer's perception. It also identifies, how these apps help in purchasing, planning, enjoying food and snacks. Increased income, change in lifestyle and eating habits of the consumers increases market growth. Moreover, the demand of food apps has grown up due to competitive prices of food which led to the growth of the business.

OBJECTIVES OF THE STYDY

- To identify the consumers perception on online food delivery apps during covid scenario.
- To study the factors influencing consumers perception on online food delivery apps during covid scenario.

HYPOTHESIS FRAMED FOR THE STUDY

In this research, the researcher used TAM model for identifying the usage of food app by customers and the relationship with new technology. It also studies the factors influencing consumer's perception towards online food delivery apps during covid scenario.



TECHNOLOGY ACCEPTANCE MODEL.

Source: (Alagoz and Hekimoglu, 2012)

LITERATURE REVIEW:

- The TAM theory was founded by Davis (1989). TAM theory explains about usage of technology by consumers. This theory stresses on the consumers perception and usage of technology over perceived ease of use and perceived usefulness. The TAM model explained about the usefulness of the food apps because of the changes in customer perception of moving from telephone ordering to online ordering via food apps.
- Rogers (2003) research describes perception of innovation by customers in different manners. He also explains about the trust which influences and understands the customer to believe and faith in food apps.
- Hung (2006) describes about the belief of the customers and their influence towards external and interpersonal factors, which is important for the customer to behave while using food apps (Alagoz and Hekimoglu, 2012).
- Kumar (2017) describes about the sensory perception with 5 sense organs to marketing and advertising so that they can retain the old customers & attract new customers by online apps or e commerce. Moreover, the income is the only factor that influences buying pattern of the customer.
- Karthikeyan and Sasikala (2014) researched about the consumer behavior aspects. They researched about the consumer preference towards the purchase decisions , post purchase behavior and customer satisfaction.
- Mowen (1995) reviewed the complexity of buying high end products like washing machine and buying food online food apps.He concluded ordering food from online food apps would be instantaneous rather than a complex purchase.
- Gawande, Pachaghare and Deshmukh (2019) discussed about the consumer's perception of online food ordering. From the study they found that the consumers feel convenient and feasible buying food online and they are internet savvy.
- Singh and Rana(2020) in the research paper discussed about the digital wallets and convenient way of payment by swiping their debit or credit cards.

- Saxena, 2020 analyzed about the online food Ordering applications Zomato and Swiggy in India. He studied about the perceived control and convenience in food apps.

RESEARCH METHODLODY

The primary data was collected online via google forms. The questionnaire was prepared to understand the consumers perception of food apps on the basis of 5 hypotheses namely perceived ease of usefulness, perceived usefulness, innovation, external influence and consumers trust. Likert scale was used in the questions ranges from 1-5 where 1 strongly agree and 5 strongly disagree. The questionnaire was designed based on 5 hypotheses consisted of 26 questions.

FINDINGS OF THE STUDY

- Efficiency to use food apps: It can be assumed that a food app is the easiest and efficient way of ordering food when compared to ordering via telephone. The customers may have more time to make their choice regarding food they want to order in food delivery app.
- Variety of restaurants in food apps: It can be evidenced from the study that food apps offer the customers a large variety of restaurants.
- Offers & discount in food-on-food apps: The regular customers who use food apps are aware of offers & discounts up to date and hence lot of customers get influenced by offers and discounts on food delivery apps.
- Safety on digital payments: It was noticed from the study that the customers feel cash on delivery is the trustful mode of payment rather than digital payments. Some of them were comfortable with digital payments and they feel safe with secure.
- Quality of service in food apps: It can be assumed from the study that the quality of service is better in food delivery apps rather than ordering via telephone. The punctuality and efficiency is more while ordering in food delivery app.
- Online tracking facility in food apps: The customers find it very easy about the waiting time of food to deliver through online and they can track order easily through food apps.
- Ordering of food on the basis of customer reviews: The customer reviews help them to decide whether to order food from particular restaurant.
- Customer care complaints and response: The consumers feel that food apps do not have good customer care service & the complaints are not responded
- Utility of special features in food apps: The majority of respondents find that they have special features which is useful on food apps.
- Influenced through social media posts on food apps: Majority of the respondents neither agree nor disagree about the social media posts on food apps.
- Influenced through advertisements: Majority of the respondents neither agree or disagree about the influence by advertisements of food delivery apps.
- Influenced by friends and families for their choice of food: It can be assumed that maybe customers take their own decisions on using food apps.

- Importance of hygiene factor while ordering food : The customers felt that hygiene is very important & vital factor while ordering food in food apps.
- Getting the right quantity of food from food apps: Majority of the respondents were given neutral opinion about the food quantity because they have faced problems wherein the quantity of food was insufficient.
- Two-way communication network while ordering: It can be assumed that the respondents may not have met their expectations with regard to communication network and they do have varied opinions on the two-way communication channel.
- Ease of using chat bot support system: It can be assumed that the respondents may find it easy to use the chat box or they do not know how to use the chat box support. So, the respondents have varied opinion on using the chat box support.
- Hot & fresh food delivery from food apps: The customers have varied opinion that whether they get their food hot & fresh.
- Package of food :It can be assumed that the restaurant has a well-organized packaging procedure in place. Hence maximum of the respondents strongly agree that they get food pack as they expect and liking.

HYPOTHESIS TESTING:

T Test: The researcher analyzed data by t-test There are two variables used are heavy user and light user.

Hypothesis 1:

HO1: No difference between heavy and light users with respect to perceived ease of usefulness of app.

HA1: There is a difference between heavy and light users with respect to perceived ease of usefulness of app.

t-Test: Two-Sample Assuming Unequal Variances

	heavy user	*light user*
Mean	2.879224535	3.032158754
Variance	0.575882353	0.283803153
Observations	51	92
Hypothesized Mean Difference	0	
df	78	
t Stat	-1.343801986	
P(T<=t) one-tail	0.09145424	
t Critical one-tail	1.664624645	
P(T<=t) two-tail	0.18290848	
t Critical two-tail	1.990847069	

P= .19
Alpha=.05

THE NULL HYPOTHESIS IS NOT REJECTED

The alpha value is 0.05 and P value is 0.19. Here, the P value is more than the alpha value. So, the null hypothesis is rejected. Hence the study states that there is no variance between the perceived ease of usefulness of food apps with respect to heavy and light users of food apps. Both heavy and light users of food apps find it easy to use. The mean value of heavy users and light user are 2.87 and 3.03. This shows that the heavy and light users view the perceived ease of the app in an equal manner. However, the difference between the two users mean score is not statistically significant. But less the mean score more the usage of food app which states that the heavy users use food delivery apps frequently than light users.

Hypothesis 2

HO2: No difference between heavy and light users with respect to perceived usefulness of app.

HA2: There is a difference between heavy and light users with respect to perceived usefulness of app.

t-Test: Two-Sample Assuming Unequal Variances

	heavy user	*light user*
Mean	2.053245435	2.532451451
Variance	0.678431373	0.711790625
Observations	51	92
Hypothesized Mean Difference	0	
df	105	
t Stat	-3.226690733	
P(T<=t) one-tail	0.000835276	
t Critical one-tail	1.659495383	
P(T<=t) two-tail	0.001670552	
t Critical two-tail	1.982815274	

P= .02
ALPHA=.05

THE NULL HYPOTHESIS IS REJECTED

Since the alpha value (0.05) is greater than the P value (0.02) , the null hypothesis is rejected .It is inferred that there is a difference between heavy and light users. Heavy user customer is skillful in using the food apps as compared to light user. The mean value for heavy user & light user is 2.05 and 2.53. It shows that there is a difference between the two users while using the food apps. Therefore, heavy users has less mean score and they use the food app more as compared to light users.

Hypothesis 3:

HO3: No difference between heavy and light users with respect to the trust on app.

HA3: There is a difference between heavy and light users with respect to the trust on app.

t-Test: Two-Sample Assuming Unequal Variances		
	heavy user	*light user*
Mean	2.192454842	2.564578458
Variance	0.372720588	0.578720363
Observations	51	92
Hypothesized Mean Difference	0	
df	123	
t Stat	-3.864798831	
P(T<=t) one-tail	8.94611E-05	
t Critical one-tail	1.657336397	
P(T<=t) two-tail	0.000178922	
t Critical two-tail	1.979438685	

P= .03
ALPHA=.05

THE NULL HYPOTHESIS IS REJECTED

Since the alpha value is .05 is greater than the p value is .03, the null hypothesis is rejected. It is interpreted that t a difference in trust using food apps between heavy and light users. The mean value for heavy users & light users and 2.56. It shows that there is a difference of .37 between the heavy & light users of food apps. The heavy use more than the light users who find it unsafe to use food apps. The mean score of heavy users is lesser than light food apps shows that, there are a greater number of heavy users trust food apps more when compare to the light

Hypothesis 4:

HO4: No difference between heavy and light users with respect to external influence of app.

HA4: There is a difference between heavy and light users with respect to external influence of app.

t-Test: Two-Sample Assuming Unequal Variances		
	heavy user	*light user*
Mean	2.445354725	2.802548725
Variance	0.555231373	0.725217391
Observations	51	92
Hypothesized Mean Difference	0	
df	115	
t Stat	-2.855561552	
P(T<=t) one-tail	0.002549294	
t Critical one-tail	1.65821183	
P(T<=t) two-tail	0.005098588	
t Critical two-tail	1.980807541	

P= .02
ALPHA=.05

THE NULL HYPOTHESIS IS REJECTED

Since the alpha value (.05) is greater than the P value (.02), the null hypothesis is rejected. It is interpreted tha a difference between heavy & light users when it comes to influencers by external parties like friends or fam mean value for heavy users & light users is 2.44 and 2.80. It shows, that both users have a more or less sam difference when it comes to external influencers such as friends and family. The heavy users get influenced quicker with

t-Test: Two-Sample Assuming Unequal Variances		
	heavy user	*light user*
Mean	2.192454842	2.564578458
Variance	0.372720588	0.578720363
Observations	51	92
Hypothesized Mean Difference	0	
df	123	
t Stat	-3.864798831	
P(T<=t) one-tail	8.94611E-05	
t Critical one-tail	1.657336397	
P(T<=t) two-tail	0.000178922	
t Critical two-tail	1.979430685	

P= .03
ALPHA=.05

THE NULL HYPOTHESIS IS REJECTED

Since the alpha value is .05 is greater than the p value is .03, the null hypothesis is rejected. It is interpreted that there is a difference in trust using food apps between heavy and light users. The mean value for heavy users & light users is 2.19 and 2.56. It shows that there is a difference of .37 between the heavy & light users of food apps. The heavy users trust more than the light users who find it unsafe to use food apps. The mean score of heavy users is lesser than light user of food apps shows that, there are a greater number of heavy users trust food apps more when compare to the light users.

Hypothesis 4:

HO4: No difference between heavy and light users with respect to external influence of app.

HA4: There is a difference between heavy and light users with respect to external influence of app.

t-Test: Two-Sample Assuming Unequal Variances		
	heavy user	*light user*
Mean	2.445354725	2.802548725
Variance	0.555231373	0.725217391
Observations	51	92
Hypothesized Mean Difference	0	
df	115	
t Stat	-2.855561552	
P(T<=t) one-tail	0.002549294	
t Critical one-tail	1.65821183	
P(T<=t) two-tail	0.005098588	
t Critical two-tail	1.980807541	

P= .02
ALPHA=.05

THE NULL HYPOTHESIS IS REJECTED

Since the alpha value (.05) is greater than the P value (.02), the null hypothesis is rejected. It is interpreted that there is a difference between heavy & light users when it comes to influencers by external parties like friends or family. The mean value for heavy users & light users is 2.44 and 2.80. It shows, that both users have a more or less same level of difference when it comes to external influencers such as friends and family. The heavy users get influenced quicker with respect to

light users and heavy users trust external parties more when compare to light users. Hence there is a difference between the heavy and light users with respect to external influence of food apps.

Hypothesis 5:

HO5: No difference between heavy and light users with respect to innovation in the app.

HA5: There is a difference between heavy and light users with respect to innovation in the app.

t-Test: Two-Sample Assuming Unequal Variances

	heavy user	light user
Mean	2.095475877	2.635478563
Variance	0.628235294	0.811096512
Observations	51	92
Hypothesized Mean Difference	0	
df	115	
t Stat	-3.755986726	
P(T<=t) one-tail	0.000136305	
t Critical one-tail	1.65821183	
P(T<=t) two-tail	0.00027261	
t Critical two-tail	1.980807541	

P =.03
A=.05

THE NULL HYPOTHESIS IS REJECTED

Since the alpha value (.05) is lesser than P value (0.03), the null hypothesis is rejected. It is interpreted that there is a difference between heavy and light users when compare to innovation in food apps. Heavy users find food apps more innovative as compared to light users. The mean value for heavy users & light users is 2.09 and 2.63. More of difference in mean score value of .55 suggests that heavy users use food apps almost daily skillfully, find new & innovative features as compare to light users. Light users use it economically and are unable to see any kind of innovation. Hence heavy users find food apps innovative when compare to light users of food apps.

CONCLUSION:

This study on customer's perception of food apps concluded that a majority of people use food apps to order food online. They feel that it's the best way to order food. The customers feels that they save time and convenient to order food online by using food app. Form the study, it has been concluded that the most preferred food app is Swiggy. It is found that the COD is the safest and secure mode of payment. The study also says that all age and income groups use food apps, and they are satisfied with the service quality, hygiene, and packaging system in which people order food from food apps. It is found that some people still prefer COD rather than digital payment due to safety. The customers get influenced by offers and variety of food-on-food apps. The overall research states that all the customers use food apps everyday to order food online on food apps which enhances customers preference, saves the time, affordable, food preferences, discounts available and door-to-door service without compromising on quality.

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A Study on Significance of Competence of Services Provider in Knowledge-Based Service Marketing

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Abstract
In India BPO is a main source of knowledge based services. BPO offers many benefits, It aids in cost reduction by lowering HR costs, such as wage bills, perks, employee benefits, and administrative overheads. Only the client is responsible for the cost of meaningful, high-quality work produced by Bookmarking knowledge-based services is a complicated process with numerous important considerations and the objective of the study is to know significance of competence of the service provider in knowledge-based services for this data has been collected from 30 sample respondents, SPSS package has been used to derive statistical inference.

Keywords: BPO, Knowledge based services, Service provider, Competence, Book marking

Introduction

The world today is rapidly transitioning from an industrial to a knowledge-based economy. Knowledge intensity exists in the knowledge economy, where efficient manufacturing is based on information and know-how a highly regarded, The key to success in the information economy and knowledge society is a skilled workforce. Knowledge workers refer to the knowledge professionals who work in the knowledge economy. Workers with higher degrees of education are known as knowledge workers, and their employment is the result of their abilities. The cycle time for introducing products and services has shrunk as global business has gotten more competitive. Customers expect a high level of service quality. As a result of the lack of reaction, businesses have created methods and business models that improve operational efficiency. Furthermore, these business models provide strategic value to the products and services they provide. Knowledge process outsourcing, or KPO, is the term for this phenomenon. Offshoring of knowledge-intensive business operations that require specific domain expertise is known as Knowledge Process Outsourcing. KPO, or Knowledge Process Outsourcing, is the result of the evolution and maturity of the Indian BPO business. BPO is becoming stratified according to the level of expertise and knowledge required for the work. The cycle time for developing new products and services has shrunk as global industry has gotten more competitive. Customers expect a high level of service quality.

Objective of the Study

- To know the Profile of service provider (BPO)
- To Analyse the significance of competence of the service providers in knowledge-based service marketing.

Collection of Data

The present study is based on both primary and secondary data. The required primary data were collected through the structured questionnaire. In this study a pre-test was conducted among 30 respondents according to the result of the pre-test and the opinion of the respondents surveyed. The researcher weeded out the unwanted questions and the suitable modifications was made in the questionnaire. The required secondary data were collected through newspapers, magazines, journals and web portals.

Table 1: Place of Business

Location	No. of respondents	%
Bangalore	10	33.3
Chennai	11	36.7
Hyderabad	9	30.0
Total	30	100

Inference: Majority 36.7% of the sample respondents belongs to Chennai city.

Table 2: Type of Services

Type of services	No of respondents	%
Administration	9	30.0
Customer Care	10	33.3
Human Resource	6	20.0
Finance & Payment	5	16.7
Total	30	100

Inference: Majority 33.3% of the sample respondents service type is customer care.

Table 3: Business Experience

Business Experience	No. of respondents	%
Up to 5 years	9	30.0
6-9 years	10	33.3
10-12 years	11	36.7
Total	30	100

Inference: Majority 36.7% of the sample respondent's business experience is about 10-12 years.

Table 4: Competence of the Service Providers in Knowledge-Based Service Marketing

Options	Mean	S. D.	Rank
Business Process Management (BPM)	11.1	2.11	V
Outsourcing Management (OMC)	9.6	2.38	II
Information Technology Management Competence (ITMC)	9.9	2.37	III
Human Resource Management Competence (HRMC)	9.7	2.19	IV
Relationship Management Competence (RELMC)	10.4	2.45	I

From the table 4, it is observed that highest mean score 11.1 secured by Business Process Management (BPM), second highest mean score 10.4 mean is secured by Relationship Management Competence (RELMC) followed by Information technology management competence (ITMC) secured 9.9.

Table 5: Relationship Between Place of Business and Perception Score - Kruskal Wallis Test

Options	Chi square	Asymp. Sig	Result
Business Process Management (BPM)	0.154	0.926	NS
Outsourcing Management (OMC)	0.935	0.627	NS
Information Technology Management Competence (ITMC)	2.194	0.334	NS
Human Resource Management Competence (HRMC)	0.080	0.961	NS
Relationship Management Competence (RELMC)	3.265	0.195	NS

NS - Not Significant

From the table 5, it is observed that there is no significant relationship between place of business and perception score. Since the level of significance is more than 0.05 null hypothesis accepted. Hence it is concluded that place of business has no significant relationship between perception score of competencies.

Table 6: Relationship between Type of Service and Perception Score - Kruskal Wallis Test

Options	Chi square	Asymp. Sig	Result
Business Process Management (BPM)	1.348	0.718	NS
Outsourcing Management (OMC)	3.170	0.366	NS
Information Technology Management Competence (ITMC)	0.576	0.902	NS
Human Resource Management Competence (HRMC)	1.495	0.683	NS
Relationship Management Competence (RELMC)	3.487	0.322	NS

NS - Not Significant

From the table it is observed that there is no significant relationship between type of service and perception score. Since the level of significance is more than 0.05 null hypothesis accepted. Hence it is concluded that Type of Service has no significant relationship between perception score of competencies.

Table 7: Relationship between Number of Years of Service and Perception Score - Kruskal Wallis Test

Options	Chi square	Asymp. Sig	Result
Business Process Management (BPM)	1.514	0.469	NS
Outsourcing Management (OMC)	2.458	0.293	NS
Information Technology Management Competence (ITMC)	1.872	0.392	NS
Human Resource Management Competence (HRMC)	2.711	0.258	NS
Relationship Management Competence (RELMC)	0.879	0.644	NS

NS - Not Significant

From the table it is observed that there is no significant relationship between number of years of service and perception score. Since the level of significance is more than 0.05 null hypothesis accepted. Hence it is concluded that number of years of service has no significant relationship between perception score of competencies.

Findings

- Majority 36.7% of the sample respondents belongs to Chennai city.
- Majority 33.3% of the sample respondents service type is customer care.
- Majority 36.7% of the sample respondent's business experience is about 10-12 years.

There is no significant relationship between place of business and perception score. Since the level of significance is more than 0.05 null hypothesis accepted. Hence it is concluded that place of business has no significant relationship between perception score of competencies.

There is no significant relationship between type of business and perception score. since the level of significance is more than 0.05 null hypothesis accepted. Hence it is concluded that type of service has no significant relationship between perception score of competencies.

There is no significant relationship between number of years of service and perception score. Since the level of significance is more than 0.05 null hypothesis accepted. Hence it is concluded that number of years of service has no significant relationship between perception score of competencies.

Conclusion

Business process management and relationship management are two crucial skills that will aid the service provider in delivering BPO outcomes that meet the client's expectations. In order to strengthen business process management competency, the service provider must also have the foundational competencies of information technology management and human resource management. Competence of the service provider is not dependence on their location, experience and type of business but based on the performance of the service provider.

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A RESEARCH ON THE STUDENT'S PERCEPTION TOWARDS ONLINE CLASSES AND TRADITIONAL OFFLINE CLASSES

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ABSTRACT:
As the Government declares Lockdown due to COVID-19 Pandemic, an Academic Institutions have started to Conduct Classes through Online Mode. Online Classes are the only way of Conducting Classes during this Lockdown. The current research will be focused on the Students Perception towards Online Classes and Traditional offline classes moreover difference between both the modes. Effectiveness of the Online Classes and Traditional Offline Classes will be discussed from the students' point of view.
This Research is also focus on the various problems faced by the Students due to Online Classes, drawbacks, is the online classes are effectively conducted, ability of Students to gain Knowledge from the online classes, whether the Online Classes are accurate replacement for the Traditional Offline Classes and efforts taken by the professors to make the online Classes Effective and interesting.
The Parents and Students mindset towards Reopening of Educational Institutions has been analyzed to find out Students favorite mode of learning.
Key Terms: Academic institutions, online classes, offline classes, students' perspectives, Effectiveness

1.0 INTRODUCTION

During this Covid-19 Period there is a Sudden Changeover of Students Education from Normal Traditional Offline Classes to Online Classes. Because of this COVID-19 lockdown, all the academic institutions in India are closed. So, they have chosen alternative mode, as conducting Classes through online. Due to this pandemic situation, the whole Country is shifted the education system into a virtual mode. Educational Year of a student has been completed, because of online classes during Covid-19. So, all the Educational Institution around the World has chosen to Conduct Online Classes instead of Normal Traditional Offline Classes until the Reopening of Educational Institutions.
According to UNESCO, since the outbreak of COVID-19 began, nearly 1.37 billion students in 138 countries worldwide have been affected by school and university closures. Nearly 60.2 million school teachers as well as university lecturers are not present in the classroom. Since the whole country is under lockdown, online education is the best option left.
In Current Students point of view attending online classes everyday has become the 'new normal' during the lockdown. Not only for the Students but also for teachers now preparing notes for Classes through PowerPoint presentation, online quizzes etc.
Online Classes can be easily explained as teaching and learning sessions with the help of internet.
Now there are lots of Applications found for a smooth conducting of Online Classes such as Google meet, Zoom, Webex and Google Classroom and many more applications. For Conducting Online Quizzes there are Kahoot, Google Forms, etc. For conducting the tests effectively there is Auto Protector and many such other apps. Google plays a pivotal role in this Online Classes in this Covid-19 Period. As Google apps are very helpful to both Students and Professors in this lockdown. Online Classes are conducted through the following steps

- First the Professor or the Educational Institution will inform students through email or WhatsApp about the time and topic of the online class.
- With the help of PowerPoint presentation, Excel Sheets, Word documents the professors are explaining the topics to the students.
- Sharing the related notes on Google Classroom
- Giving an assignment relevant to the subject on Google Classroom with a fixed due date and time within the Students has to finish their work.

The format which is usually done by the professors in Traditional Offline Classes has been drastically changed in this Online Classes.
Most of the students were not aware about the Online Classes. Few students have awareness about the online courses as additional course to gain extra knowledge. But, the current scenario, paved the path for a Virtual Learning. But, Online Classes are very new to the school students as well as to their parents. According to the thoughts of Parents, their responsibility has been increased many fold due to this online education mode.

2.0 LITERATURE REVIEW

1) **Determinants of Students' Perceived Learning Outcome and Satisfaction in Online Learning during the Pandemic of COVID-19 (Hasnan Baber)**

The COVID-19 pandemic has disrupted the normal functioning of various activities across the world, including learning and education. The shift towards online education during the pandemic of COVID19 has led many studies to focus on perceived learning outcomes and student satisfaction in this new learning environment. This study aims to examine the determinants resulting in students' perceived learning outcomes and their influence on student satisfaction. The data was collected from undergraduate students in both South Korea and India to gain a cross-country study. The study found that the factors–interaction in the classroom, student motivation, course structure, instructor knowledge, and facilitation–are positively influencing students' perceived learning outcome and student satisfaction. There is no significant difference in the students' perceived learning outcome and student satisfaction in the two countries.

2) **Perception of Netizens towards Online Education during Covid-19 (Sarita Singh, Shanu Singh)**

Online education has taken a surge during the corona virus pandemic and is being seen as a substitute to traditional face to face teaching since prolonged. The paper explores the opinions and perceptions of people using twitter data. An analysis of 30,000 tweets from twitter is done using qualitative software to address "how concerned people perceive online education?" using word cloud, visualization of tweets is presented based on word frequency from such tweets. A sentiment analysis is also performed to extract their sentiments from the tweets using automatic coding

3) **Moving towards online rheumatology education in the era of COVID-19 (Sakir Ahmed, Olena Zimba, Armen Yuri Gasparyan)**

The Corona virus disease-2019 (COVID-19) pandemic has unsettled conventional medical education, hastening a switch to digital platforms and open-access publishing. Rheumatology is a fast evolving academic discipline that stands to gain by this switch. Most rheumatology textbooks are now available in digital formats, and these are complemented with live updating educational hubs such as UpToDate and Clinical Key. Emerging topics of COVID-19 on these proprietary platforms are now freely available to all specialists. Social media channels, particularly Twitter, are becoming major players in the era of COVID-19 by offering online journal clubs, enabling fast dissemination of influential articles, and facilitating interactive education.
Indexed rheumatology journals, in turn, aid online education by opening access to recommendations and other materials that are rapidly changing research and practice worldwide. Research peer review additionally offers learning experience to novice and seasoned researchers and authors. Global rheumatology societies have online learning resources, which are changing their format and geographic reach to meet the changing needs in the times of pandemic. While online teaching lacks emotional connections between mentors and mentees, switch to a more interactive format of education and regular contacts may partly solve the issue. Rheumatologists can take the lead in these challenging times and contribute more to online scholarly activities which are aimed to maintain and enrich education.

4) **Impact of "e-Learning crack-up" perception on psychological distress among college students during COVID-19 pandemic: A mediating role of "fear of academic year loss" (Najmul Hasan, Yukun Bao)**

While literature reveals the positive perception of e-Learning, this study examined and assessed the impact of e-Learning crack-up perceptions on psychological distress among college students during COVID-19 pandemic. Kessler psychological distress scale (K10) was used to evaluate stress symptoms. This study first conducted an online focus group discussion (OFGD) with the target population to develop the scale of "e-Learning crack-up" and "fear of academic year loss".

5) **Students' Perception of Online Learning during COVID-19 Pandemic: A Survey Study of IT Students (DA Akuratiya, DNR Meddage)**

With the sudden change in an environment with the new Corona virus, online learning has become a promising solution for the education sector all over the globe. Despite gaining popularity of online learning with the emergence of the internet, and new technology students are more inclined towards the traditional face to face learning rather than online learning before COVID-19. The present survey aimed to examine the students' perception of online learning during the COVID-19 pandemic period at the ATI in Dehiwala, Sri Lanka. Out of 130 participants, 62.5% had little or no experience with online learning prior to the Corona virus outbreak, 54.7% preferred blended learning of traditional learning and online learning.

The most popular device used to connect online is the smart phone (43.8%). Regardless of the challenges to online learning during the COVID-19 included issues related to reduce interaction between the lecturer and friends (64.1%), social isolation (55.5%), and technical problems (57%). Irrespective of these challenges, students perceive online learning as effective as face to face learning, enjoyable, able to learn at own pace, easy access to online material, and active participation. 82.9% of students agreed to integrate online learning into their course in the future and overall perception regarding online learning during COVID-19 is 79.7%. In conclusion, the current survey displays a favorable perception of online learning among IT students.

6) **Acceptability and challenges of online higher education in the era of COVID-19: a study of students' perspective (Raj Kishor Bisht, Sanjay Jasola, Ila Pant Bisht)**

Emergence of Corona virus disease 2019 (COVID-19) forced the world-wide education system to adopt online mode immediately. There are two main objectives of the paper: the first one is to know the acceptability of online mode of examination and learning amongst students by analyzing the various aspects like difficulty, mental pressure, study pattern, etc. and the second one is to know the role of gender in adopting online education.

7) **Reopening schools after the COVID-19 lockdown (Aziz Sheikh, Asiyah Sheikh, and Sangeeta Dhami)**

With nationwide school closures currently operating in 191 countries, the United Nations Educational, Scientific and Cultural Organization (UNESCO) has estimated that 1.6 billion (90.2%) students are currently out of primary, secondary and tertiary education (henceforth schools) as a result of the global COVID-19 lockdown . These restrictions have been introduced to help maintain physical distancing and have contributed to the stabilizing incidence of SARS-CoV-2 infections and resulting COVID-19 hospitalizations and deaths now being witnessed in many parts of the world. These measures have the potential however – particularly if prolonged – to result in major detrimental effects on the health and well-being of children and adolescents. In the absence of a robust evidence base on lockdown exit strategies, we consider the range of options being taken globally to reopen schools with a view to informing the formulation of national plans.

3.0 RESEARCH DESIGN

3.1 Problem Statement

Specifically Students were been facing a huge problem due to their sudden changeover of normal classes to Online Classes. The major problems faced by the students were

- Technical Issues like weak Internet Connectivity. Many students were not provided with high Internet facility they have an average or bad internet connection, this can make interpretation in between the classes, Can't able to hear clear audio and their learning experience become problematic.
- Majority of the students were been struggling to adapt themselves to this new Online Mode of Education. They can't adapt easily as far all these years they have been learning through a normal class with a professor and a blackboard. Now suddenly with a phone it's difficult. It takes time to adapt. Not only Students, Professors are also facing these adaptability issues.
- The students were facing various distractions in this online Class; they can't be able to focus on Subjects. Because of they are studying at their home which is surrounded by Family members, neighbors etc.. And the home atmosphere itself is a distraction.
- There is no Personal interaction between students and Professors and also between the students. This is a major drawback in this Online Classes. Doubt clarification with the professor or other student friends is possible with offline mode.
- The Students who residing in remote villages are facing a network connectivity issues, even in Metropolitan Cities too.
- Many are facing financial problems also. As there is no income for many people in this Covid-19 Period. To attend online classes, students need to have at least a smart phone and 1 GB Internet connection. 1 GB Internet for 1 Month alone costs around 200 Rupees. This becomes burden to the vulnerable families.
- Addition to that, the students have to pay their Educational fees. These fees will be a burden for some parents who lost their income in this Covid-19 Period. Some Institution were Charging the same amount or a quiet less amount of the same normal fees.

3.2 Objective of the Study

- To find out the students perceptions towards online and offline classes;
- To find out the involvement of students in online classes;
- To understand the problems faced by the students in Online Classes during this covid-19 period;
- To learn what are the various efforts taken by the professors to make classes interesting;

3.3 Research Methodology

- **Type of Data** : Primary data is used for the study
- **Data Collection Tools:** Data is collected through a structured questionnaire and focus group discussion. Responses for the study were collected through Google form. Likerts 5 point scale is also used
- **Sampling Method:** Convenient sampling method is used to choose the study respondents.
- **Sample Size** : Totally 85 respondents are selected to collect the data
- **Data Analysis Technique**: Quantitative and qualitative data analysis used
- **Data Analysis Tool:** Tabulations, Pie Charts, Percentage Analysis and Chi-square Test.

4.0 ANALYSIS AND INTERPRETATION OF DATA

Analysis and Interpretation of Data received from the Questionnaire on Students perceptions towards Online Classes and Traditional Offline Classes were discussed here.

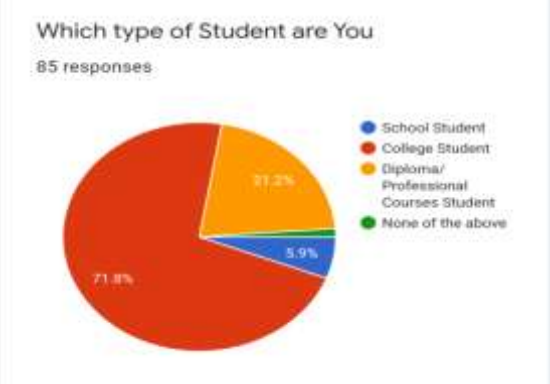
4.1 Gender :

There are 83.5 per cent of the Male Respondents and 16.5 per cent of the Female respondents' participated with this research.

4.2 Age:

Study respondents age is from 11 to 25. In particular, Most of the Respondents were the Age group of 19- 21. Only 6 per cent of the respondents were above the age of 22 followed by 5 per cent of the respondents below the age of 18.

4.3 Current Educational qualification



According to the Responses, can conclude that majority of the Respondents were College Students. Almost, 71.8 per cent of the respondents as College Students, 21.2 per cent of the respondents belong to Diploma/ Professional Courses and 5.9 per cent of the respondents from School. Only One Respondent is not been any of the student profile mentioned above, which comprises 1.1 per cent of the chart.

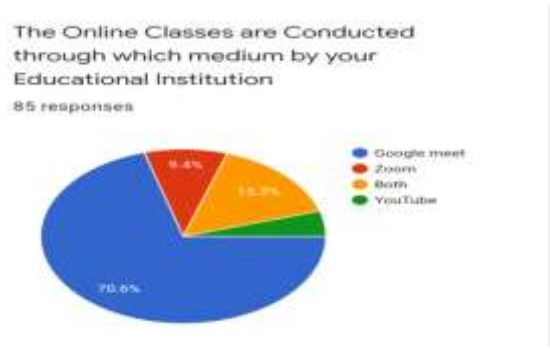
4.4 Effectiveness of online mode of education

According to the respondents view, 45.9 per cent of the respondents' are accepting online mode of education is effective followed by 43.5 per cent of the respondents are saying online Mode of Education is not effective and 10.6 per cent said that may be the Online Mode of Education is Effective (Neutral state).

4.5 Hours Spend for Online Classes per day

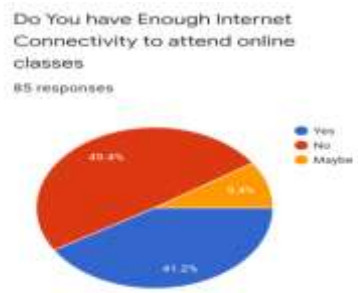
Around 35.3 per cent of the respondents have been spending 5 hours per day for Online Classes followed by 30.6 per cent of the respondents have been spending 3 hour and 20 per cent of the respondents are been spending 4 Hours per day for Online Classes. More than 5 hours per day is spent by 8.2 per cent of the respondents' followed by 5.9 per cent of the respondents were spending 2 hours or less than 2 hours for Online Classes per day.

4.6 Medium chosen for the Online Classes by the Educational Institutions



The Responses for the Online Classes are conducted through which medium by the Educational Institution are 70.6 per cent of the respondents uses Google meet to conduct the online classes followed by 15.3 per cent respondents uses both the Google meet and Zoom applications to attend online classes and 9.4 per cent of the respondents uses only Zoom app for attending online classes. Around, 4.7 per cent of the respondents use YouTube as a Medium for attending Online Classes.

4.7 Internet Connectivity to attend the online classes

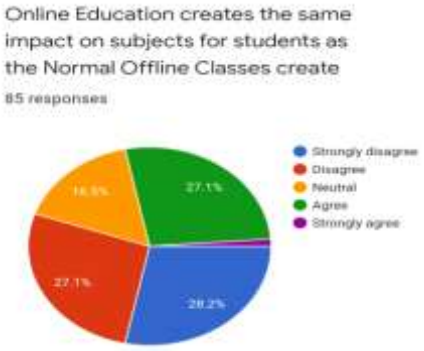


Availability of Internet access to attend online classes were analyzed, 49.4 per cent of the respondents says that they don't have enough Internet Connectivity to attend online classes followed by 41.2 per cent of respondents says that they have enough Internet Connectivity to attend online classes and 9.4 per cent of respondents are neutral about the Internet Connectivity.

4.8 Status of Educational fees reduction during this Online Classes Period

Likerts 5 point scale used to assess the Educational fees reduction due to Online Classes during Covid-19 Period. Almost, 37.6 per cent of the respondents were strongly disagree to the fact that educational fees were be Reduced to online classes during covid-19 followed by 34.2 per cent of the respondents chosen disagree and 16.5 per cent of the respondents agree to the fact. Only, 8.2 per cent of the respondents have been in a Neutral state to the fact followed by 3.6 per cent of the respondents have been strongly agree to the fact that educational fees were be Reduced to online classes during covid-19 period.

4.9 Online Education creates the same impact on subjects for the students as the Normal Offline Classes



The chart shows about the Online Classes creates the same impact on subjects for students as the Normal Offline Classes. Result shows 28.2 per cent of the respondents strongly disagree the statement followed by 27.1 per cent of the respondents are disagree and 27.1 per cent of the respondents agree the statement. Around, 16.5 per cent of the respondents are in neutral stage and 1.1 per cent of the respondents are strongly agreeing the statement.

4.10 Gaining of knowledge through Online Classes

The analysis shows 47 per cent of the respondents are not able to gain Knowledge through Online Classes followed by 39 per cent of the respondents can able to gain knowledge and 14 per cent of the respondents expressed may able to gain knowledge.

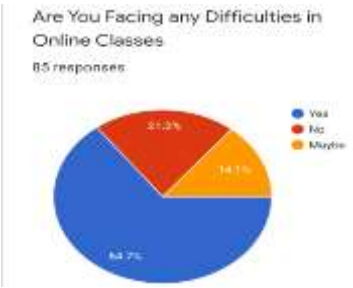
4.11 Various tools used by the academic institutions to make the online classes interesting

According to the Respondents, most of the Professors were using Google Classroom, PowerPoint Presentation, YouTube videos to create an interest on subjects to the students.

4.12 Syllabus coverage through Online Classes

The statement posted among the participants was 'The entire syllabus for all subjects is fully covered through Online Classes'. The responses of the respondents were 36.5 per cent of the respondents agreed to the fact followed by 35.3 per cent of the respondents disagree to the fact and 22.4 per cent of the respondents strongly disagree to the fact. About, 4.7 per cent of the respondents are in neutral stage and 1.1 per cent of the respondents strongly agree the facts.

4.13 Difficulties faced in Online Classes by the students



This Chart depicts that, 64.7 per cent of the respondents are facing some difficulties in Online Classes followed by 21.2 per cent of the respondents are not facing any difficulties and 14.1 per cent of the respondents may face difficulties in online classes.

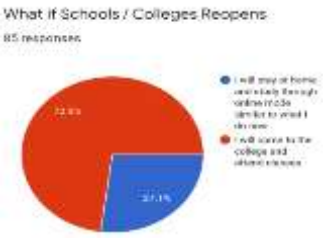
4.14 Students rating based on missing their normal offline classes (1 - 10 point scale)

According to the table, the majority of the respondents were missing their Normal Traditional Classes.

Rate	1	2	3	4	5	6	7	8	9	10
No. of Respondents	1	0	0	3	1	7	7	16	17	33

Out of 85 respondents, 80 respondents were rated above 5 in the scale of 10. Around 94 per cent of the respondents are missing their normal offline classes.

4.15 Opinion on Schools / Colleges Reopens by the students

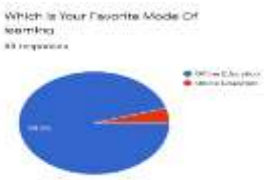


The chart shows the mindset of students' towards School/ colleges reopen. Almost, 72.9 per cent of the respondents are willing to come to their school/ college followed by 27.1 per cent of the respondents will stay at home and study through online mode.

4.16 Opinion on Schools / Colleges Reopens by the parents

This analysis shows the willingness of the Parents to send their children to Schools/ Colleges. About, 54.1 per cent of the respondents say 'yes' followed by 27.1 per cent per cent of the respondents choose 'no' and 18.8 per cent of the respondents may be sent their children to school/ college.

4.17 Students favorite mode of learning



According to responses, Offline Education is the best mode of learning is chosen by 95.3 per cent of the respondents and only 4.7 per cent of the respondents chosen Online Education is their favorite mode of learning.

4.18 Teacher Student relationship in Online Classes are Effective as in Normal Offline Classes

According to the responses, the Teacher Student relationship in Online Classes are effective as in Normal Offline Classes were assessed through Likert 5 point scale. Actually, 28.2 per cent of the respondents have been disagreed to the fact followed by 25.9 per cent of the respondents have been strongly disagreed and 23.5 per cent of the respondents have been agreed the fact. Around, 20 per cent of the respondents have been chosen neutral and 2.4 per cent of the respondents have been strongly agreed to this the fact.

4.19. Preference on conduct mode of examination

According to the respondents, almost 65.9 per cent of the respondents prefer online mode and examination and 34.1 per cent of the respondents prefer offline mode of examination.

4.20. Chi-Square Tests:

4.20.1 Null Hypothesis (H0): Students Perception towards Reopening of Schools and Colleges has No Impact of Gender

Chi-square values:

Chi Square Table Value between df= 1 at LOS 0.05 = 3.84.
Chi-Square Value = 0.0173; Chi-Square Table Value = 3.84.
Chi Square Table Value is greater than Chi Square Calculation Value. Accept Null Hypothesis. So, Students Perception towards Reopening of Schools and Colleges has No Impact of Gender.

Results	I will stay at home and study through Online Mode	I will come to Schools and Colleges and attend classes	Total
Male	0.0021	0.0008	0.0029
Female	0.0105	0.0039	0.0144
Total	0.0126	0.0047	**0.0173**

4.20.2 Null Hypothesis H0: There is no significant relationship between students facing difficulties in online class and Students gaining knowledge in online classes

Chi Square Table Value between df 2 and los = 0.05 = 5.991 ; Chi Square Calculation Value = 13.84; Chi Square Calculation Value is greater than Chi Square Table Value.

Chi-square values:

Results	Yes	No	Maybe	Total
Students facing difficulties in online classes	2.75	4.17	0	6.92
Gaining Knowledge in Online Classes	2.75	4.17	0	6.92
Total	**5.5**	**8.34**	**0**	**13.84**

Reject the Null Hypothesis. So it is proved that there is Significant Relationship between Students facing difficulties in Online Classes and Students gaining knowledge in online classes. It shows that if the Students are facing difficulties in Online Classes it will affect their gaining of Knowledge in Online Classes.

4. 20.3 Null Hypothesis H0: Students Favorite Mode of Learning has no Impact of Gender. Chi-square value:

Chi Square Table Value between df= 1 and Los = 0.05 = 3.841; Chi Square Calculation Value = 0.83; Chi Square Calculation Value is lesser that Chi Square Table Value. Accept Null Hypothesis. So it is proved that Students Favorite Mode of Learning has no Impact of Gender.

Results	Online Education	Offline Education	Total
Male	0.13	0.01	0.14
Female	0.66	0.03	0.69
Total	**0.79**	**0.04**	**0.83**

4.20.4 Null Hypothesis (H0): There is No significant difference between Students favorite mode of learning and favorite mode of writing exams.

Chi-square value:

Chi-Square Table Value between df= 1 and Los = 0.05 = 3.841; Chi Square Calculation Value = 69.6; Chi Square Table Value = 3.841; The Chi Square Calculation Value is greater than Chi Square Table Value. Reject Null Hypothesis. Hence, there is a significant difference between Students favorite mode of learning and favorite mode of writing exams. Students Favorite Mode of Learning may differ from their Favorite mode of writing exams.

Results	Online	Offline	Total
Favorite Mode of Learning	22.5	12.3	34.8
Favorite Mode of Writing exams	22.5	12.3	34.8
Total	**45**	**24.6**	**69.6**

4.20.5 Null Hypothesis H0: There is no significant difference between types of students and hours of spending on online classes.

Chi Square Table Value between df=12 and los = 0.05 = 21.026; Chi Square Calculation Value = 56.1; Chi Square Table Value = 21.026;

Chi-square values:

Results	< 2 Hrs	3 Hrs	4 Hrs	5 Hrs	> 5 Hrs	Total
School Students	10.48	1.41	1	1.76	0.42	14.76
College Student	0.10	1.01	1.89	1.43	1.82	6.25
Diploma/ Professional Courses Student	1.06	5.51	3.6	9.22	4.29	23.68
None of the Above Students	0.06	0.31	0.2	0.35	10.58	11.5
Total	**11.3**	**8.24**	**6.69**	**12.76**	**17.11**	**56.1**

Chi Square Calculation Value is greater than Chi Square Table Value. Hence, Reject the Null Hypothesis. There is a significant difference between types of students and hours of spending on online classes.

4.20.6 H0: Students preferable mode of writing exams has no effect of gender

Results	Online	Offline	Total
Male	0.001	0.002	0.003

Chi Square Table Value between df= 1 and los = 0.05 = 3.841; Chi Square Calculation Value = 0.018; The Chi Square Calculation Value is Lesser than Chi Square Table Value. Accept Null Hypothesis. It is proven that Students preferable mode of writing exams has no effect of Gender.

Female	0.005	0.01	0.015
Total	**0.006**	**0.012**	**0.018**

5.0 FINDINGS OF THE STUDY

- Almost 98.8 per cent of the respondents were School Students, College Students, Diploma/ Professional Courses Students.
- Respondents expressed Online Mode of Education is Effective. Hence, majority of the Educational Institutions are Conducting Online Classes effectively.
- According to the Research, most of the respondents are attending Online Classes for more than 3 Hours a day.
- The Online Classes were been conducted through Google Meet by the majority of Educational Institutions to the students.
- Majority of the Respondents does not have enough Internet Connectivity to attend online classes.
- Educational fees were not been reduced by the Educational Institutions due to Online Classes during Covid-19 period.
- Majority of the Respondents feels that Online Classes are not creating the same impact on Subjects as the Normal Traditional Offline Classes creates.
- Most of the Respondents were not able to gain enough knowledge through Online Classes.
- The Professors of Various Educational Institutions have been using almost all the Online based Educational applications to make the classes interesting and to attract the attention of students and to create an impact on Subjects. Almost all the Professors of the Respondents have been Using Google classroom, PowerPoint presentation, YouTube videos for the benefit of their Students.
- According to the Majority of the Respondents, the entire syllabus for all Subjects is not fully covered in Online Classes.
- The similar problems faced by most of the Respondents are
  - Network Connectivity Issues, lack of Internet, not enough data connection Majority of the Respondents have mentioned this as their Problem in attending Online Classes.
  - Unable to grasp difficult Concepts
  - Many Distractions in Online Classes.
- Majority of the Respondents were missing their Normal Traditional Offline Classes very badly.
- If the schools and Colleges are reopened, Majority of the students are willing to come to Schools and Colleges to attend their normal Traditional Offline.
- According to the Respondents, majority of the parents are willing to send their children for offline classes.
- More than 95 per cent of the Responses state that Normal Traditional Offline Education was the students' most favorite mode of Education.
- The Teacher-Students relationship in Online Classes is not effective as in their normal offline classes.
- More than 65 per cent of the Respondents are willing to write their Examinations in Online Mode rather than in Offline Mode.

6.0 RECOMMENDATION

- The Majority of the Respondents were facing Network Issues, so the major recommendation was for the Professors and Educational Institutions should be flexible while giving attendance, and uploading the Online Class Videos in Google Classroom so that the student who faced network issues while attending class can go and check the videos and Learn from that.

- The Educational fees of Students are not been reduced even for Online Classes in lockdown period. Already the majority of the Families are facing financial problems in this lockdown. The Research recommends that to reduce a little part of Educational fees.
- Students were not able to gain Knowledge in Online Classes because of they are facing many distractions while learning. The Research Recommends the students to be interactive in Online Classes, answer the questions raised by the professors, the professors also make the classes more interesting by using Various Educational Online applications, all these makes the Students to not face any distractions and to gain Knowledge through Online Classes.
- Teachers of School Students can give a limited amount of homework because it falls on the heads of the Parents.
- Students are willing to Write Examinations in Online Classes during this Lock down. So the Educational Institutions should keep the Online Examinations in an effective manner as the students were not facing any difficulties.
- Students who are comfortable with Online Classes can do additional courses in many online learning platforms like BYJU's, Vendantu to improve their Skills.
- Students in Higher Education also can do some Online Courses to improve their skills. There are many Online Platforms which gives their Courses at a free of cost like Coursera, Future Learn that too in a short span of time the students can complete it. It is also a Valid advantage to student professional Resume.
- Even there can be a Change in mode of Education which is comfortable and can learn from home but it can't be replaced the students love towards Traditional Offline Classes.

7.0 LIMITATIONS AND WAY FORWARD

- The Size of the Sample Collected is less comparatively because the Research topic is a wider one. If the Sample size is larger it makes the Research more Quality.
- Most of the Respondent's were Chennai based so this Research is confined to the Chennai city. The Perceptions of the Students in other states were not been analyzed.
- More than 80 per cent of the Respondents were Male Students. Only nearly 20 per cent of the respondents were Female. So the Perceptions of female Respondents were not been widely analyzed.
- Accuracy of the study is according to the information given by the respondents. The Responses given by the respondents may or may not be true.

8.0. WAY FORWARD OF THE STUDY:

- Increasing the responses will develop the Quality of the Research Paper
- Collecting Responses from Various cities will give the accurate samples for Research Paper.
- Collection of More Responses from Females that makes the female Students Perceptions more strong in Research so that it makes the Research balanced.
- Online Classes in this lock down is a Starting stage of Online Mode of Education, over coming Years Online Education will become wide in an efficient manner and it will be a strong part of Students Education.

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A STUDY ON LEVEL OF AWARENESS TOWARDS INTELLECTUAL PROPERTY RIGHTS AMONG STUDENTS

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Abstract

Intellectual Property assets are valuable commercial products which need to be carefully protected in order to exploit their full economic potential. It is acknowledged that the protection and economic utilization of Intellectual property Rights (IPR's) is one of the key factors in bringing economic success for the developed world. The study was undertaken to analyse the level of awareness towards intellectual property rights among students. Objective of the study is to understand the level of awareness among students and their attitude towards intellectual property rights, under the study 110 students were taken as sample for collecting primary data, SPSS software is used to find statistical inference.

Key words: Intellectual property rights, awareness level, commercial products, attitude.

Introduction

Intellectual property rights (IPR) are legal rights that protect artists' original ideas, designs, or the appearance of items, artistic works, scientific breakthroughs, and so on. Intellectual property rights, notably copyrights and trademarks, have a role in the entertainment business. Lyrics, music, dialogues, and screenplays are all eligible for copyright protection. Celebrities have profited for decades by using the protections afforded by trademark law. Although intellectual property rights appear to give a basic amount of protection, when applied wisely, they can provide maximum benefits and value of creation, enabling for the development, protection, and monetisation of world-changing technology.

Intellectual copy rights in education system

Copyright Framework and Exclusive Rights, Copyright Protection and the Public Domain, Copyright Ownership

Intellectual property law, once thought of as an arcane and unpopular area of law, came to the fore-front of legal disciplines in the 1990s, in large part due to the increased use of computers and the commercialization of the World Wide Web. Because of the widespread use of technology and computers to conduct research and teach, intellectual property law greatly impacts the educational enterprise in the early twenty-first century. The use of computer networks and the Web to create classrooms in cyber-space, communicate with students and faculty, write and publish scholarly material, and conduct research is considered the norm for many educational institutions. And each of

these activities involves the use of copyrighted information. As a consequence, educators and administrators need to have a basic understanding of copyright in order to avoid misusing copyrighted material.

Copyright Framework and Exclusive Rights

Intellectual property in the United States is a property right created by the law in intangible property. Specifically, copyright is a subset of intellectual property, which protects creative works such as literature and art. Other types of intellectual property are patents, which protect inventions and processes, and trademarks, which protect names and logos.

Copyright Protection and the Public Domain

In order to qualify for copyright protection, a work must meet the statutory requirements set out in section 102 (s) of the Act. The work must be an original work of authorship fixed in a tangible medium of expression. Copyright protection exists from the moment of fixation in a tangible medium. The protection is automatic and notice is not required; however, registration carries certain benefits and is required to bring a lawsuit. Section 102 of the Copyright Act of 1976 includes eight categories of subject matter that fall under copyright protection: literary works; musical works; dramatic works; pantomimes and choreographic works; pictorial, graphic, and sculptural works; motion pictures and audio visual works; sound recordings; and architectural works. Examples of copyrighted expression also include computer programming, animations, video footage, java applets, web pages, and photographs.

Copyright Ownership

The exclusive rights in copyright are initially given to the owner of the copyrighted work. Although the author may transfer the copyright to someone else, any analysis of copyright ownership should begin with the principle that the author is the owner. Section 201 of the Act provides four types or categories for ownership: (1) author; (2) joint ownership; (3) collective works; and (4) works made for hire. The work-for-hire doctrine has always played a role in academic production. Many institutions have asserted ownership over research and other scholarly works by claiming the work is made for hire. However, an exception to this rule was developed in the common law for things such as syllabi, lectures, textbooks, and articles that professors write. There is no such explicit exception in the Copyright Act of 1976. The factors to be considered in determining whether or not a person is an employee were outlined in the Supreme Court's decision in Community for Creative Non-Violence (CCNV) v. Reid (1989).

Copyright Limitations and Exemptions

Although copyright owners have exclusive rights in their creations, these exclusive rights are limited by certain statutory exemptions and defences. The most used and notable of these for the education community are: fair use, library copying, first sale, and the educational performance and display exemptions. The primary limitation in copyright on the exclusive rights of copyright owners is fair use. The fair use privilege allows for the reasonable use of a copyrighted work without permission or payment of license fees if the use is fair pursuant to statutory factors. Section 107 of the Act includes four factors that must be weighed to determine whether or not a use is fair: (1) the purpose and character of the use;(2) nature of the copyrighted work; (3) the amount and substantiality of the portion used; and (4) the effect of the use on the potential market for, or value of, the copyrighted work. All four factors are weighed or balanced, and no one factor ensures a finding of fair use. Fair use is critical to the teaching and research that takes place in educational institutions. If fair use did not exist, then the research process would be greatly frustrated, since many small and relatively inconsequential research uses copyrighted material that could be considered unlawful reproductions such as photocopying a page from a journal in order to write a research paper. Exemptions that are

directly applicable to the classroom and to distance education are located in Section 110 of the Copyright Act. The classroom exemption, 110 (1), allows for the performance and display rights to be used in the course of "face to face" teaching at a non-profit educational institution. The use must be within a "classroom or similar place devoted to instruction." The right to public display may occur whenever a picture, graphic, text, or chart is shown directly or by means of a projecting mechanism. A performance may occur when a work is recited or acted, or when an audio visual work, such as a videotape, is played. Thus, in the course of teaching students in the classroom one can read text out loud, sing a song, or play a movie.

Infringement and Liability

Use of a copyrighted work without permission, unless it is covered under an exemption, infringes on the exclusive rights of the author outlined in Section 106 of the Copyright Act. Infringement can be direct, vicarious, or contributory. Direct infringement occurs when someone violates any of the exclusive rights of the copyright owner. Vicarious infringement occurs when one has the right to control the infringement of another or profits from infringement. This type of liability is based on the relationship with the direct infringer. Contributory infringement occurs when a person has knowledge of infringing activity and/or induces, causes, or contributes to infringing conduct. Educational institutions and faculty may be liable under all three types of liability.

Digital Millennium Copyright Act

Educational institutions that are heavily networked with high student and faculty use of computers need to become well versed in the liability limits in the Digital Millennium Copyright Act (DMCA), a 1998 amendment to the Copyright Act. Specifically, the DMCA limits liability for Internet Service Providers (ISPs) and provides safe harbors from liability for conduit activities, system caching, hyperlinks, directories, and location tools and stored material on an ISP system. There are specific requirements that must be met in order to get statutory protection, however. Service providers qualifying for these limits in subsections (a)–(d) are shielded from damage awards. Section 512 (j) limits the availability of injunctive relief. The DMCA has a specific provision for non-attribution of infringing conduct by graduate students and faculty of non-profit educational institutions. This provision, 512 (e), applies to the conduct of graduate students and faculty involved in teaching and research if: (1) the activities do not involve online access to instructional materials that are required or recommended for a course taught at the institution within the preceding three-year period;(2) within that same three-year period, the institution received two or fewer DMCA notifications that a particular faculty member or graduate student engaged in infringement and no actionable misrepresentations were made in connection with such notifications; and (3) the institution provides information on copyright compliance.

Anti-Circumvention

The DMCA also adds sections 1201–1205 to the Copyright Act, implementing the World Intellectual Property Organization treaty provisions prohibiting the circumvention of technological copyright protection measures and protecting the integrity of copyright management information. Section 1201 defines circumvention of technological measures and prohibits circumvention of technological measures that restrict access to a copyrighted work and trafficking in the means to circumvent protective measures restricting access to a copyrighted work. A technological measure that controls access is defined as one in which the authorized access to a copyrighted work requires either application of information (such as a password) or a process or treatment–with the authority of the copyright owner. Circumvention occurs whenever such technological measures are avoided, bypassed, deactivated, or impaired without the authority of the copyright owner. Section 1201 (d) exempts non-profit libraries, archives, or educational institutions that circumvent technological measures controlling access to a protected work that is not reasonably available in another form. Such conduct must be for

the sole purpose of making a good faith determination of whether to acquire that work. This exemption does not apply to acts that fall under section 1201 (a)(2) or 1201 (b)(1), which prohibit trafficking in a product or service that is intended to circumvent technological copyright protection measures.

Computer Software

The issue of reverse engineering as copyright infringement was litigated before the Court of Appeals for the Ninth Circuit in Sega Enterprises Ltd. v. Accolade (1992). The court observed that "intermediate copying of computer object code may infringe the exclusive rights granted to the copyright owner in section 106 of the Copyright Act regardless of whether the end product of the copying also infringes those rights." The court held, however, that disassembly of copyrighted object code was a fair use, since it was a necessary step in the examination of unprotected ideas and functional concepts. The court recognized that there is no "settled standard" for identifying protected expression and unprotected ideas involved in determining copyright infringement of computer software.

Objective of the Study

1. To present the IPR related to education system

2. To identify the level of awareness towards intellectual property rights in education system

3. To analyse the student's attitude towards IPR

Research Methodology

The present study is based on both primary and secondary data. The required primary data were collected through the structured questionnaire. In this study a pre-test was conducted among 30 respondents according to the result of the pre-test and the opinion of the respondents surveyed, the researcher weeded out the unwanted questions and the suitable modifications was made in the questionnaire. The required secondary data were collected through newspapers, magazines, journals and web portals.

Table 1: Data Analysis

Age	**No. of. Respondent**	**Percentage**
18-20	31	16.4
21-22	58	52.7
23-25	13	11.8
Above 25	8	7.3
Total	110	100
Educational qualification	**No. of. Respondent**	**Percentage**
UG	18	16.4
PG	34	30.9
Research scholar	51	46.4
Other	7	6.4
Total	110	100

From the above table it is observed that majority 52.7% of the sample respondents belongs to the age group of 21 years to 22 years .46.4% of the respondents are research scholar.

Table 2: Intellectual property rights awareness

S. No	**Dimension**	**No. of respondent**	**Percentage**
1	Plagiarism	32	29.09

2	Piracy	39	35.45
3	IPR awareness	21	19.09
4	Information relating to university and government activities	18	16.36
	Total	110	100

Source: Primary data

From the above table it is observed that Majority 35.45% of the sample respondents aware about Piracy.

Table 3: Level of knowledge towards intellectual property rights relating to students

Statement	**Highly agree**	**agree**	**Neutral**	**Disagree**	**Highly disagree**	**Total Score**
I do not cut and paste info obtained from the internet for my assignment	32 29.1	21 19.1	39 35.5	18 16.4	0 0	110 100
I do not photocopy text book to be used in course of study	32 29.1	30 27.3	29 26.4	12 10.9	7 6.4	110 100
Downloading songs videos and images from internet is against Law	45 40.9	30 27.3	22 20.0	8 7.3	5 4.5	110 100
Buying pirated software CD, DVD is serious offence.	27 24.5	25 22.7	24 21.8	18 16.4	16 14.5	110 100
Distributing other's work and information Via file sharing Programme is wrong.	43 39.1	28 25.5	24 21.8	15 13.6	0 0	110 100
It is wrong for us to sell or buy counterfeit goods.	45 40.9	33 30.0	23 20.9	5 4.5	4 3.6	110 100

Source: Primary data

From the above table it is observed that majority of the sample respondents 35.5% of them had neutral attitude towards the dimension "I do not cut and paste info obtained from the internet for my assignment", 29.1% of the sample respondents highly agreed that they should not photocopy text book to be used in course of study, 40.9% of them highly agreed that downloading songs videos and images from internet is against Law. 24.55 of the sample respondents highly agreed that buying pirated software CD, DVD is serious offence.39.1% of them agreed that Distributing other's work and information via file sharing Programme is wrong.40.9% of them agreed that "It is wrong for us to sell or buy counterfeit goods".

Hypothesis

Table 4: Friedman rank Test

"There is no significant difference between mean ranks towards the level of Awareness among intellectual property rights in education"

Dimension	Mean Rank	Chi square value	P Value
I do not cut and paste info obtained from the internet for my assignment	**2.98**	**83.341**	**0.000**
I do not photocopy text book to be used in course of study	**3.56**		
Downloading songs videos and images from internet is against Law	**4.34**		
Buying pirated software CD, DVD is serious offence.	**3.37**		
Distributing other's work and information Via file sharing Programme is wrong.	**2.62**		
It is wrong for us to sell or buy counterfeit goods.	**4.13**		

From Table 4 it is observed that there is a significant difference between mean ranks towards the level of awareness among intellectual property rights. Hence the level of significance is less than 0.05 since the null hypothesis is rejected. It is concluded that there is a mean difference among awareness level towards intellectual property rights relating to education. Majority of the respondents highly aware of downloading songs videos and images from internet is against Law.

Table 5: Relationship between the demographical detail of the respondents and the awareness Level towards intellectual property rights

"There is no significant relationship between demographical detail of the respondent and the awareness level towards intellectual property rights "

Dimensions	Age			Edu. Qualification		
	F	Sig.	Result	F	Sig.	Result
I do not cut and paste info obtained from the internet for my assignment	33.366	0.000	S	65.198	0.000	S
I do not photocopy text book to be used in course of study	29.256	0.000	S	44.275	0.000	S
Downloading songs videos and images from internet is against Law	64.376	0.000	S	47.432	0.000	S
Buying pirated software CD, DVD is serious offence.	21.009	0.000	S	80.338	0.000	S
Distributing other's work and information Via file sharing Programme is wrong.	22.559	0.000	S	44.872	0.000	S
It is wrong for us to sell or buy counterfeit goods.	30.028	0.000	S	37.977	0.000	S

Source: Primary data

Table 5 indicates that there is a significant relationship between age, educational qualification of the respondents and the awareness level of the respondents towards intellectual property rights. Hence the level of significance is less than 0.05 since null hypothesis is rejected. It is concluded that

demographical detail of the women entrepreneur has impact on awareness level towards intellectual property rights.

Table 6: Age and Level of attitude- (Chi - Square)

"There is no significance relationship between age of the respondent and the level of attitude"

Chi - Square	Value	Asymp. Sig
Pearson Chi Square	29.406	0.001

Source: Primary data

Table 6 indicates that level of significance is 0.001. Hence the level of significance is less than 0.05 null hypothesis is rejected. Since there is a significance relationship between age and the level of attitude towards Intellectual property rights.

Table 7: Educational qualification and Level of attitude - (Chi - Square)

"There is no significance relationship between educational qualification of the respondent and the level of attitude".

Chi - Square	Value	Asymp. Sig
Pearson Chi Square	63.076	0.000

Source: Primary data

Table 7 indicates that level of significance is 0.000. Hence the level of significance is less than 0.05 null hypothesis is rejected. Since there is a significance relationship between educational qualification and the level of knowledge towards attitude.

Findings

1. Majority 52.7% of the sample respondents belongs to the age group of 21 years to 22 years. 46.4% of the respondents are research scholar.

2. Majority 35.45% of the sample respondents aware about Piracy.

3. Majority of the sample respondents 35.5% of them had neutral attitude towards the dimension "I do not cut and paste info obtained from the internet for my assignment", 29.1% of the sample respondents highly agreed that they should not photocopy text book to be used in course of study, 40.9% of them highly agreed that downloading songs videos and images from internet is against Law. 24.55 of the sample respondents highly agreed that buying pirated software CD, DVD is serious offence.39.1% of them agreed that Distributing other's work and information via file sharing Programme is wrong.40.9% of them agreed that "It is wrong for us to sell or buy counterfeit goods".

4. Mean rank towards the level of awareness among intellectual property rights. Hence the level of significance is less than 0.05 since the null hypothesis is rejected. It is concluded that there is a mean difference among awareness level towards intellectual property rights relating to education. Majority of the respondents highly aware of downloading songs videos and images from internet is against Law.

5. There is a significant relationship between age, educational qualification of the respondents and the awareness level of the respondents towards intellectual property rights. Hence the level of significance is less than 0.05 since null hypothesis is rejected. It is concluded that demographical

detail of the women entrepreneur has impact on awareness level towards intellectual property rights.

6. The level of significance is less than 0.05 null hypothesis is rejected. Since there is a significance relationship between age and the level of attitude towards Intellectual property rights and there is a significance relationship between educational qualification and the level of knowledge towards attitude.

Conclusion

In this study it is concluded that students from undergraduate, post graduate, research scholars are aware of intellectual property rights relating to education system, piracy is a variable which is highly known by sample respondents , education highly influencing the attitude towards intellectual property rights research scholars has some extra knowledge about plagiarism and copy right source of information and it is identified that students has high level of awareness towards intellectual property rights based on their education level so undergraduate students needs some more level of awareness towards intellectual property rights relating to education system through seminars, and through awareness programs.

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REPRESSIONS OF WOMEN IN AFGHAN SOCIETY AS SKETCHED BY KHALED HOSSEINI IN HIS *A THOUSAND SPLENDID SUNS*

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ABSTRACT:

My article focuses exclusively on the portrayal of women, their status and repressions of women in Afghan Society through major female characters in the novel as represented by Khaled Hosseini in his A Thousand Splendid Suns. Repression of women is because of the ideology that exists in the male dominated patriarchal society. The women in Afghan are the victims of patriarchal and colonial dominations. The patriarchal ideology and Soviet invasions demand submission of women. As a result, Afghan women are victimized and are subjected to flaccidity and subservience. Afghan women are doubly tortured and affected by the patriarchal society, colonial power and the entry of Taliban forces in Afghanistan. However, Hosseini's novels speak not of the women who are subjugated and obedient but also highlight the women who challenge the stereotype characters and try to empower and liberate themselves in an exigent atmosphere.

Keywords: Repressions, Subjugations, Flaccidity, Subservience, Patriarchal Ideology.

Hosseini's A thousand Splendid Suns, which was published in the year 2017, explicit clearly the love, hostility and the struggle of Afghan women under the patriarchal dominance. This novel focuses mainly on the struggle for liberation of two women protagonists Mariam and Laila. Both Mariam and Laila hail from different backgrounds. The novel pictures the beautiful relationship of a mother, daughter and friend through the characters of Mariam, Aziza and Laila. These characters are not imaginary but the factual ones who are repressed under various political factors like war, violence and extremism that have been inflicting a great upon the lives of Afghan individuals. A Thousand Splendid Suns is the collective sagacity of issues sensed by Afghan women. Through his characters Mariam and Laila, Hosseini represent the unfortunate Afghan Women who are victimized irrespective of age, life styles, culture and communities. This novel brings about a clear picture of women living in Afghan during the harsh rule of Talibans in Kabul. This article tries to concentrate on two aspects formerly the life of Mariam and Laila in Kabul, secondly how the oppressed women try to liberate themselves from the cringes that prevailed during the tyrant rule.

At the beginning of the novel, Mariam is shown a small girl living in a small village in the outskirts of Herat. She is born for Jalil and Nana. Nana, a servant of Jalil's had begotten an

illegitimate child to him who is a wealthy man in Herat. Nana after giving birth to Mariam was sent out of Jalil's house fearing that it would spoil his reputation. Mariam is portrayed as "Harami", who has no legitimate claim and rights towards Jalil. Jalil showed his love for Nana and Mariam by visiting them every week ends, whereas Mariam is not allowed to go to Herat to meet Jalil neither of his family. Jalil's legitimate children with all good comfort enjoyed good food, education and love. Mariam is devoid of education. However, she is taught religious lessons, life lessons by Mullah whom she admired and adored. Mullah in return showered his love for the little girl Mariam.

Nana and Mullah are everything for Mariam however as a temporary bond she enjoyed a little solace and affectionate love in the arms of Jalil that too only on weekends. This happiness comes to an end with Nana committing suicide. Mariam has no shoulder to bury herself and cry. She went to Heart in search of her father. She was not welcomed and accepted by Jalil's. Jalil gave her shelter for a while. Jalil and his wife Khadija forced Mariam to get married to Rasheed who is a widower and several years elder to her. Mariam, a girl of 15 years is unable to decide anything on her own and her future. Though Mariam is disgusted with the look, attitude and physic of Rasheed , she feels like denying her marriage with him. She fears that this marriage would not last happiness. It is clearly shown that in a patriarchal society the women have no chance to voice out their likes and desires. Neither had they asked about their opinion. This in evident shows that Afghan women are always treated the inferior gender. Mariam's family is the sole representation of Afghan tradition and culture. Women have no choice to make. Moreover parents are the decision makers. Mariam like her other half-sisters has not been given an option to educate, neither had they shown opportunities before her. The walls are closed and forbidden. She is forced to love Rasheed and spare her entire life not knowing whether she would be happy of this relation, affair and marriage.

Marriage is a big deal in Afghanistan. That too for an illegitimate child like Mariam getting married is a big deal. Mariam after her marriage with Rasheed moved to Kabul. Jalil after his daughters's marriage not even a single time attempt to know of Mariam's life and wellness. This shows that Jalil as a father has transformed his liability and responsibility to Rasheed. Rasheed grooms Mariam to be a perfect wife. She involves herself in self grooming project. The perfect women in Afghanistan have to endure all the responsibilities. She needs to be passive and obedient. She cooks, cleans, satisfy needs of the masters from the beginning of dawn till dusk every day. Their works are monitored carefully by the husband. They have a great responsibility in giving birth to children; Reproduction is yet another factor that decides woman perfection in Afghan. If she is not able to beget a child then she will be abused, cursed and beaten.

Rasheed's love for Mariam came to an end when he comes to know that she is not fit of reproduction anymore. She is physically hurt, verbally abused and treated a slave inside her home. It is socially constructed that women should rely on men at different stages but throughout her life. She needs to listen to her father then to her husband and to her father-in-law. She is instructed and monitored by the male society from her breathe till death. The every move of women is decided by women. He has complete rule not only over her body but also the dress code too. Rasheed compels and forces her to wear burqa. In a country like Afghanistan women are allowed to wear only burqa like costumes that cover their entire

body. It stands a symbol of honor and pride for perfect women in patriarchal dominant society. Rasheed believes that women should be subjugated and should follow the norms as laid by the patriarchal society. Mariam expresses her discomfort in wearing burqa all the time. But she is not allowed to. In a highly dominant country women cannot violate the rules neither they voice out to ban such tradition. Mariam is forcibly raped by Rasheed. A weak and fragile girl being raped by her own husband shows that sex is not a part of woman. Rasheed feels that a married man has a complete rule over her body. Her wishes are never matter. On the very next day when she bleeds her pain is not understood by Rasheed. Rather Rasheed makes it a practice every day and forced her lie off. Mariam too get used to her pain. The destiny of Afghan woman is decided by her ability to bear children. The love of Rasheed for Mariam blossoms out when she is pregnant.

The continuous missed pregnancy for more than a seven times made her weak and this irritated Rasheed. Rasheed at a point of time throw her out from his room and made her stay alone. She is treated a slave and not a wife anymore. But Mariam never fails in her duty. She satisfies him with all his needs. She bears all her torments, physical abuses and verbal abuses. It is clearly evident that a woman after her marriage cannot think, react or act on her own that too in a country like Afghanistan after the confiscation of Soviet Union and Taliban forces no woman can walk alone in the streets without any male relative. A woman staying alone in Afghan without a man is punishable crime. Mariam is an ideal representation and stereotype woman who stands an epitome of Afghan womanhood and culture.

Laila another female protagonist of the novel A Thousand Splendid Suns enjoys liberty, freedom, education and other comforts in her home. She is a beautiful, a clever, and a curious girl is born and brought up in a educated family in Kabul. Her father an educated man and a teacher turned labor in a bread factory devotes much of his time after work in teaching her lessons especially math. He wants her to think and act free. He insists the importance of education to a girl. Laila is fortunate enough to have a father who guides and teaches her a lot. He supports her in all ways and insists that knowledge and learning alone can give a promising future for her. Her life like her house is filled with books. With the entrant of Taliban forces in Kabul her promising future gets torn and shattered. Her family is destroyed by a bomb fire. She gets severely injured and is take care by Mariam's.

Laila is nursed by Rasheed and Mariam. Laila was then Sixteen years old. Rasheed expresses his wish to Mariam and forces Laila to marry him. When Laila comes to know that her womb is filled with her relation with Tariq, she is left without any choice. She tries to remain calm and accepts his proposal. However she is not aware that this is a beginning of a tragic. Rasheed cannot make much difference. Mariam and Laila will be the same. Like Mariam, Laila too experiences ill-treatment after her marriage with Rasheed. Rasheed is much older than Laila. Now Rasheed's dominance is doubled as he has two slaves to treat and threaten. Laila and Mariam have become the slaves to Rasheed's household. They cook, clean, satisfy and obey his orders.

Mariam and Laila embrace Afghan culture, beliefs and become the perfect wives. Laila gave birth to a girl child and named her Aziza. Mariam and Laila showered their love to the little child. Rasheed in contrary cursed Laila for giving birth to a girl child. This again is evident through the words of Rasheed that girl children are always a burden to their father. When

Laila gives birth to a boy through Rasheed, he shows all his love and treats him a prince. The boy too feels happy in the warmth and love of Rasheed. With the entry of Taliban forces and continual violence in Kabul stores and shops have been completely devastated by bomb blast. Running a family and feeding family members have become a great challenge to bread winners. Rasheed borrows financial help from neighbors, friends and other shop keepers. Rasheed now decided to send Aziza to orphanage, as he is not interested to take care and feed her. This again shows that female children are always inferior.

Rasheed never takes an attempt to meet Aziza neither had he taken Mariam and Laila to visit her. When Laila comes to know of Tariq being alive her heart leaps with joy. Tariq meets her often at her home and comes to know off her child Aziza being admitted in an orphanage. Tariq's visit is informed to Rasheed through his son. Rasheed beats her and called her "harami'. Laila bleeds and Mariam is helpless. Beating, verbally abusing Laila has become a common phenomenon there at home. Mariam has always a soft corner for Laila. She treats her more than a daughter. Mariam couldn't tolerate Laila's painful life. She killed him. They both hide his body. Mariam supports Laila and Tariq to leave for Peshawar with Aziza and little boy. Mariam refuses to accompany them. Laila and Tariq leaves for Peshawar with two children leaving Mariam in Kabul.

Mariam is taken before the court of law. She accepts her crime and is stoned to death. It is evident that men are always privileged and they can commit any crime. It will never be taken before law nor is it considered as crime. But this is not with the case of women .Staying alone, walking alone in the street without man are punishable crime. In such instance, in a country like Afghanistan the law would not left free the women who violate the rules by killing her husband. It should be understood that an innocent, obedient and subjugated Mariam is forced to murder him as he tormented his wives a more. She could bear whatever he did to her but she was not able to tolerate when he tried to assault Laila whom she treat her like a daughter. Laila lives a happy and modest life with Tariq and her two children. She feels comfortable in an alien land. She expresses her wish to move to her homeland and serve people in Kabul. Tariq is ready to support and assist her. Tariq had been a guard, good friend and a well-wisher to Laila. Now more than a friend he serves her a second father and tries to fulfill her desires and aspirations. He being a husband respects her wishes. He assists her to Kabul. They live their happily and Laila serves a tutor teaching lessons to the children in the orphanage where once Aziza was admitted. Here we can witness a shade of belief, hope for Laila through Tariq. Unlike Mariam, Laila is able to come out of her distressed married life. She consoles herself and liberates herself by violating the so called ruled laws. After Rasheed's death, she came out of that place and embraces a new life with Tariq whom she loved right from her childhood days.

Mariam's aspirations and desires are buried with the death of her mother Nana in the small village. But Laila in contrast liberates herself from the closed walls and boundaries and finds a way out to cherish her dreams and fulfill the wish of her father. I would wish to conclude that education can liberate a woman. A nations pride lies in the success of equality and empowerment. There should not be any gender discrimination. Every nation should feel proud that woman is also a part of world's every move and success. Women should be treated equal and girl children should not be abandoned at any cause. Like, Laila everyone should try

to find a way out to make their hopes, dreams and aspirations come true in the liberated soil of Afghanistan.

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Moral Development: A Study in Chitra Banerjee Divakaruni's *The Palace of Illusions*

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Abstract
Moral Development is a process of learning to distinguish between right and wrong, proper and improper. Throughout history, the topic of moral development has been taken up by many theologians, scientists, and philosophers. Moral development is described by Lawrence Kholberg in his theory 'Levels of Moral Reasoning' and Carol Gilligan in his theory, 'Stages of the Ethics of Care'. This paper analyses Carol Gillican's Moral Development theory to explore Draupadi's process of transformation in Chitra Banerjee Divakaruni's *The Palace of Illusions* (2008). Divakaruni portrays Draupadi as a strong willed and determined character from Mahabharata.
Keywords: Moral Development, Transformation, Determined.

Chitra Banerjee Divakaruni explores her own world and society through her writings. She creates a universal appeal of togetherness in the course of her novels. By presenting women characters as the protagonist of each novel she has elucidated the dilemma of women and the way they tolerate and adapt themselves in a society. *The Palace of Illusions* (2008) by Chitra Banerjee Divakaruni is the product of her childhood memories, which is the cause of her love for myths and spiritual writings. A woman with five husbands? is a big issue today also. But in Hindu Mythology, a woman Panchaali with five husbands who are the Hero's of that age, the Pancha Pandavas have been worshiped for many centuries and at present too. Panchaali is considered as the women of 'purity'. Divakaruni presents the story through Panchaali's narration.

The novel traces Panchaali's life, beginning from her magical birth from fire along with her brother, her life as the daughter of a great king, her swayamvar, her balancing act as a wife of five husband, right up to her death. This paper scrutinizes the character of Draupadi in Chitra Banerjee Divakaruni's *The Palace of Illusions* (2008) and evaluates how she develops herself in the course of her life based on Carol Gilligan's moral development theory.

Carol Gilligan is a psychologist best known for her innovative views on the development of women's morality and sense of life, which she detailed in her book *In a Different Voice* (1982).

Gilligan developed her ideas in response to the theory of moral development proposed by Lawrence Kohlberg, which she criticized for ignoring women's perspectives.

. She describes three stages of moral reasoning. In the stage of Pre-conventional morality, the goal is for individual survival. Women are motivated to act by what is best for themselves. For growth to occur there must be a transition from selfishness to responsibility to others. Thus Draupadi in Chitra Banerjee Divakaruni's *The Palace of Illusions* (2008) undergoes a transition.

As a fire-born princess, she is so inquisitive to know about her birth story from Daima. Draupadi is fond of asking Daima to tell the same story, particularly for the prediction that she will change the course of history. Because this prediction is the only thing to pull through herself from the initial rejection of her father as he wants only male child to take revenge from Drona.

This prophecy makes Draupadi to believe that she is so unique who came to earth for a great cause. She wants always best for herself by demanding or arguing to fulfill her needs and desires. She critically analyses and compares her name Draupadi, means a daughter of Drupad, with her brother's name Dhristadyumna, which means Destroyer of enemies.

Draupadi is never interested in learning drawing, painting, sewing and decorating rather felt attracted to solving riddles, responding to witty remarks and writing poetry. She wants the palace walls to be low so that she can see the worldly things. The interest of hers makes her secretly listen to the lessons taught to her brother, Dhri. Draupadi puts her aspirations thus: "But I hungered to know about the amazing, mysterious world that extended past what I could imagine, the world of the senses and of that which lay beyond them." (23-24) Her curious nature takes her to meet Ved Vyasa who foretells her future and bestows her with a new name Panchaali. she is happy with a new name Panchaali: " Each night I thought of my name. Already I'd insisted that everyone address me by it. *Princess Panchaali* . A name strong like the land, a name that knew to endure. It was what I'd been waiting for." (42).

At the stage of Conventional morality self sacrifice for the benefit of others is seen as goodness. Women are motivated to act based on what will care for and benefit others.

The conditions gradually changed her thinking, during Swayamvar, Draupadi insults Karna despite she is attracted towards him after knowing the melting story of Karna: "But my disobedient heart kept going back to Karna, to that most unfortunate moment in his life. We'd both been victims of parental rejection" (Divakaruni, 78). As she became a pawn in the hands of time, Draupadi raises a question against Karna, knowing well that it will wound him badly: "Before your attempt to win my hand, king of Anga, it said, tell me your father's name." (95)

As a responsible sister and daughter she has to give up her desire for Karna as well she regrets for dishonoring him : "I couldn't bear to see my brother to die… I knew would hurt him the most, the only question that would make him lay down his bow…my ill-chosen words (words I would regret all my life) quenched that light forever." (96-97)

From Conventional level, transition takes woman to realize she must strike a better balance between her needs and the needs of others. Unlike other women Draupadi is married to five men, Ved Vyasa designed a special code of marital conduct for her. She also felt strongly that the boon of turning into a virgin every year was also not for her but for her husbands:

I would be wife to each brother for a year at a time, from older to youngest, consecutively…Like a communal drinking cup, I would be passed from hand to hand whether I wanted it or not. Nor was I particularly delighted by the virginity boon, which seemed designed more for my husbands' benefit than mine…If the sage had cared to inquire, I'd have requested the gift of forgetting, so that when I went to each brother I'd be free of the memory of the previous one. (Divakaruni 120)

At the post conventional level, moral judgment is dictated by the principle of nonviolence. The needs of the self are just as important as the needs of others, which causes the woman to turn up at a universal ethic of care and concern.

Draupadi's principle of non-violence is made known after the great Kurukshetra war, when she realized the real horror of war, the worst condition ever, a mass destruction and the victims of war in particular wretched condition of women and children: "I wept in remorse for the part I'd played in pushing the Pandavas into war, for now I'd begun to realize its full horror." (290), To facilitate them, she gave high priority for women's welfare, like separate court for women and separate market to stand in their own :" I resolved to form a separate court, a place where women could speak their sorrows to other woman." (293), …to set up the destitute in homes of their own and buy merchandise to start business for them. In time the women's market became a flourishing center of trade in the city…"(324)

Draupadi develops a clear understanding of her self and thus accepts things as they come in her life . And finally, she grows as a woman who wants to contribute her life to the service of people in her kingdom.

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BLOCKCHAIN TECHNOLOGY- AN OVERVIEW AND ITS APPLICATION ON HR PRACTICES OF ORGANIZATION

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Abstract:
Globalisation brings in broader opportunities for the organizations to adopt newer technologies to be competitive in the market. Human Resources (HR) does operation of connecting with Global talents and they act as the face of the organization to the outside world. Any error or delay in their process creates adverse effect. The emergence of Blockchain technology and its use on crypto assets has helped it to grow in a staggering 50% when compared to 2020 and is expected to grow at a CAGR of 67%, The current Market Cap of Blockchain Market is 3 billion USD. Blockchain technology allows the person to do the transaction directly with each other. Since Blockchain technology offers more security and more storage many Companies majorly finance sector and IT Sector have started adopting the Blockchain technology on their Organizational process. The purpose of this study is to understand the concept of Blockchain and its implementation in day-to-day HR Practices. It also studies the HR's opinion on using Blockchain on their Activities like Recruitment, Skill Mapping, Performance Management and Data Validation. This Study made an attempt to give solution on managing some of the core HR process with the integration of Blockchain.

Introduction:

A Blockchain is a digital or virtual ledger that records transactions based on information in way that makes it hard to hack or change the data it has. Blockchain technology allows the person to do the transaction directly with each other. Blockchain technology will completely renovate the traditional firm systems, thus enables its application on various areas and sectors (Wang et al., 2017). Some of the Big companies identified the use of blockchain technology and have started adopting it in their companies, some of the companies are Microsoft, Starbucks, Paypal, NVIDIA, SQUARE and more. There is an increased pressure forced on organizations to integrate technology into entire business areas to deliver more value to their clients (Papadopoulos et al., 2020). Human Resource is a department where many transactions get recorded in a day and this involves more important jobs like Skill Mapping, Payroll Processing etc. This Paper has made an attempt to identify those areas where the Blockchain technology can be implemented in HRM and HR's View and their readiness to adopt Blockchain technology.

Keywords: Blockchain Technology; Blockchain Recruitment; HRM; e-HRM; HR Process; Skill Mapping; Integrated Blockchain HRM;

Literature Review:

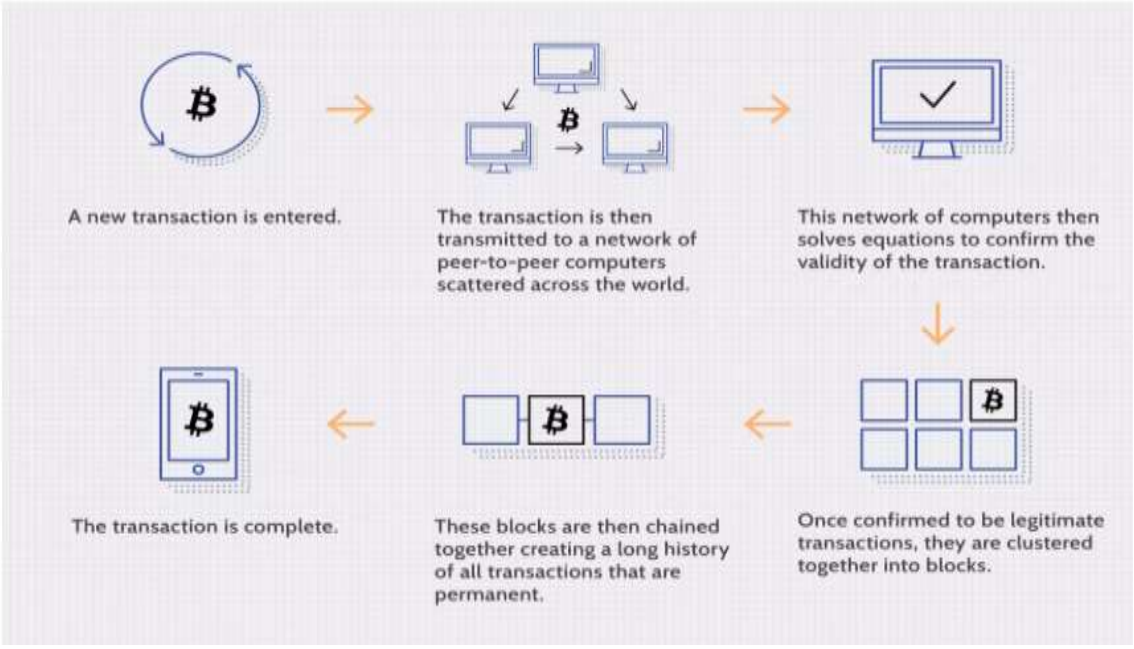
The developments happened in blockchain technology continue to impress leaders across industries with data security and data integrity features (Dunham, 2017). Blockchain is a shared, decentralized, distributed ledger, non-Modifiable which facilitates recording of transactions and tracking assets in a business network (PwC 2017a; Gupta, 2017; Hsiao et al., 2018). Blockchain technology has evidenced to be a disruptive technology that attracts attention of not only researchers and practitioners, but business organizations as well (Hughes et al., 2019). HR Professionals play a main role in providing consultancy to the organisation as a "change transformation agent," and associates of its leadership make actual behavioural alterations influencing organisational efficiency (Deshler, 2016). Blockchain can identify potential hazards and can be used in handling information collection and information,An instance is using a blockchain ledger since it is a reliable instrument for verifying the history of the applicants (Aishwarya, 2018).

Blockchain Technology- An Overview:

Currently the Blockchain Market accounts for 3 billion US Dollar and is expected to grow 39.7 billion Dollar by 2025 which is a whopping 67.3% CAGR. North America dominated the Blockchain market with over 38% of revenue in 2020. Most of the revenue came from financial sector.

Figure 1: Project Market Growth of Blockchain

Blockchain's are specific type of database and it differs from other database as it stores the information in blocks and then they are chained together. Once the New data comes in it gets filled in the fresh block and then it gets chained into the previous block which makes the data arranged in chronological order. It may be complex to understand, to understand it better the below diagram explains the storage process of blockchain which stores bitcoin.



Source: Investopedia

Figure 2: Pictorial Representation of Blockchain Operation

Key Elements of Blockchain:

1. **Distributed Ledger Technology:** All the Participants in the network have access to the distributed ledger and its transaction records. With this shared ledger, Duplication of transaction can be eliminated.

2. **Immutable Records:** Even though all the participants in the network has access to the ledger, No changes or deletions can be made once the information is recorded. If error occurs, A new transaction has to be made to reverse the error.
3. **Smart Contracts:** To Enhance the speed of the transaction, Set of rules called a smart contract is stored in the blockchain and will be executed automatically. A Smart contract can define conditions for corporate bond transactions.

Benefits:

1. **Security:** Data Security is maintained as consensus from the parties in the network required for all the transactions. The information is recorded permanently, Not even the System Administrator has access to delete the information.
2. **More Efficiency:** Most of the operations waste effort on duplicating the record keeping and third-party data transactions. With DL(Distributed Ledger) time wasting record will be removed.

HR Process:

Human Resource Department is like heart of an organization. More documentary works and transaction happens in this department, right from hiring the employee to monitoring the employee HRM performs various functions. Most of the big companies have adopted specific software like SAP, Workday etc for recording the HR Process and which has resulted in higher efficiency and time reduction.

Some of the major HRM Process considered in this paper are:

1. **Data Validation:** Candidate's genuineness is verified in this process. Before becoming an employee in the organization, the candidate's certificates like academic and non-academic qualifications will be verified. This step takes most chunk of the time in HR Process.
2. **Skill Mapping:** Skill Mapping is the most critical and important part of HR Process. This involves matching the candidate's skill with organization or projects skill requirement. If the Skill mismatch happens total work system collapses as the employee may not be able to understand what is required out of him.
3. **Recruitment:** Recruitment involves with hiring the potential candidates to the organization. It has many process starting with preparing Job Description to Induction.
4. **Performance Management:** Managing the Employee's performance against his KPP (Key Performance Parameter) has to be done every year and promotions or salary hikes are given based on the performance against his target.

Figure 3: Process of HR in an Organization

Blockchain based recruitment:

Recruitment involves screening the candidates, collecting references, scheduling interviews, conducting background checks and so on. These tasks are repetitive and using blockchain these

repeated tasks can be automated. Automated Referencing, Assessment Tools and Feedback tool from technical interview panel allows recruiters to collect information within seconds.

Blockchain technology can be used to produce a chain of personal records and information when applying for jobs. When screening candidates, recruiters can easily access an individual's public blockchain for past work experience, contact information and other personal data required throughout the process. This use of blockchain technology will definitely expand the candidate experience, allowing job seekers to create a particular account of their experience and information that could be used across all job applications.

This verifiable chain of data would also help in eliminating the time and concerns associated with manually sourcing this information resulting in optimised costs and vigorous recruitment.

There are many benefits which blockchain recruitment could enjoy,

- Biometric ID verification will authorize validity of candidates
- Generalised or Standardised resumes will ensure quality of CV content over its layout
- QR Codes on every candidate profile help in recording and tracking their professional development and add it straight into their profile
- There will be lesser referencing requirement which infers that whole recruitment process and on-boarding process will be faster and cheaper.
- It will be GDPR (General Data Protection Regulation)-compliant. While information on the Blockchain cannot be deleted, the platform will be able to retract candidate data.
- It will ensure security since it is on the blockchain, the information is secure and it cannot be changed or altered. At no point the system can fail or be compromised.

Data Validation Using Blockchain:

Due to Large number of applicants, Bigger Organizations sign third-party contracts for verification services. Smaller Organizations spend more time by verifying the candidature on their own. Distribute Ledger (DL) Technology will help the HR Professionals for certificate validation. Blockchain technology is still very early in some industries but it is the most secure data record to verify a potential candidate's education and work experience The accurate data which staffing agencies can retrieve from candidates, the candidate can be matched to the right jobs. Most importantly, storing the information and actually placing ownership in the hands of the employee always has a chance to minimize the risks data-privacy regulations.

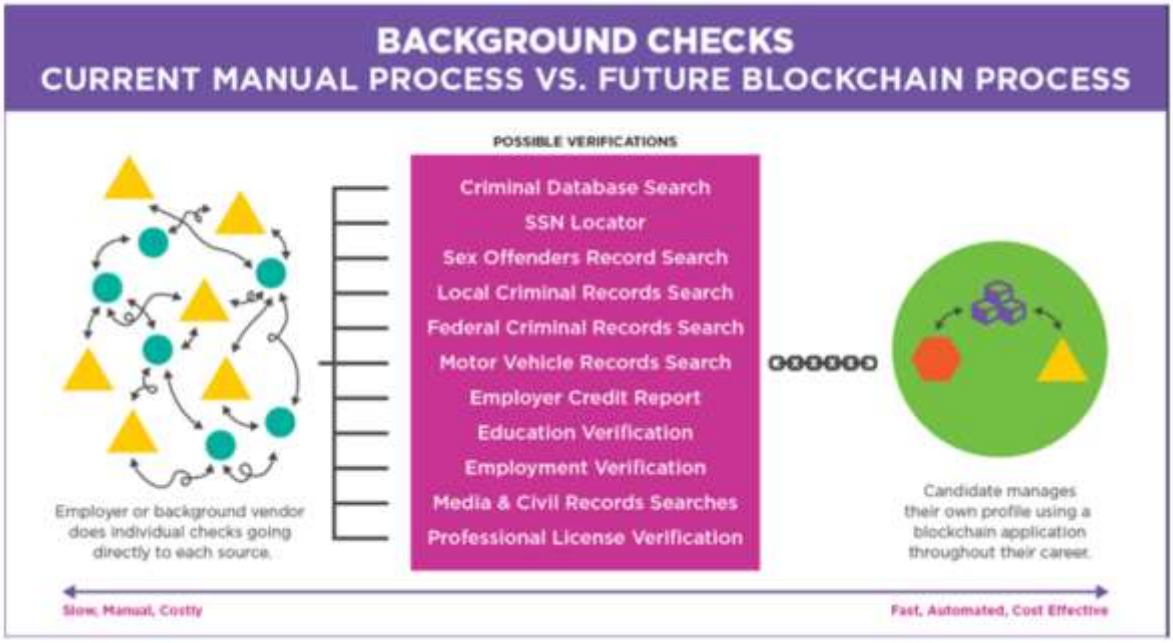
Skill Mapping- Using Blockchain:

Mapping the candidate's skill with the exact requirement is a big task for HR as it involves specific technology which only technical experts are aware. Blockchain has a potential to track everything from where it originated. Internet of Things (IOT) is a combination of software and network that enables the exchange of data between the objects. The application of blockchain makes historical readings nearly impossible to interfere with. Another Advantage of Blockchain is that, it can be used for spatial verification (i.e) it can track people where they are and when they made transaction. In the same way, The implementation of blockchain technology allows HR leaders to understand their employees' skills, strengths and access to their learning records. It also helps them to view the skills of all the potential candidates who have shared their details, thus enabling the HR leaders to be prepared for the future (PwC, 2015). Transition validity (retaining the records by major nodes) feature of the blockchain will help to positively influence HR professionals in the adoption of effective skill mapping.

Blockchain integrated Performance Management:

Performance Management is an important record keeping activity and should be implemented as a private ledger. Every year a block is created with the current year goals, targets accepted with all required measures. This block can be accessed by all the members in the organization to add feedback and give appreciation or suggest for areas of improvement. When an assignment is allocated, corresponding manager can add a block which can be validated by the line manage. When the assignment is completed, the assignee (Manager) will provide feedback for that block. If there is

any deviation, the validation process will prompt the same. At the end of the year, all blocks would have been validated and the block can be seen by everyone. This reduces any new documentation and by analyzing various blocks a true feedback can be given to the employee. This will definitely provide a greater employee experience as there is transparency in the process and possibility of reduced bias or subjectivity. Final feedback can also be recorded in the same blockchain which again can be validated.



Source: Cielotalent.com
Figure 4: Traditional vs Blockchain process of Background check of candidates

Data Analysis:
As per the above Study, 4 factors were considered to know the opinion or view of HR on Blockchain technology. Chi Square Test was conducted to find the significant difference between the view on blockchain and traditional HR Practices.

1. Data Validation
2. Recruitment
3. Skill Mapping
4. Performance Management

Null Hypotheses:
H0: There is no significant difference between HR View on using Blockchain technology and traditional HR practice on Data Validation
H1: There is no significant difference between HR View on using Blockchain technology and traditional HR practice on Recruitment
H2: There is no significant difference between HR View on using Blockchain technology and traditional HR practice on Skill Mapping
H3: There is no significant difference between HR View on using Blockchain technology and traditional HR practice on Performance Management

Research Design and Sampling Method Used:

Total Samples Collected	148
Respondents Average Age	34
Average Career Level of Employees	Manager
Main Focus area of Questionnaire	Awareness of Blockchain Technology and its Application in current HR Practices
Sampling Method	Snowball Sampling

Sector Considered	Service Sector

Table 1: Respondent Statistics

Research Results:

Blockchain Technology vs HR Traditional practices on Data validation:

Variable	Blockchain	HR Traditional Practices	Can't Say
Verifying the Academic Qualification or data of Employees	70.9%	25.3%	3.8%
Getting the Employees Previous Employee Data and Skill Certificates	79%	13.4%	7.6%
Data Validation Access and Sharing the information	69.3%	22.8%	7.9%
Cost Saving	82.1%	15.4%	2.5%
Data Security	73.2%	24.2%	2.6%

Table 2: Data Validation Response

Result Inference:

Chi Square Test was conducted at significance value of 0.05 and the Chi Square Statistic value is 20.291. The p-value is 0.009289. Since $p<0.05$, Alternate Hypotheses is accepted. There is significant difference between the opinion of HR's on Blockchain vs HR Traditional Practices on Data Validation.

Blockchain Technology vs HR Traditional practices on Skill Mapping:

Variable	Blockchain	HR Traditional Practices	Can't Say
Understandability of Skill	66.9%	28.3%	4.8%
Speed	51.3%	42.6%	6.1%
Easy to Plan on L &D Strategies	58.1%	37.5%	4.4%
Cost	34.3%	52.3%	13.4%
Identification of sub skill over core skill during mapping	72.4%	22.2%	5.4%

Table 3: Skill Mapping Response

Result Inference:

Chi Square Test was conducted at significance value of 0.05 and the Chi Square Statistic value is 1.638. The p-value is 0.423. Since $p>0.05$, Null Hypotheses is accepted. There is no significant difference between the opinion of HR's on Blockchain vs HR Traditional Practices on Skill Mapping.

Blockchain Technology vs HR Traditional practices on Recruitment:

Variable	Blockchain	HR Traditional Practices	Can't Say
Ease of Sourcing the Candidate Profile	43.3%	44.2%	2.5%
Cost	74.3%	22%	2.7%
Third Party dependency	59.8%	27.7%	12.5%
Background Verification	55.6%	21.1%	23.3%
Speed	61.4%	32.9%	6.7%

Table 4: Recruitment Response

Result Inference:

Chi Square Test was conducted at significance value of 0.05 and the Chi Square Statistic value is 64.11. The p-value is 0.0012. Since $p<0.05$, Alternate Hypotheses is accepted. There is significant difference between the opinion of HR's on Blockchain vs HR Traditional Practices on Recruitment.

Blockchain Technology vs HR Traditional practices on Performance Management:

Variable	Blockchain	HR Traditional Practices	Can't Say
Frequent and real time feedback	41.2%	38.1%	20.7%
Reduce Bias	62.8%	31.5%	5.7%
Timely Feedback	61.1%	36.2%	2.7%
Accessibility	36.8%	54.4%	8.8%
Cost	33.3%	58.4%	8.3%

Table 5: Performance Management Response

Result Inference:

Chi Square Test was conducted at significance value of 0.05 and the Chi Square Statistic value is 10.08. The p-value is 0.0067. Since $p<0.05$, Alternate Hypotheses is accepted. There is significant difference between the opinion of HR's on Blockchain vs HR Traditional Practices on Performance Management.

Discussion & Findings:

From the total 148 Samples collected form HR's form different IT organizations, Their view on the 4 factors were analysed which includes (Skill Mapping, Recruitment, Data Validation and Performance Management). The above factors are compared in terms of HR's view on Blockchain integrated HR practices over Traditional HR Practices. From the inferences, It is found that except for Skill Mapping, All the other 3 factors had significant differences from which we can conclude that on successful implementation of Blockchain technology in HRM Practices, The companies can take advantage on its competition with other companies by enjoying the benefits of blockchain.

Conclusion:

According to a survey conducted by Deloitte on 2019, 53% of the companies say that Blockchain Technology has become a priority for their organization, which is 10 percent higher that previous year. Digital Assets like Bitcoin and Ethereum have also started gaining traction as the investors have started investing in cryptos which also makes Blockchain technology more important as the Crypto assets are stored in Blockchain. Paper works and repeated tasks in HR Department are higher hence many companies are using many software to enhance the speed and accuracy of the department so that they can keep their workforce happy, Blockchain is one such technology which addresses all the problems like Speed, Accuracy, Security etc. Even though, Blockchain has many advantages over other technologies It has certain challenges which needs to be addressed. The foremost challenge will be regulatory (i.e.) who will regulate this Blockchain as of now there is no regulation. Very High Energy Consumption, which lead to ban of Crypto assets in countries like China. Lack of Adequate skillsets for the current Workforce, Blockchain is still new and individuals must go through lot of training before working into it and the trainers available are very less. These challenges have to be overcome by Blockchain companies to make it strong future technology not only in HR but also in every part of the organization. Blockchain will definitely become an integrated tool in the organization which is very imminent in short duration.

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COMPLEX RELATIONSHIP BETWEEN AIR QUAL, PASSENGERS SATISFACTION AND LOYALTY: AN EMPIRICAL STUDY AT TRIVANDRUM AIR PORT

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ABSTRACT

As several challenges are faced by the Airlines industry, they adopt AIRQUAL to build passenger loyalty through passenger satisfaction. The study has been made to measure the direct and indirect relationship between AIRQUAL, passenger satisfaction and passenger loyalty. Trivandrum city is selected for study. A structured questionnaire used to collect data from sampled respondents. The responses are analysed using SEM. The present study concludes that important AirQual factors are boarding, on flight and post arrival service Quality. The three air service Quality factors are having significant relationship with passengers satisfaction and loyalty whereas the higher relationship is noticed with passengers satisfaction.

Key Words: AIRQUAL, passenger satisfaction, passenger loyalty, SEM, on board quality, on flight quality and post arrival quality.

INTRODUCTION

The airline industry is facing a hectic competition (Fornell, 2001)1. In order to succeed in the competition, the airline companies are selecting the passengers' satisfaction as their key marketing approach (Schulz, 2012)2. Chitty et al., (2007)3 stated that passenger satisfaction is a key performance indicator for the airline business. In order to achieve the passengers' satisfaction, the service quality of airlines is becoming a tool (Chang and Keller 2002)4. The service quality of airlines includes the services from safety to in flight amenities (Kandampully, 2000)5. Chikwendu et al., (2012)6 identified five important air transport service quality factors. (De Meyer and Mostert, 2010)7 suggested five factors from baggage handling to flight frequency.

The better air line service quality to passenger satisfaction are proved by Faheed (1998)8, Geraldine and Chikwendu (2013)9. However it is difficult to say that the satisfaction results in passenger loyalty (Hanum, 2013)10 in airline industry. Even though, there is a positive correlation between the passengers' satisfaction and passenger loyalty in airline industry. (Kalthom et al., 2007)11, it is not assured (Jin et al., 2005)12, but the loyalty is the expected aspect of all air transport operators (Ghazal and Suchita, 2014)13. Hence, it is essential to evaluate the linkage between the airline service quality, customer satisfaction, and loyalty in airline industry for future policy implications. So, the study focuses on this aspect.

Literature review

Airline service Quality

The conceptualization of service quality is more challenging since the service is intangible (Palmer, 2011)14. Ghylin (2008)15 defined the service quality is of high quality level apparently leading to customer satisfaction. Landrum et al (2008)16 measured the service quality by the outcome of service experience. The 'Air Qual' scale was constructed by Alotaibai (2015)17 and restricted by Nedunchezhian and Thirunavukarasu (2018)18 with the help of 38 items. It was validated by the same author in 2019 by 26 variables. The important variables are access, communication, competence, courtesy, credibility, security, transparency, timeliness, understanding of customers' needs, ticket purchase, pre-flight services post arrival services, on board services and airport services.

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Passengers' satisfaction

Passengers' satisfaction is the psychological fulfillment of the various expectations of passengers (Bezerra and Gomes, 2015)19. It is one of the important outcomes expected by the service providers (Clemes et al., 2008)20. In the airline industry, it is related to the satisfaction on safety (Hau et al., 2012)21, comfortableness (Huang, 2010)22, timeliness (Hussain et al., 2015)23, economy (Namukasa, 2013)24, and on board services.

Passengers ' loyalty

Loyalty is measured by both behavioral and attitudinal aspects (Kandampully and Suhastanbo, 2003)25. The behavioral aspects express the repeated patronage and willingness to recommend (Wong and Sohal, 2003)26. The attitudinal aspects reveal the consumers' aspiration and attachment with the particular product, firm and service provider (Chaudhuri and Holbrook, 2001)27. The passengers loyalty in airlines is measured by both aspects (An and Noh, 2009)28. It includes the repeated purchase, recommend to others, trust on the service provider, less price sensitive, positive words of mouth (Nadiri et al., 2008)29.

Relationship between Air Qual, passenger satisfaction and loyalty

The significant positive influence of air service quality on passenger satisfaction is evidenced by Hamsa (2013)30 and Nor et al., (2013)31. At the same time the influence of service quality of airlines on passengers' loyalty is proved by Yu (2009)32. The significant mediator role of passenger satisfaction in between Air Qual and passenger loyalty is found by Gures et al., (2014)33, and Yang et al., (2011)34.

Research Hypothesis

Based on the review of the studies, the present study formulates the Null hypothesis.

1) There is no significant direct and indirect impact of Air Qual on the passengers' loyalty.

Methodology and Data

The study use quantitative research approach. The required data are collected from the passengers at Tiruvandrum air port, Kerala. The target population of this study consists of all domestic and international air passengers departing from Trivandrum airport, Kerala. Initially, the study determines the sample size of 300 which consists of 150 domestic and 150 international air passengers. Thereafter, the sampled passengers are equally distributed to morning, afternoon and evening flights. The convenience sampling was used to identify the sampled passengers.

Research Instrument and response rate

The primary data are collected with the help of self administered structural questionnaire. The items on questionnaire related to the constructs namely Air Qual, passengers satisfaction and loyalty are drawn from previous related studies. The construct have been operationalized using seven point scales, ranging from very high to very low. The pilot study was conducted among 50 air passengers to enrich the Quality of questionnaire. The final questionnaire was used to collect the data. The response on the Questionnaire came to 168 in total which consists of 102 domestic and 66 international air passengers.

Reliability and validity assessment

The validity and reliability of the construct were assessed for generalization of research findings. Cronbach alpha was computed to assess reliability; content validity and convergent validity were assessed to examine the validity. The normality of data was assessed by range of skewness and kurtosis. Finally, the fitness of data for further analysis is examined. The score of each variable in construct at pilot study are taken for the analysis.

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The value of alpha is 0.60 whereas the standardized factor loading, composite reliability and average variance extracted are < 0.60. The range of required skewness and kurtosis are +3 to -3 whereas the KMO measure of sampling adequacy and significance of chi-square value are < 0.60 and < 0.05 respectively. All variables in the constructs are proved by the reliability and validity assessment (Co-oper and Schindler, 201135, Hair et al., 201036; Nunnally and Bernstein, 199437; Howell, 2007)38.

Statistical Tools / Analytical Procedure

The obtained data from questionnaire were compiled in an Excel format. The data are analysed with the help of sample mean, standard deviation, Pearson correlation with the use of SPSS. The Structural Equation Modeling is adopted to examine the linkage between Air Qual, passengers satisfaction and passengers' loyalty (Nessset and Helgesen, 2014)39.

Results of Data analysis

The perception on important AIRQUAL comprises of three items namely Boarding Service Quality, on flight service Quality and post arrival service Quality which consist of 8, 9 and 9 variables. The passenger satisfaction and loyalty comprises of 6 and 5 variables respectively. The relationships between these five constructs are presented in Table 1.1.

TABLE 1.1 Correlation Matrix

Sl. No.	*Constructs*	*Mean*	*S.D*	*1*	*2*	*3*	*4*	*5*
1.	Boarding SQ	3.75	0.3545	1				
2.	On flight SQ	4.11	0.3676	0.2175	1			
3.	Post arrival SQ	3.86	0.03391	0.3308	0.2961	1		
4.	Passengers' satisfaction	3.47	0.3886	0.6814*	0.7173*	0.7646*	1	
5.	Passengers' loyalty	3.02	0.4141	0.6102*	0.6346*	0.6244*		1

*Significant at five percent level.

The higher level of perception is noticed in the case of on flight service Quality since its mean score is 4.11, followed by post arrival service Quality with the mean of 3.86. The level of passenger loyalty is lesser compared to passengers satisfaction on air transport since its mean scores are 3.02 and 3.47 respectively. The degree of correlation between the three major AirQual factors are very lesser and also statistically insignificant. The passengers' satisfaction and customer loyalty on air transport are significantly correlated with three important Air Qual factors since its correlation coefficients are significant at five per cent level.

Complex relationship between three constructs in the analysis

The complex relationship explains the linkage between all constructs connected in the path diagram developed by SEM (Ali et al., 2015). In the present study, these are three important AirQual (Independent variables) passenger satisfaction (Mediator variable) and passengers' loyalty (outcome variable). The path diagram indicates both direct and indirect effect of independent variables on the outcome variable (Suki, 2014). The path diagram is given below.

After the development of path model, the fit indices of the model are estimated with the help of several indices. (Saha and Theingi, 2009)40. These indices are given in Table 1.2.

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TABLE 1.2 Fit Indices of the Path Model

Sl. No.	*Fit indices*	*Goodness of fit criteria*	*Result*	*Remarks*
1.	Significance of chi-square	≤ 0.05	0.0249	Good fit
2.	RMSEA	≤ 0.08	0.0411	Good fit
3.	GFI	≥ 0.90	0.8442	Marginal fit
4.	AGFI	≥ 0.90	0.8646	Marginal fit
5.	CFI	≥ 0.90	0.9242	Good fit
6.	TLI	≥ 0.90	0.9044	Good fit

All fit indices indicate the good and marginal fit of the path model developed by the SEM.

Direct and Indirect effect of AirQual on Passengers Loyalty

The direct and indirect effect of AirQual factors on passengers' loyalty is evaluated by SEM. The results are shown in Table 1.3.

TABLE 1.3 Path coefficients of SEM (AirQual Factors on Passengers' loyalty)

Sl. No.	*Constructs*	*Direct effect*	*'p' value*	*Indirect effect*	*'p' value*	*Total effect*
1.	Boarding SQ	0.0814	0.1459	0.2788	0.0211	0.3602
2.	On-flight SQ	0.1419	0.0309	0.2509	0.0304	0.3928
3.	Post arrival SQ	0.0709	0.1841	0.2969	0.0074	0.3678
	Total	0.2942	-	0.8266	-	1.1208

The significant direct effect on the passengers loyalty is made by only on flight service Quality since its path coefficient is significant at three per cent level. The significant indirect effect is created by all three AirQual factors since its 'p' values are less than 0.05. The higher total effect on passengers loyalty is made by on flight SQ since its total effect is 0.3928. The total higher indirect effect is made on passengers loyalty compared to total direct effect since its' total effects are 0.8266 and 0.2942. It shows the significant mediator role of passengers' satisfaction in between AirQual factors and passengers loyalty on airlines.

CONCLUDING REMARKS

The present study concludes that important AirQual factors are Boarding, on flight and post arrival service Quality. The three air service Quality factors are having significant relationship with passengers satisfaction and loyalty whereas the higher relationship is noticed with passengers satisfaction. The significantly and directly influencing AirQual factor on passengers' loyalty is only on flight SQ whereas in the case of indirect effect, all these AirQual factors are significantly influencing passengers' loyalty. The total indirect effect is higher compared to direct effect. It shows the significance of passengers' satisfaction as a mediator in between AirQual factors and passengers loyalty in airlines industry.

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EFFECTIVENESS OF PERFORMANCE APPRAISAL SYSTEM IN PRIVATE SECTOR BANKS AT TAMILNADU

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ABSTRACT:

Performance appraisal is done to improve the effectiveness of employees. The private sector banks in Tamilnadu are considered. The bank managers from selected sample included. A well structured questionnaire to measure perception on performance appraisal and its effectiveness mailed to respondents. It is found that there is high degree of relationship between the performance appraisal system at banks and the effectiveness in private sector banks at Tamilnadu.

Key words: Performance Appraisal, System, Effectiveness, Private sector banks.

INTRODUCTION

One of the important steps to be followed in the performance management is the performance appraisal (Obisi, 2011). It plays a pivotal role in enhancing the employee's productivity (Hainess and Stonge, 2012). Performance appraisal is a process of assessing the performance and progress of an employee or a team on a given job (Kuvaas, 2011). The performance appraisal consists of finding, analyzing and recording information that surrounds the value of an employee in an organization (Igbal et al., 2015). One of the objectives of the performance appraisal in an organization is to identify the strengths and weakness that form the basis of action, recommendations to improve staff performance (Levy and William, 2004).

PERFORMANCE APPRAISAL SYSTEM

The performance appraisal system consists of various methods of performance appraisal and the weightage given on the result of performance appraisal (Rao, 2007). The popular performance appraisal methods are 360 degree appraisals, Behaviorally Anchored Rating scale, Assessment centre, Psychological testing and staff compensation method. In the case of banking industry, the performance appraisal method/methods are adopted to evaluate the performance of the bank employees (Selvarajan and Cloninger, 2012). The performance appraisal system is effectively implemented when the components of the system are effectively engaged in banks (Sommer and Kulkarni, 2012). It consists of setting work related goals, employee's involvement, fairness in evaluation process, timely feedback, and usage of results (Tuystem and Devos, 2012).

Effectiveness of Performance Appraisal System

The expected effectiveness of performance appraisal system in any organization is the enrichment of organizational and employee productivity (Saba et al., 2017). The organizational productivity shows financial and non- financial consequences of performance appraisal (Armstrong et al., 2011). The employee productivity

shows the quantity and quality of work / services produced by the employee within a presented period (Jawahar, 2006). Comparing these two effectiveness, the primary focus is on employee's productivity (Karimi, et al., 2011) since it is the base for the organizational productivity. It shows the enrichment of employee's involvement in work namely initiativeness, team work, problem solving skills, quality of work, Updation, customer orientation, and enthusiastic nature (Obisi, 2011). It is essential to evaluate the effectiveness of performance approval system in commercial banks for future policy implications.

REVIEW OF PREVIOUS STUDIES

Ikranullah et al., (2014), showed the significant impact of performance appraisal system on employee's involvement. Moulik and Mazumdar (2012) noticed the significant use of the performance appraisal system on the pay fixation among the employees. Getnet et al (2014) proposed the performance appraisal is adopted to incentivize and measure the performance of their employees. Fairal and Esmail (2014) identified the close association between the performance appraisal and employee's commitment to the organization. Salleh et al., (2013) found the significant impact of performance appraisal in an organization on the employee's involvement. Umoh et al., (2014) reported the positive relationship between incentives based on performance and the employee's commitment. Hag et al., (2014) showed the positive perception on performance appraisal in an organization and employee's commitment in it.

Based on the reviews, the present study has made an attempt to fulfill the following objectives.

OBJECTIVES OF THE STUDY

The confined objectives of the study are:

- To measure the level of perception on performance appraisal at the banks and its effectiveness (employee motivation).
- To evaluate the influence of performance appraisal at the banks on the level of employee motivation at the banks.

Measurement of Constructs

The study include only two important constructs namely performance appraisal and employee motivation in the banks. The performance appraisal included in the study shows the process in the implementation of performance appraisal at the banks (Scott and Tinstein, 2001). It includes five aspects namely setting work related goals, employee involvement, fairness in evaluation process, timely feedback and usage of results (Moulder, 2011). The variables related to the above said five components are drawn from reviews.

Similarly, the employee involvement covers the work initiativeness, teamwork, problem solving, quality of work, customer orientation and enthusiasm in work (Salg et al., 2009). The variables related to the above said seven components are drawn from reviews (Walber et al., 2006).

METHODOLOGY

The present study adopts a qualitative approach as the investigators were interested in gathering non-numerical information through the Questionnaire (Willig, 2013) on performance appraisal system and its effectiveness. The population of the study is the bank manager of all private sector banks in Tamilnadu. In Tamilnadu, there are 3452 private sector banks. The managers of these banks are treated as population. By the application of formulae $n = \frac{N}{N^2 + 1}$, the determined sample size came to 359 managers when 'e' is 0.05. These samples are selected at lottery method.

The Questionnaire is used as a tool to collect the primary data from the branch managers. It consists of two important parts namely performance appraisal and employee motivation. The related variables are drawn from reviews. The pilot study was conducted among 50 private sector bank managers to confirm the

reliability and validity of variables included in each construct (George and Mallery, 2003). It is confirmed by the content, convergent validity and internal consistency. The final draft of the questionnaire has been sent to all sampled managers through e-mail. The overall response rate on the questionnaire is only 45.12 per cent (162 managers). The SPSS-21 version of soft ware is used to process the data.

RESULTS AND DISCUSSION

The study measure the constructs used initially. These are the components of performance appraisal and the employee involvement. The number of variables used to measure each component in the construct, its normality and its validity are measured. The rate of implementation of performance appraisal and the level of employee involvement are presented in the given Table.1

TABLE 1 Measurement of the Constructs

Sl. No.	Constructs	No. of Variables	Nature of standardized factor loading	Composite reliability	AVE in per cent	Skewness	Kurtosis	Standard deviation	Mean
I	Performance appraisals								
1.	Setting work related goals	5	> 0.60	0.7845	54.59	-1.8841	-1.0894	3.1741	0.4546
2.	Employee involvement	4	> 0.60	0.7608	53.17	-2.0881	-1.8842	3.0884	0.5773
3.	Fairness in evaluation process	5	> 0.60	0.7704	53.82	-1.4554	-1.3082	3.2172	0.5088
4.	Timely feed back	4	> 0.60	0.7545	52.45	-1.9191	-1.5142	3.1884	0.5884
5.	Usage of results	5	> 0.60	0.7891	55.02	-1.8042	-1.6196	3.2142	0.4702
II	Employee involvement								
1.	Work initiativeness	3	> 0.60	0.7444	52.11	-1.8081	-1.6142	3.0884	0.5149
2.	Team work	3	> 0.60	0.7991	55.88	-2. 1193	-1.8414	3.1178	0.4884
3.	Quality of work	4	> 0.60	0.7739	53.91	-1.7343	-1.5082	3.1084	0.5666
4.	Customer orientation	3	> 0.60	0.7696	53.22	-2.1182	-1.8868	3.0445	0.5493
5.	Enthusiasm in work	4	> 0.60	0.7842	55.01	-1.5119	-1.3089	3.1173	0.6244

The above table shows the content and convergent validity in all components of each construct since the standardized factor loading of variables in each component are greater than 0.60 and the composite reliability is greater than 0.60 (Babbie, 2010). The normality of data in each component has been proved since the skewness and kurtosis are in between -3 and +3 (Bryman and Bell, 2007). The level of implementation of performance appraisal at banks is above than the average level since the mean of all five components of performance appraisals are greater than 3.0. The same trend is also noticed in the case of employee involvement since the

mean of variables in each component are greater than 3.00. The highly viewed component of performance appraisal and employee involvement are fairness in evaluation process and team work since it's mean scores are 3.2172 and 3.1178 respectively.

INFLUENCE OF PERFORMANCE APPRAISALS ON EMPLOYEE INVOLVEMENT

The degree of influence of each component of performance appraisal on the level of employee involvement in banks has been assessed with the help of multiple regression analysis. Before the application of multiple regression analysis, the freeness from multi-collinearity problem among the components of performance appraisal has been analysed. The ordinary least square method was adopted to estimate the regression coefficient of each component of performance appraisal. The results are summarized in

Table 2

Sl. No.	Particularly	VIF	Tolerance level	Unstandardized coefficient	Standard error	't' value	Sig.	Beta value
I	Constant							
1.	Setting work related goals	-	-	3.0894	0.1124	27.485	0.0000	-
2.	Employee involvement	5.8944	0.1606	0.1996	0.0245	8.1469	0.0000	0.1732
3.	Fairness in evaluation process	6.2446	0.1601	0.2603	0.0343	7.5889	0.0188	0.2411
4.	Timely feed back	6.0117	0.1663	0.2996	0.0514	5.8288	0.0241	0.2603
5.	Usage of results	5.7033	0.1753	0.2545	0.0408	6.2377	0.0188	0.2291
	Coefficient of determination (R2) : 7842							
	F-Value and its 'p' value: 18.4241; 0.0033							

The estimated regression function is free from the multi-collinearity problem since the VIF of all independent variables are greater than 5.00 and their respective tolerance level are lesser than 0.20. The changes in the level of view on the performance appraisal at the banks explain the changes in the level of employee involvement at the banks to an extent of 78.42 per cent. The remaining 21.58 per cent of changes in the level of employee involvement is explained by some unknown variables. It is also confirmed by the significant of the constant value of 3.0894. All components of performance appraisal at banks have a significant positive influence on the level of employee involvement since the regression coefficients are significant at less than five per cent level.

The highly influencing component of performance appraisal on the level of employee involvement at banks is fairness in evaluation process since its beta value is 0.2603. It is followed by the employee involvement and usage of results with the beta values of 0.2411 and 0.2291.

CONCLUDING REMARKS

The present study concludes that the level of implementation of performance appraisal at private sector banks is at the moderate level. The highly implemented aspects are fairness in evaluation process and usage of results. The important components of performance appraisal influence the level of employee involvement at banks are fairness in evaluation process, employee involvement and usage of results. It reveals that the policy makers have to focus on the fairness of evaluation process when they are establishing the performance

appraisal system at banks. Another aspect, the banking authorities are expected to give more weightage on the results got from performance evaluation for the pay increase or promotion at banks. In total, an effective implementation of performance evaluation procedures at the banks will produce better results in employee involvement at banks.

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LINKAGE BETWEEN PERFORMANCE MANAGEMENT PRACTICES AND ORGANIZATIONAL PERFORMANCE: AN EMPIRICAL ANALYSIS IN PRIVATE SECTOR BANKS AT TAMILNADU

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Abstract

The linkage between Performance Management practices and organizational performance at banks in Tamilnadu are examined by multiple regression analysis. A well structured questionnaire administered to collect data from Managers of the selected branches. The included independent variables are the score of all six PM practices at banks whereas the included dependent variable is the level of organizational performance. The changes in the included six variables (PM practices) explain the changes in the organizational performance at banks to an extent of 73.48 per cent.

Keywords: Performance Management Practices, Banks, Organizational performance, Linkage.

INTRODUCTION

The Indian Banking sector met a lot of changes and modernization especially after the introduction of banking sector reformation (Das, 2004). The private sector banks and foreign banks are allowed to enter into the banking field. The public sector banks have been exposed to hectic competition from the new banks with latest technology (Ganesan, 2001). Even though the banks are offering uniform banking services, they are in a position to differentiate their services from other banks (Gupta and Jain, 2003). Hence, the banks differentiated their operation with new technology, automation, e-banking services, innovative products & services and new style of management (Kantawala. 2004). The success of banks rests on their performance in the banking market (Reddy, 2004). Hence, the banks have applied so many practices related to performance management in order to enrich the productivity of their banks and their employees (Sinha, 2006). The banks implemented this performance management aspects in a better way are easily competing others and enrich their productivity (Balaji and Kumar, 2017). With this scenario, the present research work focuses on the linkage between performance management practices and organizational performance at banks in Tamilnadu.

PERFORMANCE MANAGEMENT-PRACTICES (PMP)

These are the systematic procedures to communicate the employees regarding what is expected from them by the organization (Medison, 2016). Beawel (2007) and Jackson (2009) defined the PMP as an activities such as knowing what goals are and how they are measured, performance evaluation, performance feedback, incentives based on performance evaluation, planning of career motivation, training and development. These activities help to improve the choosing of goals that are precise, achievable, as well as goals owned by the employees (Armstrong, 2008). The effective PMP replicate some code of conduct and harmonize on the diversity of their work force (Bloom et al., 2017). The PMP at the banks are executed by several steps namely goal setting, fixing key Responsibility Areas, performance appraisal and feedback mechanism (Keserwanti et al., 2015).

ORGANIZATIONAL PERFORMANCE

The organizational performance is the performance of an organization which is represented at various dimensions (Rainey, 2003). It covers the Quantity of output, quality of output, cost efficiency, formal effectiveness customer satisfaction and financial facts (Chun and Rainey, 2005). The performance management is closely associated with the organizational performance (Boyne and Chen, 2007). Andrews et al., (2009) supported the linkage between the PMP and organizational performance. In the case of banking industry, it is empirically proved by Faisal et al., (2021) and Swati (2020).

REVIEW OF LITERATURE

Karimi et al (2017) pointed out the importance of performance management in improving the bank performance. Obisi (2011) revealed the need for continuous assessment and enrichment of employees productivity. Aguinis et al., (2011) noticed the performance management as the key element for organizational success. Moynihan and Pandey (2010) mentioned the information related to performance improvement always help the employees to perform well. Rao et al., (2020) showed the significant positive impact of PM on organizational performance. Mangipudi et al., (2019) noticed the functional relationship between PM and organizational performance. Babu and Suhasini (2017) mentioned that the PMP is an effective tool for the implementation of talent management.

OBJECTIVES OF THE STUDY

With this background, the present study focuses on the following objectives:

- To measure the level of implementation of performance managerial practices at banks and its organizational performance; and
- To evaluate the linkage between the performance managerial practices at organizational performance at banks.

Research Methodology

In order to fulfill the objectives of the study, the included population of the study is the private sector commercial banks at Tamilnadu (Managers of the branches). In total, there are 1740 old and 1712 new private sector banks in Tamilnadu. All the 3452 bank branches are taken as the population of the study. The sample size of the study is determined by the formula of $n = \frac{N}{N^2 + 1}$. The sample size came to 359 when the 'e' is 0.05. These are proportionately divided for old and private sector banks. Hence the sampled old and private sector banks came to 181 and 178 respectively. The sampled bank branches are selected at lottery method.

The closed ended structured questionnaire with five point Likert's scaling technique has been used to measure two constructs namely PM practices and organizational performance at banks. The content validity and Cronbach alpha of the above said constructs are tested with the help of pilot study before finalizing the questionnaire. Since these two tests

show good reliability and internal consistency (George and Mallery, 2003) through its composite reliability and alpha value (>0.60 and > 0.70), the final draft of Questionnaire have been confirmed. The Questionnaire has been sent to the branch managers of the sampled banks. The overall response rate on the questionnaire is 45.12 per cent (162). These questionnaires have been included for analysis of Data processing. The SPSS-21 version of software is used to analyze the data.

ANALYSIS AND INTERPRETATION OF DATA

Initially, the attempt has been made to measure the normality of data in the two constructs namely performance management practices and the organizational performance with the help of skewness and kurtosis. The mean, standard deviation and coefficient of variation of these two constructs are estimated separately in order to exhibit the level of implementation of performance management practices and organizational performance at banks. The results are given in Table.1

Table.1 Direct and indirect effects of employee engagement on organizational success

Sl. No.	Constructs	No. of Variables	Mean	Standard deviation	Coefficient of variation in %	Skewness	Kurtosis
I Performance Management Practices							
1.	Performance intention	7	3.2144	0.4941	15.37	-1.1723	-1.0894
2.	Self evaluation practices	7	3.1933	0.5246	16.43	-0.8944	-0.6882
3.	Performance Management procedure	7	3.2994	0.6249	18.94	-1.3809	-1.1979
4.	Performance evaluation practices	6	3.3884	0.5084	15.00	-1.4554	-1.2084
5.	Training practices	5	3.3909	0.6117	18.04	-2.0411	-1.8173
6.	Rewarding Practices	3	3.4117	0.6334	18.57	-2.1171	-1.8094
II Organizational performance							
1.		10	3.2089	0.7249	22.59	-1.6686	-1.4446

The above table reveals that the level of implementation of PM practices at banks are at the above average level since the mean scores of PMPs are greater than 2.5. The highly implemented practices are training practices and performance evaluation practices with the mean of 3.3909 and 3.3884 respectively. The same trend is noticed in the level of organizational performance since its mean score is 3.2089. The range of skewness and kurtosis of all independent and dependent variables is between -3 and +3 which shows the normality of data for further analysis (Hair et al, 2006).

LINKAGE BETWEEN PM PRACTICES AND ORGANIZATIONAL PERFORMANCE

The linkage between PM practices and organizational performance at banks are examined by multiple regression analysis (Jawahar, 2006). The included independent variables are the score of all six PM practices at banks whereas the included dependent variable is the level of organizational performance. The ordinary least square method is adopted to estimate the regression coefficient (Kumar, 2011). Before the execution of multiple regression analysis, the freeness from multi-collinearity problem among the independent variables are tested by variance Inflation Factor (VIF) and Tolerance level acceptance criterion are greater than 5.0 and lesser than 0.20. (Morse et al., 2007). The result of multiple regression analysis is shown in Table.2

Table 2 The linkage between PM practices and organizational performance

Sl. No.	Particular	VIF	Tolerance level	Unstandardized coefficient	Standard error	't' value	Significant.	Beta value
	Content	-	-	4.1173	0.0811	50.77	0.0000	-
1.	Performance criterion	6.1244	0.1633	0.2144	0.1733	1.2371	0.1889	0.1844
2.	Self evaluation practices	5.9304	0.1686	0.1408	0.1514	0.9299	0.2673	0.1173
3.	Performance management procedures	5.2055	0.1921	0.1339	0.1239	1.0807	0.2044	0.1102
4.	Performance evaluation practices	6.8414	0.1462	0.2349	0.0543	4.3259	0.0244	0.2142
5.	Training practices	6.3082	0.1585	0.1908	0.0309	6.1747	0.0000	0.1639
6.	Rewarding practices	5.3141	0.1882	0.2417	0.0473	5.1099	0.0000	0.2173

Coefficient of Determination (R^2): 0.7348.
F-value and its 'p' value : 14.0896; 0.0179.

The above Table shows that the estimated regression model is valid to reveal the cause and effect relationship between PM practices and organizational performance since the 'F' value is significant at two per cent level. The changes in the included six variables (PM practices) explain the changes in the organizational performance at banks to an extent of 73.48 since its R2 is 0.7348. The remaining 26.52 per cent of changes in organizational performance is explained by some unknown variables not included in the study. The same is confined by the significance of constant (4.1173) value at zero per cent level.

Out of six performance Management practices, only three practices namely performance evaluation practices, training practices and rewarding practices are significantly influencing the level of organizational performance since its 't' values are significant at 5 per cent or less than 5 per cent level. The most influencing PM practice on the level of organizational performance at banks is rewarding practices since its beta value is 0.2173. It is followed by performance evaluation practices and training practices since its beta values are 0.2147 and 0.1639 respectively. The linkage analysis reveals the importance of implementation of PM practices especially performance evaluation, training and rewarding practices for the upliftment of organizational performance at banks.

CONCLUDING REMARKS

The present study concludes that the rate of implementation of performance management practices at private sector banks at the moderate level. The banks better implement the practices are reaping better organizational performance. This is evidenced by multiple regression analysis. The important practices are evaluation, training and rewarding practices. Based on the performance evaluation, the employees are trained by the banks and the rewards are fixed on the basis of the employee performance. It produces a better result in the level of organizational performance at banks.

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ORGANIZATIONAL DEVELOPMENT INTERVENTION AND ITS CONSEQUENCES IN SMES: A STUDY IN MADURAI DISTRICT*

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ABSTRACT

The OD interventions results in the reduction of work related problems due to the changes in work structure and content. Authors asserted the significant positive relationship between organizational development and entrepreneurial behaviour in the firms. This paper tries to check whether the organizational development intervention has a significant positive impact on entrepreneurial behaviour in the SMEs in Madurai District.

KEYWORDS

OD, Interventions, Entrepreneurial Behaviour, SMEs.

Introduction

The planned and structured changes in the organizational strategies and policies are essential for effective business orientation (Cummings and Worley, 2008). The organizational development is essential for the business growth (Porter, 2002). It is the transformation of behavioral science knowledge to business practices for the attainment

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of organizational effectiveness (Cummings and Worley, 2008). It is mere the organizational renewal to improve the organizational well being, culture, learning and adaptation (Egan, 2002). There are three important criteria essential for the organizational development namely integrity, systems approach and adaptability (Lester, et al., 2003). Nonaka (1994) stated that the OD is essential for the learning from mistakes in an organization. The OD intervention corrects the inefficiencies, solving problems, developing strengths and evolving areas of opportunities (Davies and Hobday, 2005). The significance of the OD interventions are realized by firms even if it is small scale because the whole organization will be resilient, adaptable and effective (Lindkvisit, 2008).

Consequences of OD Interventions

The OD interventions results in the reduction of work related problems (Xavier, 2014) due to the changes in work structure and content. It also motivates the level of trust among all of its stakeholders (Gunasundari, 2013) through the motivation of suggestion schemes. There is an enrichment of human resource management and development in the organization due to the encouragement of mutual trust among the employees and between employees and employers (Stephen, 1997). The work conflict can be easily solved through the OD interventions by promoting the participatory management (Lau and Ngo, 2001). The collective accountability can be created and promoted by OD interventions to the effective implementation of collective accountability (Mulili and Wong, 2011). It also promotes the job satisfaction among the employees through the establishment of rewards and recognition system (Neuman, et al., 1998). The main consequence of OD intervention is the promotion of entrepreneurial orientation among the owner of the organization (Preller, et al., 2018).

Entrepreneurial Behaviour

The entrepreneurial behaviour is the set of activities and practices implemented to avail the business opportunities (Pearce, et al., 1976). It is based on vision and focuses on innovation (Gardner and Spooner, 1994). The entrepreneurial behaviour in the organization is essential for the continuous success for a business organization (Keh, et

al., 2007). The organization should provide adequate support for innovative ideas and also provide necessary resources for it (Kuratko, et al., 2014). The entrepreneurial behaviour helps organization to reduce costs, gain resources, expand markets, and develop new products and practices more quickly (Lorenzo, et al., 2012). The organizational development of the firm results in an enrichment of its entrepreneurial behaviour (Slavec, et al., 2016).

Organizational development and Entrepreneurial behaviour

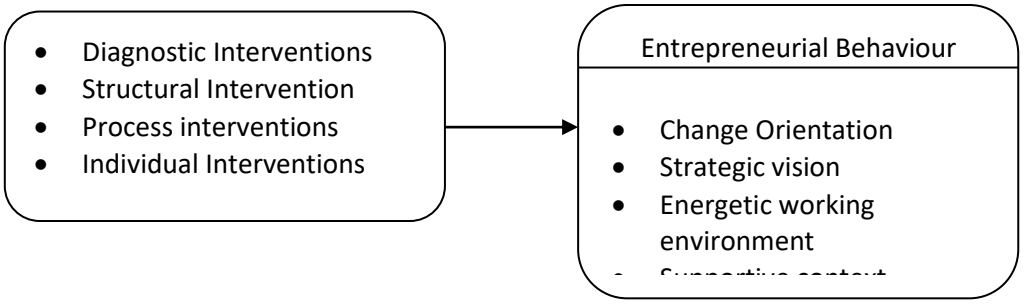
The availability of business intelligence increases the marginal decision making and competitive advantage (Pellissier and Kruger, 2011). Levine et al., (2017) asserted the significant positive relationship between organizational development and entrepreneurial behaviour in the firms. There is positive impact of organizational development on the entrepreneurial behaviour among the respondents (Agha et al., 2014). The entrepreneurs who successfully grow are those who are subjected with organizational development (Reuch, et al., 2009). The entrepreneurship is the result of OD interventions in firm (Abuzaid, 2017).

Based on these review of previous studies, the hypothesis generated for the study is:

H_1 : The organizational development intervention has a significant positive impact on entrepreneurial behaviour in the firm.

Research Model

The conceptual model is based on the review of past studies. The model generated for the study is designed from the reviews (Jin, et al., 2017; Lok and Crawford, 2000). It is presented in the given figure.



Conceptual Framework of the Study

The OD interventions are classified into four important interventions namely Diagnostic, Structural, Process and Individual Interventions (Fagenson et al., 2004). The diagnostic interventions covers survey feedback, sensing meetings, confrontation meeting, organization mirror, diagnostic taste free (Golembiewski, and Luo).

The structural intervention includes the organizational design, job design, reward systems, performance management systems, control and accounting systems (Lau, 1995). The process interventions consists of processing meetings, group development, inter group meeting, inter personal peace meetings, goal model, role model and inter personal model (Perliki, 1994). The individual interventions include the counseling, coaching, training and development, replacement & termination, recruitment and selection and career development (Evans, 1989).

The entrepreneurial behaviour have been measured by the change orientation (Brouthers, et al., 2015) strategic vision (Covin and Miller, 2014), energetic working environment (Frese et al., 2009) and supportive context.

Research Methodology

The research design of the study is descriptive and diagnostic nature. The present study was conducted among the registered SMEs in DIC of Madurai. In total, there are 56899 SMEs in Madurai District. The sample size of the study is determined by the formula of $n = \frac{N}{Ne^2 + 1}$. Since error of acceptance for the study is 5 per cent, the determined sample size is 396 SMEs. The addresses of sampled SMEs have been collected from the DIC of Madurai. The questionnaire method was adopted to collect the primary data from the SMEs. The responded SMEs on questionnaire are only 139 SMEs. The collected data are processed with the help of structural equation modeling (Fornell and Larcker, 1981) and the multiple regression analysis (Hulland, 1999) and Cronbach alpha (Nunnally and Bernstein, 1978).

Results and Discussion

As per the result of content and congruent validity, initially, the validity of variables in the concepts generated for the study is confirmed. The details of the various tests are presented in Table.1

TABLE 1

Validity of Variables in the Concepts

Sl. No.	*Tests*	*Diagnostic Intervention*	*Structural Intervention*	*Process Intervention*	*Individual Intervention*	*Entrepreneurial behaviour*
1.	Data sufficiency	0.82	0.84	0.83	0.85	0.80
2.	Number of variables included	5	5	5	6	5
3.	Reliability results (Cronbach Alpha)	0.83	0.84	0.86	0.87	0.88
4.	Bartlett's test of Sphericity (Chi-square value)	86.89 (.0233)	78.43 (.0311)	911.08 (.000)	106.73 (.001)	79.36 (0.0296)
5.	Standardized factor loading	0.8644*-0.6803*	0.9022*-0.6144*	0.8944*-0.7244*	0.8504*-0.6886*	0.9011*-0.6549*
6.	Composite reliability	0.82	0.79	0.86	0.85	0.78
7.	Average variance Extracted (in %)	53.92	52.15	56.13	55.04	51.49

'p' value are in brackets. * Significant at five per cent level.

As per the results, the KMO and alpha confirm the data sufficiency to explain variables and internal consistency in each concept respectively. The standardized factor loading of variables in all five concepts are greater than 0.60 which confirm the content validity. The convergent validity is confirmed by composite reliability and average variance extracted since these are greater than its standard minimum of 0.50 and 50.00 per cent respectively.

Measurement of the Concepts (Dependent and Independent variables)

The results in dependent and independent variables are measured at five point scales. The mean, standard deviation and co-efficient of variation, t-value and 'p' value of the mean are presented in Table.2

TABLE 2

Respondents view on Concepts Included in the Study

Sl. No.	*Concepts*	*Mean*	*Standard deviation*	*Co-efficient of variation (in %)*	*t-value*	*'p' value*
I	**Dependent variable**					
1.	Entrepreneurial behaviour	3.1708	0.5686	17.93	4.1708	0.0171
II	**Dependent variables**					
1.	Diagnostic intervention	2.8996	0.4011	13.86	5.4733	0.0024
2.	Structural intervention	2.9747	0.5886	19.78	4.8904	0.0126

3.	Process intervention	2.7334	0.6887	25.19	2.4241	0.0542
4.	Individual intervention	2.8708	0.3413	11.89	5.6883	0.0011

The mean score of all four OD interventions are lesser than 3.00 which indicate the lower level of implementation of OD interventions. The entrepreneurial behaviour in SMEs is only at a moderate level since its mean score is 3.1708. All mean of dependent and independent variables are significant at five or less than 5 per cent level which shows that the above said five variables mean are representing that variable to a significant extent.

Linkage between OD Interventions and Entrepreneurial behaviour in SMEs

The implementation of OD interventions has its own impact on the entrepreneurial behaviour in SMEs. The present analysis has made an attempt to examine it with the help of multiple regression analysis. The least square method was followed to estimate the regression model. The included independent variables are the score of implementation of all four OD interventions whereas the included dependent variable is the score on entrepreneurial behaviour in SMEs. The computed results are summarized in Table.3

TABLE 3

Results of Regression Analysis

Sl. No.	*Independent variables*	*Standardized co-efficient (β)*	*T-statistics*	*Significant level*	*Result of dention Watson test*
1.	Diagnostic intervention	0.4022	2.8916	0.0209	
2.	Structural intervention	0.3949	3.0418	0.0168	

3.	Process intervention	0.5143	6.7667	0.0017	
4.	Individual intervention	0.5676	8.0245	0.0000	4.1743
	Constant	1.2345			
	R^2	0.8017			
	F-Statistics	28.2411		0.0000	

The results drawn from multiple regressions indicate that all four types of OD interventions are having a significant positive impact on entrepreneurial behaviour in SMEs since the 'p' value of the regression co-efficients are less than 0.02. Based on the value of standardized regression co-efficient, it is inferred that the entrepreneurial behaviour (dependent variable) value of 0.4022 is under the influence of Diagnostic intervention whereas in the case of structural intervention, it is only 0.3949. In the use of process interventions, the degree of influence on entrepreneurial behaviour is to the extent of 0.5143 units whereas in the case of individual intervention, it is only 0.5676 units. The changes in the implementation of all four types of OD interventions explain the changes in entrepreneurial behaviour to an extent of 80.17 per cent since its R^2 is 0.8017. The significant 'F' statistics justify the validity of fitted regression model.

Concluding Remarks

The present study concluded that the implementations of all four types of OD interventions in SMEs are at a lower level. The level of entrepreneurial behaviour among the SMEs is not at an encouraging level. This might be one of the causes of industrial sickness of SMEs. But the casual relationship revealed the significant influence of implementation of all four OD interventions on the entrepreneurial behaviour at SMEs. The SMEs should understand and accept the truth which is empirically proved. If they are concentrating on the implementation of OD intervention in an effective manner, their entrepreneurial behaviour will be enriched which will result in

better organizational performance and continuous increase in market share in the market.

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Strategic Intelligence and Organizational Development: An Empirical Analysis in Madurai District

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Abstract: Organizational Development is a set of techniques and strategies for ever changing, developing and enhancing the functions of organizations. Authors identified the high strategic relevance of intelligence in the organizational development. The present study attempts to find whether there is a significant relationship between the strategic intelligence and organizational development in SMEs. The research design applied for the study is descriptive and casual. It is found that there is a significant influence of independent variables on the dependent variable (OD) in SMEs.

Keywords: .D., SMEs, Strategic Intelligence, Tacit knowledge.

Article History

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Introduction

In India, small and medium enterprises (SMEs) are accepted as the important influences of the Gross Domestic Product and employment opportunities (Ahlstrom, 2003)[i]. The SMEs are receiving some benefits from the Governmental Organizations as financial and non-financial incentives (Audet and Couteret, 2012)[ii]. The financial incentives are related to liberal credit system, lesser rate of interest and subsidies (Sullivan and Branicki, 2011)[iii]. The non financial incentives are correlated with the self development of the SMEs in all the business process (Parry, et al., 2012)[iv] and also for a continuous enrichment in their performance (Hill and McGowan, 1996)[v]. But the SMEs are facing organizational crisis especially after globalization (Gray et al., 2012)[vi]. The important reasons for that crisis are changes in customer preferences, business environment, product life cycle, operational systems etc. (Baldock and Blundel,

2013)[vii]. There is a dare need for organizational development in SMEs to survive in the market. Hence, the present study has made an attempt on it.

Organizational Development (OD) in SMEs

The organizational development refers to the development of internal human features of the organization (Glover, 2012)[viii]. It is a set of techniques and strategies for ever changing, developing and enhancing the functions of organizations (Lok and Crawford, 2000)[ix]. The OD is a planned change, usage of behavioural science and social science knowledge, consulting process, process and culture, use of the OD values and principles in order to improve the organizational effectiveness (Shatrerich, 2014)[x]. This organizational development requires basic, tacit and creative knowledge for the organizer (Winston and Patterson, 2006)[xi]. In total, the strategic intelligence is essential for the successful implementation of OD at the organization (Preller et al., 2018)[xii]. In the case SMEs, the possession of strategic intelligence is very weak (Tham and Kim, 2012)[xiii] because of its scale of operations and also talk of awareness on the importance of OD (Levine et al., 2017)[xiv].

Strategic Intelligence and Organizational Development

Kuosa (2011)[xv] identified the high strategic relevance of intelligence in the organizational development. Maccoby (2011)[xvi], stated the important dimensions in strategic intelligence are foresight, visioning and motivation. Agha et al., (2014)[xvii] noted that strategic intelligence is a systematic and continuous process of producing needed intelligence of strategic value in an actionable form to facilitate long term decision making. The positive significant relationship between the strategic intelligence and OD is revealed by Frese et al., (2009)[xviii]. The strategic intelligence increases the effectiveness of managerial decision making and competitive advantage (Pellissier and Kruger, 2017)[xix]. The significant impact of strategic intelligence on OD is found by Esmaeili, 2014[xx].

Regarding the related literature, the following hypothesis is proposed:

H_1 : There is a significant relationship between the strategic intelligence and organizational development in SMEs.

Conceptual Framework of the Study

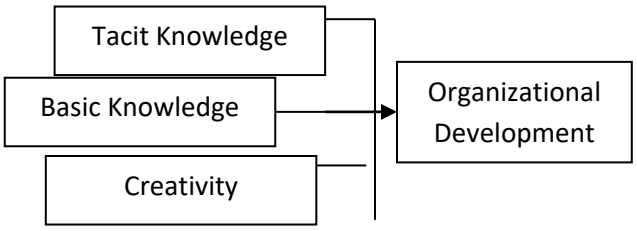
The strategic intelligence in the present study is measured by the components namely tacit, basic and creative knowledge (Zhou, et al., 2005)[xxi]. The 'tacit' component of strategic intelligence covers analytical thinking ability, critical thinking ability and practical intelligence (Mu et al.,

2017)[xxii]. The 'basic' component includes the problem solving, situational adjustment, evaluation and selections and implementation skills (Analoni et al., 2010)[xxiii]. The 'creative' component covers the deep thinking, strategically thinking, innovative thinking; learn from experience and learning ability (Boyatzis and Rathi, 2009)[xxiv].

The organizational development in the unit is measured by sense of identity and direction (Cummings and Worley, 2009)[xxv], Coherence of values and behaviour (Gunasundari, 2013)[xxvi], stakeholder sensitivity (Lau and Ngo, 2001)[xxvii], relationship and networking orientation (Muili and Gung, 2011)[xxviii], flexibility (Neuman et al., 1989)[xxix] and innovativeness (Xavier, 2014)[xxx]. The important components are integrity, system approach and adaptability (French, 1969)[xxxi].

Research Model

The conceptual model is based on the review of previous research. The model explains the linkage between strategic intelligence and organizational development:



Research Methodology

The research design applied for the study is descriptive and casual. Since the SMEs are playing a dominant role in the income and employment generation in the developing countries like India, the present study confined its scope to SMEs only. In total, the registered SMEs in Madurai District are 56,899. The sample size is determined with the help of the formula $n = \frac{N}{Ne^2 + 1}$. The determined sample size of the study is 396. The list of 396 SMEs has been collected from DIC, Madurai. The tested questionnaire has been used to collect data from the sampled SMEs. The responded SMEs on the questionnaire are only 139 SMEs. The collected data are processed with the help of statistical tools.

In this research, the structural equation modeling used to find out the data sufficiency, reliability content and convergent validity in dependent and independent variables (Fornell and Lascker, 1981)[xxxii]. The influence of independent variables on dependent variable is assessed with the help of multiple regression analysis. (Hulland, 1999[xxxiii]; Nunnally and Bernstein, 1978)[xxxiv].

As per the result of KMO and Alpha tests, the questionnaire have data sufficiency because KMO is greater than 0.7 and the alpha is also greater than 0.70.

TABLE 1

Content and Convergent Validity of the Questionnaire

Sl. No.	*Particulars*	*Strategic Intelligence*	*Organizational development*
1.	Data sufficiency (KMO)	0.88	0.81
2.	Reliability results (Cronbach alpha)	0.89	0.85
3.	Bartletts test of sphericity (Chi-square value)	108.89 (0.0124)	114.43 (0.0017)
4.	Standardized factor loading	0.9085*-0.6433*	0.8947*-0.6608*
5.	Composite reliability	0.84	0.82
6.	Average variance extracted (in %)	54.93	51.89

The content validity of variables in each concept i.e. three components of strategic intelligence are greater than 0.60. The congruent validity is confirmed by the composite reliability and average variances extracted which are greater than its standard minimum of 0.50 and 50.00 per cent respectively.

Measurement of the Concepts (Dependent and Independent Variables)

The measurement of dependent and independent variables are shown in Table.2

TABLE 2

Respondents view on Concepts Included in the Study

Sl. No.	*Concepts*	*No. of variables*	*Mean*	*Standard deviation*	*Co-efficient of variation (in %)*
1.	Tacit knowledge	3	2.7142	0.5492	20.23
2.	Basic knowledge	5	2.9084	0.6174	21.23
3.	Creativity	5	2.8011	0.5908	21.09
4.	Strategic Intelligence	13	2.8223	0.5739	20.33
5.	Organizational development	7	2.9711	0.7024	23.64

The mean of three components of strategic intelligence in SMEs are just moderate since its mean scores are around 2.80. But there is an inconsistency in the level of strategic intelligence and its three components since the co-efficient of variations are greater than 20.00 per cent. The level of organizational development in SMEs is measured with the help of seven variables whereas its mean score is only 2.9711 which indicate that there is a moderate level of OD in SMEs.

Influence of Strategic Intelligence on Organizational Development in SMEs

The components of strategic intelligence at SMEs are treated as the independent variables whereas the level of O.D. is considered as dependent variable. The descriptive statistics are used to analyze the components of strategic intelligence that intended to O.D. in SMEs. The result of multiple regression analysis is given in Table.3

TABLE 3

Results of Multiple Regression Analysis

Sl. No.	*Independent Variables*	*No. of variables*	*Mean*	*Standard deviation*	*Co-efficient of variation (in %)*
1.	Tacit Knowledge	0.5419	8.4549	0.00	
2.	Basic Knowledge	0.4902	10.1702	0.00	
3.	Creativity	0.6117	14.8993	0.00	
	Content	1.7982			3.4969
	R^2	0.7844			
	F-Statistics	26.8342		0.0174	

As per the result of regression analysis, the value of Darbin Watson for latent variables is approximately equal to 3, indicating no serial correlation. All 't' statistics are greater than 1.96 shows that there is a significant influence of independent variables on the dependent variable (OD) in SMEs. Based on the value of β, OD (dependent variable) value of 0.54 is under the influence of tacit knowledge whereas under the influence of basic knowledge, it is 0.4902. In the case of creativity, the 'β' value is 0.6117 which reveal the influence of creativity on OD in SMEs. The R^2 shows that the included three variables explain the changes in OD at SMEs to an extent of 78.44 per cent. The significant 'F' statistics justifies the significance of estimated regression model.

Concluding Remarks

The present study conclude that the level of strategic intelligence and its components; and the level of organizational development at SMEs. All the three components of strategic intelligence are significantly influencing the level of OD at SMEs. The most important component of strategic intelligence is the creativity. It shows the need to develop the creativity among the SMEs. It can be enriched through deep thinking, logical thinking, analytical thinking, critical thinking, strategic thinking and learn from the experience. If the above said activities are continuously enriched by the SMEs, they will achieve more performance through its organizational development.

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Articles

Business Impact of the Covid 19 Epidemic on Digital Payments

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Keywords: Covid, Business Sector, Positive and Negative Impact, Digital Payments

ABSTRACT

Today Covid 19 virus made the people to buy essentials and other items via online. People shop their things from their homes due to lock down. They protect themselves by social distancing for safety. Hence, the banks will need to expand access to digital payments in a safe way for 24 hrs x 7 days availability. All business sectors were widely affected and some small sectors were closed due to covid virus. Hence the banks offered fee waiver on select digital payments like IMPS, NEFT, RTGS,cash withdrawals from third-party ATMs, moratorium on loans and credit card dues by RBI etc., for the benefit of the customers during the crisis. This paper deals with the impact of different business sectors during Covid times.

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Articles

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FROM OBJECT TO SUBJECT: A FEMINIST STUDY OF CHITRA BANERJEE DIVAKARUNI'S *THE PALACE OF ILLUSIONS*

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Abstract
This paper analyses Draupadi who has carved herself as a woman with self-esteem. There are women in Hindu mythology like Draupadi who were assertive and could speak their mind in a world dominated by men. Chitra Banrejee Divakaruni's *The Palace of Illusions* (2008) explores Feminine sensibility in its best form. The life of Draupadi as a queen of Hastinapur and wife of Pandavas, reflects the modern times. Dvakaruni has convincingly retold Draupadi's tale from feminist perspectives. It is the fire and energy in Draupadi, the spirit of injustice and her multifacetedness that makes her the most mysterious and majestic woman.
Keywords: Multifacetedness, Assertive, Majestic, Injustice, Feminine Sensibility.

Liberal feminist wants women to be treated as autonomous decision-makers. Liberals say society must provide women with the same civil liberties and economic opportunities that men enjoy including equal opportunity for education. Social inequality they say is not the result of nature's decree but of society's customs and traditions. Libreral feminists want to free women from oppressive gender roles- those roles that give women a lesser place in the academic, political and economic sphere. Women's education, legal, professional and occupational reforms were a few of the gains.

Such a feministic perspective can be seen in Chitra Banerjee Divakaruni's *The Palace of Illusions* (2008) tells the story of Mahabharata from Panchali's point of view. She believed that the epic had powerful and complex women characters that affected the action in major ways but were always treated as 'shadowy figures'. She mentions in the author's note:

> I was left unsatisfied by the portrayals of the women. They remained shadowy figures, their thoughts and motifs mysterious, their emotions portrayed only when they affected the lives of the male heroes, their roles ultimately subservient to those of their fathers or husbands, brothers or sons.(Divakaruni xiv)

Woman plays a vital role in the family. She supports her husband, children, and becomes a great homemaker. She remains with them in any dire circumstance and boosts courage in them to face the consequences through her moral support. She has the potential to create history by making or marring the relationships. One such woman is Panchali. Chitra Banerjee Divakaruni makes Panchali narrate " her joys and doubts, her struggles and her triumphs her heart breaks, her achievements, the unique female way in which she sees her world and her place in it" (Divakaruni xv). In the author's note, she says, "It is her life, her voice, her questions, and her vision that I invite you into in "The Palace of Illusions" (xv).

Divakaruni wanted to place the strong woman character in the forefront of the action and uncover the story that lay in between the lines of the epic with socio-political background. *The Palace of Illusions* (2008) takes us back to the ancient times of myths where Panchali, daughter of Drupad, the fire-born princess narrates her deeply humane story and the adjustments she made in a man's world; her view about crime, punishment, loyalty, promises, love, and vengeance.

The novel begins with Draupadi's almost obsessive interest in her life story:

> Though the long, lonely years of childhood, when my father's palace seemed to tighten its grip around me until I couldn't breathe, I would go to my nurse and ask for a story. And though she knew many wondrous and edifying tales, the one I made her tell over and over was the story of my birth. I think I liked it so much because it made me feel special, and in those days there was little else in my life that did. (Divakaruni 1)

But Draupadi makes it clear that King Drupad, as a father, acted according to the dictates of Manu by 'protecting' and 'taking care' of Draupadi. This protective care Draupadi considers to be suffocating. Draupadi like every woman who strived for freedom, wished to break away from the monotony of her life. Panchali's critical insight into her life giving her a feeling of empowerment. She even critically examined her name 'Draupadi', as she wanted a name that could bring out the mission of her life. She wanted a heroic name:

> The story inspired me to make up fancy namses for myself: Off-spring of Vengeance, or the Unexpected One. But Dhai Ma puffed out her cheeks at my tendency to drama, calling me the Girl Who Wasn't Invited. (Divakaruni 1)

Divakaruni subjectively incarnates Draupadi's education as well as her transformation from ambitious princess to revenge-seeking queen. Draupadi's zeel and enthusiasm to change the course of history leads her to Ved Vyasa's hermitage to learn the secrets of her future. He foretells several disturbing things, which would happen in her life. He tells that she would marry five of the greatest heroes of that period at the same time and cause a terrible war affecting the whole of India. He also bestows her with the name Panchali. On returning to the palace, she insists that everyone address her Princes Panchaali.

The name, Draupadi would link her to the father whose control and authority represented the claims of patriarchy while the name, Panchali would bestow her with a unique identity connecting her to the land in which she was born. Hence this new name transforms her way of thinking, and a new kind of independence comes to her which she could not have experienced with her previous name.

> In *The Palace of Illusions* (2008), Divakaruni gives the plot a fictional space portraying age old traditions confining women in patriarchal construct, reciting epic from the protagonist Draupadi's point of view. She expresses women's thoughts, actions, and their efforts to sustain their voice which have totally ripped their stature in the world which is accustomed to look at the things from male-centric prospective. (Kumar 84)

Draupadi wanted to be an agent of action who wished to redefine the roles of women in the society. She was never interested in learning drawing, painting, sewing and decorating rather felt attracted to solving riddles, responding to witty remarks and writing poetry.

The position of women in the Indian society is restricted, this strict division of gender roles is resented by Draupadi, who is eager to gain all the knowledge and education of the world. When she expresses her wish to take lessons with her brother Dhrishtadyumna she meets with opposition from everybody including Dhaima, her nurse, "a girl being taught what a boy was supposed to learn? Such a thing has never been heard in the royal family of panchal!" (23) However Draupadi is given the opportunity because Krishna knew that she was special and different from other women.

Draupadi analyses her own feminine power during her unique marital arrangement:

> Though Dhaima tried to console me by saying that finally I had the freedom men had had for centuries, my situation was very different from that of a man with several wives. Unlike him, I had no choice as to whom I slept with, and when. Like a communal drinking cup, I would be passed from hand to hand whether I wanted it or not. (Divakaruni 93)

Despite the constraints of patriarchy she aspires to be an agent of action because she wishes to redefine the role of woman. She says," And who decided that a women's highest purpose was to support men… A man, I would wager! Myself. I plan on doing other things with my life" (26). This assertion brings to light Draupadi's intention to script her own destiny. In Divakaruni's version, Draupadi wants to be the maker of her own history.

Being a woman, Draupadi tried her best to complete her duty towards her husbands but she realizes that somehow she could not justify her role as a wife. . She was with them; she devoted her entire life for them. She says;

> Looking back, I see that I didn't love any of my husband in that way. I was a good wife. I supported them through good times and bad; I provided them with comforts of

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> the body and the mind; when in company, I extolled their virtues. I followed them into the forest and forced them to become heroes. But my heart was it too small? Too fickle? To hard? Even during the best of our years, I never gave it fully to them. (Divakaruni 213)

The real identity of a wife may be identified in the worse condition when she stands boldly with their family members. During the period of twelve years forest and one year secret hiding life she firmly stands with her husband's leaving all the worldly pleasures.

> Ultimately Chitra Divakaruni Banerjee's books highlight the strength of women who become not only independent and autonomous but also lend support to others around them to find their better and truer selves. Her books transcend the Indian cultural experience and provide a multilayered site where they can be successful as individuals, and as members of the new community of which they are a part. (Saifee vi)

Thus Draupadi proves that no problem is so great that it may not be dealt with. After the incident of her insult, she never abandons her husbands, regardless of the condition they led her in to. She remained concerned about the common good of her family working as a unit. Her devotion reached its heights when she followed them into exile and endured the hardships of the forest. She even looked after Gandhari, whose sons had wronged her in every possible way. She learns to refine her ego to reach a higher spiritual life.

Panchali all her life remained by the side of the Pandavas. In the end also it was Yudhishthira who decided it was time for their *Mahaprasthan* though Panchali urged him to spend some more time on earth but then she readily agreed to go. She wanted the generations to know that she was the only consort who dared to accompany the Pandavas on their final adventurous journey to heaven. She wanted to bid farewell to the world like a noble queen, who had the courage to admit her mistakes. She wanted people to remember her:

> I made sure to wear my finest clothes and all the gold I owned so that the eyes of onlookers would be dazzled. I wanted the people of the city to remember me as heroic, majestic. The woman around whom, history would gather itself. I wanted them to make up stories about the beautiful Panchali, to weep because I was leaving them for something better. (Divakaruni 341)

Draupadi never gives up her efforts to come up in life. She presents a character that is bold enough to face the hurdles. She was ready at every step of her life to accept challenges like first neglected by her own father, grow with the company of Dhaima, accepting five husbands and at the time of her humiliation, she realizes that her all husbands are not in a position to save her and then call her true friend Krishna.

Draupadi is a true warrior and an ideal woman who has sacrificed her life for the sake of family and for society. Apart from this she tries to fulfill her responsibility boldly and never leaves the path of truth till her last breath. Draupadi is a true representative of Indian women.

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Marketing

EFFECTIVENESS OF E-ADVERTISEMENTS IN BUYING DECISION

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ABSTRACT The social media is a powerful weapon for any marketing strategy, as it connects a huge number of people and is a strong influence towards people's minds. It is the fastest growing trend in the history of the world. This sector has grown faster than the Internet itself. E advertising supports a business from its bottom line in order to get high Return On Investment from their marketing. E-advertising or online advertising is a cost effect tool in the hands of marketers. The present study brings some insights about the effectiveness of e-advertisements in Madurai city. For this, a sample of 150 respondents is chosen. The statistical tools like simple percentage, cross tabulation, one sample t test are used. It is concluded that the public is attracted towards e-advertisements which is a motivating factor in buying the products and services.

KEYWORDS : Social media, Advertising, Innovation, Information technology and marketing

1 INTRODUCTION

Innovations in Information Technology are increasing nowadays. Social media are interactive computer-mediated technologies that facilitate the creation and sharing of information, ideas, career interests and other forms of expression via virtual communities and networks. People are more attracted towards Social Media. These innovations urge the Marketing to take the benefits of Social Media. Online platforms are used for the sales promotion of products and services through advertisements. Through e-advertisements a business can target the potential customers based on age, location, gender, religion, income etc. Another benefit of e-advertisement is cost-effective. The business people can fund their advertising within the boundaries of budget. The e-advertisement provides the customer with time saving and information about the availability and variety of products. Changes in the environment make changes in the customer attitude from the traditional buying. The present study brings some insights about the effectiveness of e-advertisements in Madurai city. For this, a sample of 150 respondents is chosen. It is concluded that the public is attracted towards e-advertisements which is a motivating factor in buying the products and services.

2 Review Of Literature

David G. Taylor, David Strutton and Kenneth Thompson (2012) empirically tested the proposition that online consumers use electronic word of mouth, and specifically the sharing of online advertising, to construct and express their self-concepts.

Shilpa H. Chheda (2014) studied how Micro and Small businesses can leverage social media to penetrate their markets, reach their customers and develop relationships in a personal and direct manner that can catapult their brand and raise their awareness as successfully as any large business.

Louise Kelly, Gayle Kerr and Judy Drennan (2010) explored the teenagers' attitude towards advertising in the online social networking environment, whether avoidance tactics are employed, and which tactics are used.

W. Glynn Mangold and David J. Faulds (2009) argued that social media is a hybrid element of the promotion mix because in a traditional sense it enables companies to talk to their customers, while in a non-traditional sense it enables customers to talk directly to one another.

Cox (2012) investigated the correlation between age and attitude and found that social network user attitude toward online advertising formats (i.e. blogs, video, and brand channel or page) differed to some extent across age groups.

Mr. Dharmesh Motwani, Dr. Devendra Shrimali and Ms. Khushbu Agarwal (2014) believe that social media is changing the way information is communicated to and from people around the world.

Dr Sandeep Vij and Ms Jyothi Sharma (2013) insisted that the marketers should align their social media marketing effort with the changing tastes and preferences of customers.

Rajdeep Singh (2016) remarked in his article that due to ample innovations and technological advancements, Social media is gaining popularity in each and every part of the world.

3 Social Media Marketing

Social media marketing is the use of social media platforms and websites to promote a product or service. Although the terms e-marketing and digital marketing are still dominant in academia, social media marketing is becoming more popular for both practitioners and researchers. Most social media platforms have built-in data analytics tools, which enable companies to track the progress, success, and engagement of ad campaigns. Companies address a range of stakeholders through social media marketing, including current and potential customers, current and potential employees, journalists, bloggers, and the general public. On a strategic level, social media marketing includes the management of a marketing campaign, governance, setting the scope (e.g. more active or passive use) and the establishment of a firm's desired social media "culture" and "tone."

4 Objectives Of The Study

- To study the demographic profile of the respondents.
- To highlight the customers' perception towards various online advertisements.
- To analyse the level of attitude of customers with regard to e-advertisements.

5 METHODOLOGY

A sample of 150 respondents from Madurai city who use online was selected random and information was collected with the help of structured questionnaire and through Google Forms. The primary data were collected during the month of January 2021. The statistical tools like simple percentage, cross tabulation, one sample t test are used. The scope of the study is restricted to Madurai city only. Simple percentage analysis is used to classify the respondents according to their opinion. Mean and Standard Deviation are used to highlight opinion scores of the respondents. One sample t-test is used to test the specific value with regard to the statement on e-advertisements.

6 RESULTS AND DISCUSSIONS

6.1 Occupation Of The Respondents

Occupation is one of the elements in demographic profile which influences the buying decisions and customer preference to choose appropriate social media platforms for e-advertisements. The following table shows the classification of the respondents based on occupation.

Table 1 Occupation of the respondents

S.No.	Nature of occupation	No. of respondents	Percentage
1	Government	12	8.0
2	Private	26	17.3
3	Professional	17	11.3

4	Business/Self employed	29	19.3
5	Students	66	44.0
	Total	150	100.0

Source: Primary Data

It is exhibited from the above table that majority of the respondents are students. It shows that the students are the major users of online platforms not only for education but for entertainment purpose also.

6.2 Consideration Of E-advertisements In Buying Decision

The social media is a powerful weapon for any marketing strategy, as it connects a huge number of people and is a strong influence towards people's minds. The following table shows the level of considering e-advertisement in buying decision.

Table 2 Consideration Of E-advertisements In Buying Decision

S.No.	Consideration	No. of respondents	Percentage
1	Always	24	16.0
2	Most often	36	24.0
3	Rarely	78	52.0
4	Never	12	8.0
	Total	150	100.0

Source: Primary Data

It is inferred from the above table that least number of respondents (8%) opined that they do not consider the e-advertisements in buying decision.

6.3 Age And Attraction Towards Types Of E-advertisements

Age is one of the important demographic factors which contributes major role in marketing. For the present study there are two groups of age category viz., upto 30 years old and above 30 years old. A comparison is made between two age groups and the types of e-advertisement attract them.

Table 3 Age and attraction towards types of e-advertisement

S.No.	Types of e-advertisement	Upto30 years	Above 30 years	Total
1	Fan Pages	23 (85.2) [17.8]	4 (14.8) [19.0]	27 (100.0) [18.0]
2	Flash Advertisement	23 (88.5) [17.8]	3 (11.5) [14.3]	26 (100.0) [17.3]
3	Banner Advertisement	15 (75.0) [11.6]	5 (25.0) [23.8]	20 (100.0) [13.3]
4	Games, Quiz or Updates	27 (84.4) [20.9]	5 (15.6) [23.8]	32 (100.0) [21.3]
5	Video Advertisement	41 (91.1) [31.8]	4 (8.9) [19.0]	45 (100.0) [30.0]
	Total	129 (86.0) [100.0]	21 (14.0) [100.0]	150 (100.0) [100.0]

Note: 1. The value within ( ) refers to Row Percentage

2. The value within [ ] refers to Column Percentage

More than 80 percent of the respondents belong to the age group of upto 30 years of old and 30 percent of the respondents like video advertisements because it is more attractive than other types of advertisements.

6.4 No. of hours spent in Social media

Due to pandemic, the use of online platforms is increasing now a days. People from different categories are spending more number of hours in social media which is an important element for the marketing people to make use of these online platforms for the sales promotion of their products and services. The following table exhibits the same.

Table 4 No. of hours spent in Social media

S.No.	No. of hours	No. of respondents	Percentage
1	More than 3 hours	62	41.3
2	2-3 hours	47	31.3
3	1-2 hours	28	18.7
4	less than 1 hour	13	8.7
	Total	150	100.0

Source: Primary Data

The Table 4 shows that more than one-third of the respondents (41.3 told that they spent more than 3 hours in a day in social media helps the marketers to design their market segmentation strate reach the right clients.

6.5 Income and Reasons for visiting Social Websites

Income is one of the demographic profiles which plays a vital ro the pattern of living. In the following table 5, a comparison is m between monthly income and reasons for visiting social websites.

Table 5 Income and Reasons for visiting Social Websites

S.No.	Monthly Income	Reasons				To
		Entertainment	Information	Business	Time spending	
1	Upto Rs.15,000	32	11	6	7	5
2	Rs.15,000 – Rs.45,000	40	19	8	12	7
3	Above Rs.45,000	5	6	3	1	1
	Total	77	36	17	20	15

Source: Primary Data

Majority of the respondents visit the social websites for entertainm purpose and they are belonging to the monthly income betw Rs.15,000 and Rs.45,000. This shows that the people those whose having sufficient income in order to lead a normal life use soc websites for entertainment. Since the entertainment places are clo due to pandemic, they use electronic gadgets which are available their hands for entertainment.

6.6 Level of attitude with regard to e-advertisement

In order to test whether the opinion regarding e-advertisements is equ to average level, one sample t test is applied and the results a interpreted. The Null Hypothesis is: Opinion regarding advertisements is equal to Average level

Table 6 Results of t test for level of attitude with regard to advertisement (Specified value (Average = 3)

S.No	Statement on e-advertisement	N	Mean	Std. Deviation	t value	P value
1	e-advertisements are the attraction catchers, they can easily change people minds	150	3.87	.838	12.766	<.00**

Note: ** denotes significant at 1% level

Since P value is less than 0.01, the null hypothesis is rejected at 1% lev of significance with regard to the Statement on e-advertisement that the advertisements are the attraction catchers, they can easily change peop minds. Hence the opinion on e-advertisement of respondents is not equ to average level and based on mean score, opinion regarding attracti towards e-advertisements of respondents is above the average level. Th shows that public is attracted towards e-advertisements which is motivating factor in buying the products and services.

6.7 Opinion with regard to information provided about any brand or product

One of the important functions of advertisement is to provid information about the products. If the consumers are satisfied about the adequacy of information then they decide about buying the particular product. In order to test whether the opinion regarding information social media website about a product is equal to average level, one sample t test is applied and the results are interpreted. The Null Hypothesis is: Opinion regarding information about a product in social media website is equal to Average level

Table 7 Results of t test for Opinion with regard to information provided about any brand or product (Specified value (Average=3)

S.No.	Statement on e-advertisement	N	Mean	Std. Deviation	t value	P value

1	Experience regarding social media website's information about any brand or product is satisfactory	150	3.47	.711	8.038	<.000**

Note: ** denotes significant at 1% level

Since P value is less than 0.01, the null hypothesis is rejected at 1% level of significance with regard to the Statement on e-advertisement that experience regarding social media website's information about any brand or product is satisfactory. Hence the opinion on e-advertisement of respondents is not equal to average level and based on mean score, opinion of the respondents with regard to information provided about any brand or product in social media is above the average level. This shows that public is satisfied with the information about any brand or product in social media through e-advertisements which is a motivating factor in buying the products and services.

4.8 Initiating factors to follow brand pages on social media

A social media marketing strategy will help the brand tackle its goals with a sense of purpose.

Table 8 Factors which initiate to follow brand pages on social media

S.No.	Factors	No. of respondents	Percentage
1	Brand Advertising	41	27.3
2	Friends/Relatives	31	20.7
3	Personal Research	23	15.3
4	Loyalty towards the Brand	16	10.7
5	Exclusive Deals/Offers	39	26.0
	Total	150	100.0

Source: Primary Data

7.CONCLUSION

Pandemic is playing a dominant role in the new phase of normal life which is mainly based on the digital world nowadays. Information technology is on the hike. Marketers who are updated only can succeed and sustain in the long run. They are in the urge of transformation from traditional to digital which is inseparable in dynamic environment. The present study reveals the same

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Esteemed Author

Please accept my heartiest felicitations on very kindly sending your valuable article/research paper titled '***HEALTH CARE SECTOR – A CRITICAL REVIEW: A STUDY WITH SPECIAL REFERENCE TO PROBLEMS AND PROSPECTS***' for publication in **Volume No. 12 (2021), Issue No. 06 (June)**.

Our editorial board has highly appreciated your invaluable piece of research. The researchers and the academics have conveyed their views and its worth have been appreciated by one and all.

With sincerest regards and profuse thanks for your contribution.

Sincerely Yours

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I. J. R. C. M.

Success
has two roots
merit & aggressiveness
In theory, merit suffices, but
not in practice ...
Neither merit nor
aggressiveness alone avail.
They must be mixed in the
right proportion.
The Secret of success in life is
for a man to be ready for his
opportunity
when it comes.

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HEALTH CARE SECTOR – A CRITICAL REVIEW: A STUDY WITH SPECIAL REFERENCE TO PROBLEMS AND PROSPECTS

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ABSTRACT

Health care sector is a segment within the economic system that provides goods and services to treat patients with curative, preventive, rehabilitative and palliative care. It is one of the largest and fastest growing sectors in the world. Health care sector of India constitutes government sector that is financed publicly providing promotive and preventive health services throughout the country from primary to territory level and the private sector providing curative care by levying fee. Health care sector can be expected that the numbers will increase with increased internet penetration and Smartphone usage. This paper provides a critical review of health care sector with reference to problems and prospects and also discusses the significance of the study, recent trends, problems, suggestions and conclusion.

KEYWORDS

health care, hospitals, patient, pharmacy, doctors.

JEL CODES

H51, I11, I18, K32,

1. INTRODUCTION

Health care has been a focus area for the Indian government. The public healthcare system in India remains highly overstretched and the private healthcare system is yet to achieve the desired level penetration. Mobile apps, dealing in the healthcare sector, have ushered in some welcome changes in the Indian healthcare system though their penetration remains quite low as compared to the volume of healthcare services seekers in India. However, it can be expected that the numbers will increase with increased internet penetration and Smartphone usage.

According to data from the Indian Medical Association (IMA), India's healthcare spending remains low at 1.2% when compared with the US's 17% and China's 5.5%. This data clearly indicates that India has a low spread of medical stores.

2. SIGNIFICANCE OF THE STUDY

The healthcare sector is a service industry, where the patient (customer) is the most important person. Therefore, greater importance has to be given to the people element and that all the employees of the hospital have to perform their duties in a better way to provide satisfaction to the customers. It is not only important how advanced technology and drugs a hospital use to cure the patient, but also it is very important that how each employee of the hospitals deal with the patient and their relatives (i.e. customer). Every organization faces the problem of directing the energies of their staff to the task of achieving business goals and objectives. Higher the availability of latest machineries, technologies, procedures and systems are important; but what is more critical is the quality of delivery the individual who work in these hospitals. The dependency on human assists has been observed more in the healthcare sector, especially in the case of hospitals.

3. OBJECTIVES OF THE STUDY

The objective of this paper is to critically review the healthcare sector in India, and illuminate the key challenges to the overall attainment of better health status for Indians. Such an analysis timely because health care restructuring is high on the Indian political agenda and policy options are being continuously debated. This critical health sector can be expected that the numbers will increase with increased internet penetration and smart phone usage.

4. RESEARCH METHODOLOGY

The study is a descriptive research, in which Secondary data was used for conducting the study and the same is collected from journal and magazines.

5. RECENT TRENDS

Online healthcare mobile apps can be broadly classified under few categories including telemedicine, online pharmacy, personal healthcare, healthcare at home, fitness and wellness related apps and pediatric solutions providers. These mobile apps are using Artificial Intelligence (AI), Machine Learning (ML) and other modern technologies to provide affordable and quality healthcare.

5.1 Telemedicine

Telemedicine apps help patients to get doctor consultations through the apps or by web-based videos and chats. A McKinsey report informs that India can save up to $10 billion in 2025, by using telemedicine instead of in-person doctor consultations. Major players in this segment in India are Practo, mfine, Lybrat and Docsapp. With over 1,00,000 doctors supporting its operations in India, Practo caters to about 25 million patients every year.

5.2 Online Pharmacy

It is also known as e-pharmacy, this segment has players like 1MG, pharmeasy, Netmeds and MyraMed. Alongwith growing investor interest, e-pharmacy companies have also overcome legal challenges thrown at them from offline competitors. The Central Government has introduced a draft regulation guideline for the e-pharmacy segment to standardize registration procedures. The move may provide encouragement to players in the segment.

5.3 Personal health and check-ups

Increasing awareness about healthcare issues has led to the rise of healthcare apps like Portea, Practo, Murgency, MyUpchar and Curejoy. There are also healthcare apps like Pregbuddy and Maya, aimed exclusively at pregnancy advice.

5.4 Healthcare at home

An India Brand Equity Foundation (IBEF) report has predicted that the market of healthcare at home will reach $6.21 billion by next year. Additionally, India has the second largest geriatric or aged population in the world and that increases the scope of this segment. Busy urban lifestyles have also contributed to the rise of various lifestyle oriented diseases. The scope for apps in this segment is expansive. This sector includes simple diagnostic tests, advanced oncology or cancer support and various other services which can be well facilitated by apps. Companies operating in this sector are Healthiness, Call Health, Practo and Portea.

5.5 Fitness and Wellness

With increasing fitness consciousness, India has seen a rise of fitness and nutrition service companies like Fitternity, Cure. Fit, HealthifyMe, GoQii and HealthKart. There are also many mental Health and wellness companies like Yourdost and InnerHour.

5.6 Pediatrics Care

A Bengaluru –based company, Address Health is providing affordable primary pediatric healthcare services to school going children. They treat children for hearing, optical issues and dental health and anthropometry issues. Address Health has designed curriculum for both healthy mental and physical behavior of children.

6. HEALTHCARE APP

There is a growing scope for various health apps that can enable users to book and avail medicines and medical services. Many of these apps are also looking into emergency medical services whereas others are focusing exclusively on medical equipment. Yet, many others are allowing users to book appointments with doctors in an easy and hassle-free manner. Many healthcare professionals have also welcomed the services provided by these apps which are aimed at using technology for quick treatment.

The Indian healthcare sector will become one of the top revenue contributors and is estimated to reach $58.8 billion in 2020 from $25.39 in 2017, creating a huge opportunity for healthcare based online or offline businesses. A report by Research 2 Guidance, a global think tank, shows that there are 3,25,000 healthcare apps available worldwide. However, the report also states that the number of such apps in India is relatively less but another report from Accenture states that download of healthcare apps have doubled in the past couple of years, indicating towards a positive swing in the segment.

7. PROBLEMS OF HEALTHCARE SERVICES IN INDIA

After Independence there has been a significant improvement, in the health status of people. But the situation is not much better as per study of World Health Organization (WHO). It has placed India in 112th position among 191 countries of the world.

7.1 Neglect of Rural Population

A serious drawback of India's health service is the neglect of rural masses. It is largely a service based on urban hospitals. Although, there are large number of Primary Health Centre (PHC's) and rural hospitals yet the urban bias is visible. According to health information 31.5% of hospitals and 16% hospital beds are situated in rural areas where 75% of total population resides. Moreover, the doctors are unwilling to serve in rural areas.

7.2 Emphasis on Culture Method

The health system of India depends almost on imported western models. It has no roots in the culture and tradition of the people. It is mostly service based on urban hospitals. This has been at the cost of providing comprehensive primary health care to all. Otherwise speaking, it has completely neglected preventive, promotive, rehabilitative and public health measures.

7.3 Inadequate Outlay for Health

According to the National Health Policy 2002, the Government contribution to health sector constitutes only 0.9 per cent of the GDP. This is quite insufficient. In India, public expenditure on health is 17.3% of the total health expenditure while in China, the same is 24.9% and in Sri Lanka and USA, the same is 45.4 and 44.1 respectively. This is the main cause of low health standards in the country.

7.4 Social Inequality

The growth of health facilities has been highly imbalanced in India, Rural; hilly and remote areas of the country are under served while in urban areas and cities, health facility is well developed. The SC/ST and the poor people are far away from modern health service.

The table shows social inequality in provision of health in India.

TABLE 1: INDICATORS OF SOCIAL INEQUALITY

Sl. No	Indicator	All India	SC	ST	Other Disadvantaged	Others
1	Infant Mortality Rate (per '000 population)	70	83	84.2	76	61.8
2	Under 5 Mortality Rate (per '000 population)	94.9	119.3	126.6	103.1	82.6
3	% Children under weight	47	53.5	55.9	47.3	41.1

7.5 Shortage of Medical Personnel

In India, shortage of medical personnel like doctors, a nurse, etc. is a basic problem in the health sector. In 1999-2000, while there were only 5.5 doctors per 10,000 population in India, the same is 25 in the USA and 20 in China. Similarly, the number of hospitals and dispensaries is insufficient in comparison to our vast population.

7.6 Medical Research

Medical research in the country needs to be focused on drugs and vaccines for tropical diseases which are normally neglected by International Pharmaceutical companies on account of their limited profitability potential. The National Health Policy 2002 suggests allocating more funds to boost medical research in this direction.

7.7 Expensive Health Service

In India, health services especially allopathic are quite expensive. It hits hard the common man. Prices of various essential drugs have gone up. Therefore, more emphasis should be given to the alternative systems of medicine. Ayurveda, Unani and Homeopathy systems are less costly and will serve the common man in better way.

8. SUGGESTIONS

- Education of physicians and nurses in public sector
- Incentives and policies to attract and retain personnel
- Make it mandatory for professionals to do three years of rural service
- Formation of an integrated national/state public health system
- Improve physical access to preventive and curative health services especially in India's rural population
- Efficient allocation of resources between different levels of services and between different geographical areas
- Sustained programs to change household behaviors and spread awareness
- Creation of centers of excellence for health + nutrition policy research

9. CONCLUSION

The country has become one of the leading organizations for high-end diagnostic services with tremendous capital investment for advanced diagnostic facilities, thus catering to a greater proportion of the population. Besides, Indian medical service consumers have become more conscious towards their healthcare up keep which demanded to maintain quality in the healthcare industry. The people often compare facilities and technologies available in the public sector institutions

with those available in the private sector with the obvious aftermath of adding to the dissatisfaction of the beneficiaries. So, a comprehensible policy must be taken to satisfy the increased expectation of the people. All levels of health sectors must be maintained and provided with better infrastructure, adequate staff, equipment, drinking water, sanitation, drainage, environmental cleanliness, proper waste disposal management, rational and cost effective treatment and reduction of morbidity (both chronic and communicable) steps must be undertaken for ensuring the availability of doctors, paramedical staff, utilization of equipment and its reliability in all hospitals by the government and public authorities.

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E-COMMERCIALISATION OF THE HOTEL INDUSTRY

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ABSTRACT
The current research focused on the evaluation of e commercialization of the hotel industry in Madurai district using the grey entropy model. The researcher studied and designed grey entropy model to evaluate e-services of hotels, a designed method was established to use the internet sites contents for all hotels in Madurai. In this analysis, the researcher designed a model consists of 4 inputs namely (1) customers (2) manpower, (3) number of visitor rooms in the hotel, (4) in-service prices (manpower salaries, food, room prices, services, and maintenance fees). The outcome is demarcated by a profit produced via a hotel. Three main sources of profits for travel hotels are (1) overall profit produced from rooms, (2) overall profit produced from food and (3) overall profit produced from other service income. For a test of the link among hotel performance and Internet commercialism instruments, grey entropy was utilized to denote a relation among e commercialization and hotel performance features. The grey entropy model revealed that all the 15 hotels studied with 50 respondents has excellent e-services and hotels exhibited maximum percentage scores at significance level of 0.05, and designates that there is a significant difference among the hotels what we studies in three stages namely stage A consists of three inputs (manpower, visitor rooms, total price) and three outcomes (food profit, room profit, and other service income), while stage B comprises four inputs (manpower, visitor rooms, total price, customers) and the same three outputs and stage C comprises five inputs (manpower, visitor rooms, total price, customers, and internet commercialism instrument) and provide the same outcome of Score 1 with 76.3%, Score 2 with 88.6%, and score 3 with 91.5 % from different weighing values using grey entropy technique was studied. By T test there are seven factors like Product(A_1), Price(A_2), promotion(A_3), processes(A_4), place (A_5), people(A6) and physical proof (A_7). were analyzed and a customer can pick the hotel by seeing the place, price and physical proof because of t-table value was greater than the estimation of the Sig of 0.05level.
Key Words: e-commercialization services, grey entropy model, t-test, Madurai hotels

INTRODUCTION
The current development of e-services in hotel has extensively changed the working condition of the hotel business. Internet has been a new commercialism instrument in offering online transactions and travel data (Doolin & Cooper, 2002). Nowadays, the hotels net presence is never again selected for huge hotels. E-services aren't only for star hotels or resort chains but it implies also to ordinary hotels. The hotel websites that are well planned are simple to deliver independent hotels with an economical and operative structure for advertising and marketing .Madurai is a tourist city in Tamil Nadu, India. Meenakshi Amman Temple, Ayiram Kal Mandapam (Hall of Thousand Pillars) are a portion of the significant visitor puts in Madurai. It is constantly viewed as a decent explorer focus. For the hotel industry, the e-services are a significant method for pulling in clients and extending the piece of the overall industry in the wild challenge. This paper, we have attempted to investigate the impact of hotels' e-services by grey entropy technique. Initially net content investigation of the hotels in Madurai regarding website directions (data, exchange, and communication) is used and its effect on hotels' execution was analyzed. The researcher recognises the best performers of hotel resorts by analysing marketing mix.

RESEARCH METHODOLOGY

An interview schedule was prepared by the researcher for collecting the primary data.Among categories of hotels, only customers from three types of hotels namely ordinary, deluxe and hotels are selected for the current research, because they have a greater number of respondents w compared to others. These hotels were selected based on a random sampling technique. collected from the number of sample respondents varied for each study based on the availabilit respondents during the interview. This included a maximum of 50 respondents from 15 hotels taken for the study. Grey entropy assessment was used For e-services evaluation, a designed met consisting of 30 checkpoints, was established to use the internet sites contents for all hotel Madurai. In this analysis, every site component was measured utilizing the binary number, instea whether or not a hotels resort site has a specific commerce feature.

Here, the 3 inputs are designated (1) customers (2) manpower, (3) number of visitor rooms i hotel, (3) in-service prices (manpower salaries, food, room prices, services, and maintenance f The outcome is demarcated by a profit produced via a hotel. Three main sources of profits for t hotels in Madurai were room, meals then open system interconnection (OSI) and other se income that together constitute about 80% of total hotels working profits. And so, three output (1) overall profit produced from rooms, (2) overall profit produced from food and (3) overall p produced from other service income. For a test of the link among hotel performance and Int commercialism instruments, grey entropy was utilized to denote a relation among commercialism and hotel performance features.

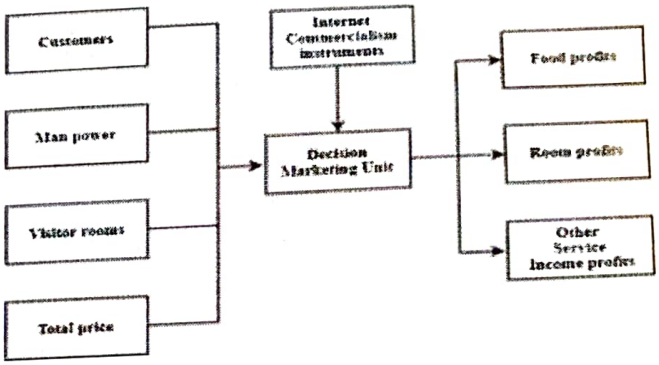

FIG.1 GREY ENTROPY ASSESSMENT MODEl

Therefore, we added the customers, as the other input evolution. And the added in commercialism mechanism as the additional input for evolution. Between the input or out variable, it is not a measurable variable, the measurable variable 'web commercialism mechan a created variable that contains seven gatherings regarded as capacities or administrations exh by the hotels sites.

ANALYSIS AND DISCUSSION

TABLE.1 HOTEL NET CONTENT RESULTS (TOTAL NUMBER OF PEOPLE CONSIDERED, 50)

Net content	Mechanism (%)	N	Net content	Mechanism (%)
Data			Communiqué	
[1] Basic Data			**[4] Relations with customers**	
Access map of the hotels resort	89.73	41	E-mail	50.32
hotels Resort Description	89.73	41	Online comment	5.58

Photos of hotels resort features	20.00	7	Feedback form	4.17	2
Chain hotels resort links	35.37	18	Frequent visitor program	80.42	39
3D virtual tours	8.33	4	Fax number	85.39	41
Related business link	39.28	28	Newsletter	45.83	22
Price data	100.00	48	Keyword search	6.25	3
[2] Hotels Facilities			**[5] Multilingual capabilities**		
Cafeterias	95.3	45	Tamil	92.35	42
Visitor Room	100	48	English	64.75	45
Hotel Features	85.30	40	Malayalam	53.85	38
Meeting Facilities	90.54	44	Other languages	6.25	3
[3] Environment			**[6] Transaction**		
Transportation	80.13	38	Online Dining reservation	28.32	13
The attraction of the city	69.17	29	Online room reservation	90.83	44
Local tour data	50.38	25	Electric payment	81.38	39

Six sets of E commercialism mechanisms are (1) Basic data, (2) Hotel Facilities (3) Environment (4) Communication (5) Multilingual capability (6) Online Transaction. At the end of the day, the 'E-web commercialism mechanism incorporates 30 estimating things for checking whether a hotels resort site gives certain capacities or managements or not.

Each computing element is allocated a single point. Completely, the most elevated score is 30 checkpoints for the E- commercialism mechanism of a hotels. To analyze the exploration question concerning whether e-web commercialism mechanism advance hotels resort presentations or not. The information examination was made through the data envelopment analysis and combined sample t-test just as the entropy. Initially, the unproficiency data envelopment examination is working to compute the efficiency of 15 hotels for three stages. The stage A consists of three inputs (manpower, visitor rooms, total price) and three outcomes (food profit, room profit, and other service income), while stage B comprises four inputs (manpower, visitor rooms, total price, customers) and the same three outputs. Stage C comprises five inputs (manpower, visitor rooms, total price, customers, and internet commercialism instrument) and provide the same outcome.

TABLE.2 DIFFERENT WEIGHTING VALUES USING GREY ENTROPY

DMU	Custo - mers	Man pow er	Visit or room s	Total price	Food profit	Room profit	OSI profit	IM T	Scor e 1 (%)	Scor e 2 (%)	Scor e 3(%)
H1	964	723	628	1772764321	1083059791	7858129 62	8360157 28	29	94.27	88.96.	98.08
H2	824	625	567	1403522 82	8421015 65	8994732 78	6229324 66	21	81.67	62.4	96.27
H3	855	824	422	1765973 03	26206495	3951429 33	21587652	18	76.38	93.5	79.80
H4	628	376	347	2025215 51	1330333 73	4607346 07	2005537 89	16	64.25	92.6	68.21
H5	732	674	208	1215928 564	3982106 61	1628937 54	34800897	25	87.01	99.23.	82.33
H6	634	523	402	3763686 16	1403522 82	1940608 09	20549471	21	77.17	95.28	98.56
H7	527	234	384	2717796 07	48513688	1229867 57	1836387 11	11	37.18	88..85	98.39

H8	928	854	687	1165714972	668227370	34778456	8962611726	19	75.6	61.31	96..33
H9	623	432	214	914242889	348208497	208003258	359027074	21	63.36	94.54	68.21
H10	838	764	671	484633650	193153258	87545860	93402946	24	75.16	96.06	76.71
H11	984	782	643	133033789	87445403	75977597	200553759	28	37.15	81.45	96.06
H12	996	893	628	6405293644	581938596	32843681	205494111	25	67.68	66.48	69.18
H13	628	361	228	89512568	241820630	260551728	97813056	21	78.84	76.27	95..85
H14	538	376	124	194316442	135000706	171552657	335733598	22	82.26	81.45	99.23
H15	428	228	98	340034101	104188199	125205121	171552665	26	58.69	75.25	82.34
MEAN	685.3	577.3	416.3	925539619	327448700.9	255766577.2	32122559	21.8	76.37	88.69	91.65

Subsequently, the t-test was utilized to measure the variance efficiency among stages A, B and C. Lastly, t grey entropy was used to calculate the weighting for five inputs. For the entropy process, the objective of weighting method without rigorous statistical requirements and assumptions, this study employs the grey process to calculate the relative importance between five inputs (manpower, visitor rooms, total price, customer, internet commercialism mechanism) for 15 hotels resorts. An assessment model is represented in Fig. 1.

TABLE.3 CONSEQUENCES ESTIMATE OF THE T-TEST (PARTIAL)

Variable	t-test	t-table	Sig.	Description
A_1	2.541	1.9863	.149	No Momentous
A_2	2.342	1.9863	.015	Momentous
A_3	0.345	1.9863	.778	No Momentous
A_4	0.715	1.9863	.574	No Momentous
A_5	2.352	1.9863	.018	Momentous
A_6	1.923	1.9863	.332	No Momentous
A_7	2.312	1.9863	.021	Momentous

Given table 3 clarified that there are four factors that impact isn't inconsequential alongside the choice of the purchaser in picking a hotel is a Product(A_1), Price(A_2), promotion(A_3), processes (A_4), place (A_5), people(A6) and physical proof (A_7). This is appeared starting the after effects of the worth t-test to not as much as t-table or greater than the estimation of the Sig of 0.05. Whilst the factors to impact the shopper's ruling alongside critical in picking a hotel is a value place(A_2), price (A_5) and physical proof (A_7). To appear as of the consequences of t-test esteem more noteworthy than t-table or the estimation of Sig is littler than 0.05.

The pertinence of the EFA demonstrated a KMO examining ampleness file = .956 and criticalness as indicated by Bartlett's Test of Sphericity [A_2 (465) = 45,179.41; $p < .01$]. Using a strategy for extraction of rule segments and a diagonal obliging turn technique, a construction is gotten clarifying 71.26% of the difference, demonstrating the entire things to contain aspect loadings advanced than

0.63. Cronbach's alpha (α) unwavering quality evaluations are somewhere in the range of 0.79 and 0.98. by the worldwide rule at 0.96.

CONCLUSION

In this paper we have analyzed the relation between e-services and hotel performance of tourist hotels in Madurai. The outcome suggests that e-commerce is positively connected with the hotel performance. Furthermore, not only a positive association between e-service commercialism instrument and hotel performance was found but complementarities amongst the internet location orientation was detected. The e-service has empowered time of client -created content. Given the expanding popularity of e-service utilization around the world, administrators should exploit includes in the internet for both site interactivity and usefulness. Subsequently, the firm administrators ought to avoid a simple presence on the e-service and instead pursue a more interactive presence directed to interaction with potential clients and build a new business pattern for giving free content sharing administration. The e-service on hotels internet site were surveyed at a certain point, and contrasted with historical information on hotel performance. An investigation on e-services on the performance of hotels in Madurai would serve to be a profitable wellspring of data for analysis later on. In this manner, a longitudinal report could enrich the finding.

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CONSUMERS PERCEPTION ON ONLINE FOOD DELIVERY APPS DURING COVID SCENARIO

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Abstract

The study analyses the consumer perception and the factors influencing consumer perception towards online food delivery apps during covid scenario. The primary data was collected by survey method. The questionnaire was designed on the basis of Technology Acceptance Model. The questionnaire was sent to all segments of people without restriction in age, gender and income. By using T-Test analysis, the customer perception on online food delivery apps was identified. The researcher has specified about the growth of online food delivery apps in India and how food delivery app has changed the consumers perceptions completely in this covid scenario with special reference to Swiggy and Zomato Food delivery app.

Keywords: *- Consumer Perception and buying behavior, online Food apps, Digital Payments*

INTRODUCTION

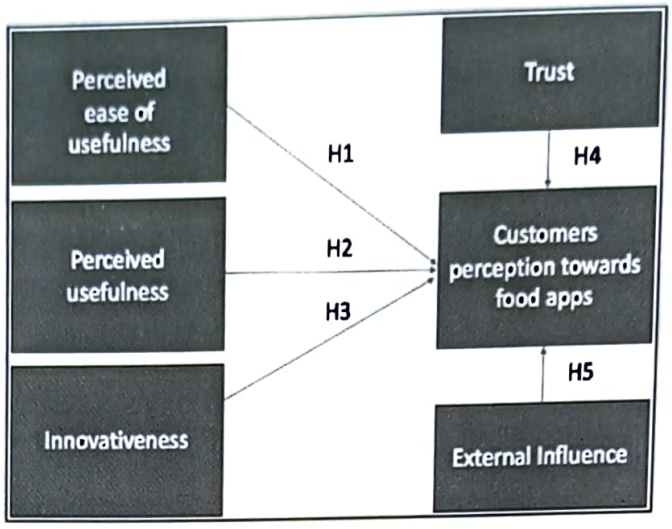
In India , the online food delivery industry is anticipated to increase up to 1200 crores by 2023. The international level growth of online food delivery is 9.01% and in India is 15%. As all we know that our country has more of the young population when compare to other countries and the average age is 27 years. Increase in income and the purchasing power has caused everyone to use food apps in India. Among so many food apps, Swiggy and Zomato with Uber eats in India has biggest sales of $1.5 billion and $800 million each. Together these companies have delivered 96 million orders from April 2017 to March 2018. Zomato has 50-55% of the market share in terms of number of orders which is close to the competitor Swiggy. But Swiggy stands first in repeat orders, and it's the customer's preferred app to order food from online food apps. This research analyses consumers' perception towards online food delivery apps and the factors influencing consumer's perception. It also identifies, how these apps help in purchasing, planning, enjoying food and snacks. Increased income, change in lifestyle and eating habits of the consumers increases market growth. Moreover, the demand of food apps has grown up due to competitive prices of food which led to the growth of the business.

OBJECTIVES OF THE STYDY

- To identify the consumers perception on online food delivery apps during covid scenario.
- To study the factors influencing consumers perception on online food delivery apps during covid scenario.

HYPOTHESIS FRAMED FOR THE STUDY

In this research, the researcher used TAM model for identifying the usage of food app by customers and the relationship with new technology. It also studies the factors influencing consumer's perception towards online food delivery apps during covid scenario.



TECHNOLOGY ACCEPTANCE MODEL.

Source: (Alagoz and Hekimoglu, 2012)

LITERATURE REVIEW:

- The TAM theory was founded by Davis (1989). TAM theory explains about usage of technology by consumers. This theory stresses on the consumers perception and usage of technology over perceived ease of use and perceived usefulness. The TAM model explained about the usefulness of the food apps because of the changes in customer perception of moving from telephone ordering to online ordering via food apps.
- Rogers (2003) research describes perception of innovation by customers in different manners. He also explains about the trust which influences and understands the customer to believe and faith in food apps.
- Hung (2006) describes about the belief of the customers and their influence towards external and interpersonal factors, which is important for the customer to behave while using food apps (Alagoz and Hekimoglu, 2012).
- Kumar (2017) describes about the sensory perception with 5 sense organs to marketing and advertising so that they can retain the old customers & attract new customers by online apps or e commerce. Moreover, the income is the only factor that influences buying pattern of the customer.
- Karthikeyan and Sasikala (2014) researched about the consumer behavior aspects. They researched about the consumer preference towards the purchase decisions , post purchase behavior and customer satisfaction.
- Mowen (1995) reviewed the complexity of buying high end products like washing machine and buying food online food apps.He concluded ordering food from online food apps would be instantaneous rather than a complex purchase.
- Gawande, Pachaghare and Deshmukh (2019) discussed about the consumer's perception of online food ordering. From the study they found that the consumers feel convenient and feasible buying food online and they are internet savvy.
- Singh and Rana(2020) in the research paper discussed about the digital wallets and convenient way of payment by swiping their debit or credit cards.

- Saxena, 2020 analyzed about the online food Ordering applications Zomato and Swiggy in India. He studied about the perceived control and convenience in food apps.

RESEARCH METHODLODY

The primary data was collected online via google forms. The questionnaire was prepared to understand the consumers perception of food apps on the basis of 5 hypotheses namely perceived ease of usefulness, perceived usefulness, innovation, external influence and consumers trust. Likert scale was used in the questions ranges from 1-5 where 1 strongly agree and 5 strongly disagree. The questionnaire was designed based on 5 hypotheses consisted of 26 questions.

FINDINGS OF THE STUDY

- Efficiency to use food apps: It can be assumed that a food app is the easiest and efficient way of ordering food when compared to ordering via telephone. The customers may have more time to make their choice regarding food they want to order in food delivery app.
- Variety of restaurants in food apps: It can be evidenced from the study that food apps offer the customers a large variety of restaurants.
- Offers & discount in food-on-food apps: The regular customers who use food apps are aware of offers & discounts up to date and hence lot of customers get influenced by offers and discounts on food delivery apps.
- Safety on digital payments: It was noticed from the study that the customers feel cash on delivery is the trustful mode of payment rather than digital payments. Some of them were comfortable with digital payments and they feel safe with secure.
- Quality of service in food apps: It can be assumed from the study that the quality of service is better in food delivery apps rather than ordering via telephone. The punctuality and efficiency is more while ordering in food delivery app.
- Online tracking facility in food apps: The customers find it very easy about the waiting time of food to deliver through online and they can track order easily through food apps.
- Ordering of food on the basis of customer reviews: The customer reviews help them to decide whether to order food from particular restaurant.
- Customer care complaints and response: The consumers feel that food apps do not have good customer care service & the complaints are not responded
- Utility of special features in food apps: The majority of respondents find that they have special features which is useful on food apps.
- Influenced through social media posts on food apps: Majority of the respondents neither agree nor disagree about the social media posts on food apps.
- Influenced through advertisements: Majority of the respondents neither agree or disagree about the influence by advertisements of food delivery apps.
- Influenced by friends and families for their choice of food: It can be assumed that maybe customers take their own decisions on using food apps.

- Importance of hygiene factor while ordering food : The customers felt that hygiene is very important & vital factor while ordering food in food apps.
- Getting the right quantity of food from food apps: Majority of the respondents were given neutral opinion about the food quantity because they have faced problems wherein the quantity of food was insufficient.
- Two-way communication network while ordering: It can be assumed that the respondents may not have met their expectations with regard to communication network and they do have varied opinions on the two-way communication channel.
- Ease of using chat bot support system: It can be assumed that the respondents may find it easy to use the chat box or they do not know how to use the chat box support. So, the respondents have varied opinion on using the chat box support.
- Hot & fresh food delivery from food apps: The customers have varied opinion that whether they get their food hot & fresh.
- Package of food :It can be assumed that the restaurant has a well-organized packaging procedure in place. Hence maximum of the respondents strongly agree that they get food pack as they expect and liking.

HYPOTHESIS TESTING:

T Test: The researcher analyzed data by t-test There are two variables used are heavy user and light user.

Hypothesis 1:

HO1: No difference between heavy and light users with respect to perceived ease of usefulness of app.

HA1: There is a difference between heavy and light users with respect to perceived ease of usefulness of app.

t-Test: Two-Sample Assuming Unequal Variances

	heavy user	*light user*
Mean	2.879224535	3.032158754
Variance	0.575882353	0.283803153
Observations	51	92
Hypothesized Mean Difference	0	
df	78	
t Stat	-1.343801986	
P(T<=t) one-tail	0.09145424	
t Critical one-tail	1.664624645	
P(T<=t) two-tail	0.18290848	
t Critical two-tail	1.990847069	

P= .19
Alpha=.05

THE NULL HYPOTHESIS IS NOT REJECTED

The alpha value is 0.05 and P value is 0.19. Here, the P value is more than the alpha value. So, the null hypothesis is rejected. Hence the study states that there is no variance between the perceived ease of usefulness of food apps with respect to heavy and light users of food apps. Both heavy and light users of food apps find it easy to use. The mean value of heavy users and light user are 2.87 and 3.03. This shows that the heavy and light users view the perceived ease of the app in an equal manner. However, the difference between the two users mean score is not statistically significant. But less the mean score more the usage of food app which states that the heavy users use food delivery apps frequently than light users.

Hypothesis 2

HO2: No difference between heavy and light users with respect to perceived usefulness of app.

HA2: There is a difference between heavy and light users with respect to perceived usefulness of app.

t-Test: Two-Sample Assuming Unequal Variances

	heavy user	*light user*
Mean	2.053245435	2.532451451
Variance	0.678431373	0.711790625
Observations	51	92
Hypothesized Mean Difference	0	
df	105	
t Stat	-3.226690733	
P(T<=t) one-tail	0.000835276	
t Critical one-tail	1.659495383	
P(T<=t) two-tail	0.001670552	
t Critical two-tail	1.982815274	

P= .02
ALPHA=.05

THE NULL HYPOTHESIS IS REJECTED

Since the alpha value (0.05) is greater than the P value (0.02) , the null hypothesis is rejected .It is inferred that there is a difference between heavy and light users. Heavy user customer is skillful in using the food apps as compared to light user. The mean value for heavy user & light user is 2.05 and 2.53. It shows that there is a difference between the two users while using the food apps. Therefore, heavy users has less mean score and they use the food app more as compared to light users.

Hypothesis 3:

HO3: No difference between heavy and light users with respect to the trust on app.

HA3: There is a difference between heavy and light users with respect to the trust on app.

t-Test: Two-Sample Assuming Unequal Variances		
	heavy user	*light user*
Mean	2.192454842	2.564578458
Variance	0.372720588	0.578720363
Observations	51	92
Hypothesized Mean Difference	0	
df	123	
t Stat	-3.864798831	
P(T<=t) one-tail	8.94611E-05	
t Critical one-tail	1.657336397	
P(T<=t) two-tail	0.000178922	
t Critical two-tail	1.979438685	

P= .03
ALPHA=.05

THE NULL HYPOTHESIS IS REJECTED

Since the alpha value is .05 is greater than the p value is .03, the null hypothesis is rejected. It is interpreted that t a difference in trust using food apps between heavy and light users. The mean value for heavy users & light users and 2.56. It shows that there is a difference of .37 between the heavy & light users of food apps. The heavy use more than the light users who find it unsafe to use food apps. The mean score of heavy users is lesser than light food apps shows that, there are a greater number of heavy users trust food apps more when compare to the light

Hypothesis 4:

HO4: No difference between heavy and light users with respect to external influence of app.

HA4: There is a difference between heavy and light users with respect to external influence of app.

t-Test: Two-Sample Assuming Unequal Variances		
	heavy user	*light user*
Mean	2.445354725	2.802548725
Variance	0.555231373	0.725217391
Observations	51	92
Hypothesized Mean Difference	0	
df	115	
t Stat	-2.855561552	
P(T<=t) one-tail	0.002549294	
t Critical one-tail	1.65821183	
P(T<=t) two-tail	0.005098588	
t Critical two-tail	1.980807541	

P= .02
ALPHA=.05

THE NULL HYPOTHESIS IS REJECTED

Since the alpha value (.05) is greater than the P value (.02), the null hypothesis is rejected. It is interpreted tha a difference between heavy & light users when it comes to influencers by external parties like friends or fam mean value for heavy users & light users is 2.44 and 2.80. It shows, that both users have a more or less sam difference when it comes to external influencers such as friends and family. The heavy users get influenced quicker with

t-Test: Two-Sample Assuming Unequal Variances		
	heavy user	*light user*
Mean	2.192454842	2.564578458
Variance	0.372720588	0.578720363
Observations	51	92
Hypothesized Mean Difference	0	
df	123	
t Stat	-3.864798831	
P(T<=t) one-tail	8.94611E-05	
t Critical one-tail	1.657336397	
P(T<=t) two-tail	0.000178922	
t Critical two-tail	1.979430685	

P= .03
ALPHA=.05

THE NULL HYPOTHESIS IS REJECTED

Since the alpha value is .05 is greater than the p value is .03, the null hypothesis is rejected. It is interpreted that there is a difference in trust using food apps between heavy and light users. The mean value for heavy users & light users is 2.19 and 2.56. It shows that there is a difference of .37 between the heavy & light users of food apps. The heavy users trust more than the light users who find it unsafe to use food apps. The mean score of heavy users is lesser than light user of food apps shows that, there are a greater number of heavy users trust food apps more when compare to the light users.

Hypothesis 4:

HO4: No difference between heavy and light users with respect to external influence of app.

HA4: There is a difference between heavy and light users with respect to external influence of app.

t-Test: Two-Sample Assuming Unequal Variances		
	heavy user	*light user*
Mean	2.445354725	2.802548725
Variance	0.555231373	0.725217391
Observations	51	92
Hypothesized Mean Difference	0	
df	115	
t Stat	-2.855561552	
P(T<=t) one-tail	0.002549294	
t Critical one-tail	1.65821183	
P(T<=t) two-tail	0.005098588	
t Critical two-tail	1.980807541	

P= .02
ALPHA=.05

THE NULL HYPOTHESIS IS REJECTED

Since the alpha value (.05) is greater than the P value (.02), the null hypothesis is rejected. It is interpreted that there is a difference between heavy & light users when it comes to influencers by external parties like friends or family. The mean value for heavy users & light users is 2.44 and 2.80. It shows, that both users have a more or less same level of difference when it comes to external influencers such as friends and family. The heavy users get influenced quicker with respect to

light users and heavy users trust external parties more when compare to light users. Hence there is a difference between the heavy and light users with respect to external influence of food apps.

Hypothesis 5:

HO5: No difference between heavy and light users with respect to innovation in the app.

HA5: There is a difference between heavy and light users with respect to innovation in the app.

t-Test: Two-Sample Assuming Unequal Variances

	heavy user	light user
Mean	2.095475877	2.635478563
Variance	0.628235294	0.811096512
Observations	51	92
Hypothesized Mean Difference	0	
df	115	
t Stat	-3.755986726	
P(T<=t) one-tail	0.000136305	
t Critical one-tail	1.65821183	
P(T<=t) two-tail	0.00027261	
t Critical two-tail	1.980807541	

P =.03
A=.05

THE NULL HYPOTHESIS IS REJECTED

Since the alpha value (.05) is lesser than P value (0.03), the null hypothesis is rejected. It is interpreted that there is a difference between heavy and light users when compare to innovation in food apps. Heavy users find food apps more innovative as compared to light users. The mean value for heavy users & light users is 2.09 and 2.63. More of difference in mean score value of .55 suggests that heavy users use food apps almost daily skillfully, find new & innovative features as compare to light users. Light users use it economically and are unable to see any kind of innovation. Hence heavy users find food apps innovative when compare to light users of food apps.

CONCLUSION:

This study on customer's perception of food apps concluded that a majority of people use food apps to order food online. They feel that it's the best way to order food. The customers feels that they save time and convenient to order food online by using food app. Form the study, it has been concluded that the most preferred food app is Swiggy. It is found that the COD is the safest and secure mode of payment. The study also says that all age and income groups use food apps, and they are satisfied with the service quality, hygiene, and packaging system in which people order food from food apps. It is found that some people still prefer COD rather than digital payment due to safety. The customers get influenced by offers and variety of food-on-food apps. The overall research states that all the customers use food apps everyday to order food online on food apps which enhances customers preference, saves the time, affordable, food preferences, discounts available and door-to-door service without compromising on quality.

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Abstract
In India BPO is a main source of knowledge based services. BPO offers many benefits, It aids in cost reduction by lowering HR costs, such as wage bills, perks, employee benefits, and administrative overheads. Only the client is responsible for the cost of meaningful, high-quality work produced by Bookmarking knowledge-based services is a complicated process with numerous important considerations and the objective of the study is to know significance of competence of the service provider in knowledge-based services for this data has been collected from 30 sample respondents, SPSS package has been used to derive statistical inference.

Keywords: BPO, Knowledge based services, Service provider, Competence, Book marking

Introduction

The world today is rapidly transitioning from an industrial to a knowledge-based economy. Knowledge intensity exists in the knowledge economy, where efficient manufacturing is based on information and know-how a highly regarded, The key to success in the information economy and knowledge society is a skilled workforce. Knowledge workers refer to the knowledge professionals who work in the knowledge economy. Workers with higher degrees of education are known as knowledge workers, and their employment is the result of their abilities. The cycle time for introducing products and services has shrunk as global business has gotten more competitive. Customers expect a high level of service quality. As a result of the lack of reaction, businesses have created methods and business models that improve operational efficiency. Furthermore, these business models provide strategic value to the products and services they provide. Knowledge process outsourcing, or KPO, is the term for this phenomenon. Offshoring of knowledge-intensive business operations that require specific domain expertise is known as Knowledge Process Outsourcing. KPO, or Knowledge Process Outsourcing, is the result of the evolution and maturity of the Indian BPO business. BPO is becoming stratified according to the level of expertise and knowledge required for the work. The cycle time for developing new products and services has shrunk as global industry has gotten more competitive. Customers expect a high level of service quality.

Objective of the Study

- To know the Profile of service provider (BPO)
- To Analyse the significance of competence of the service providers in knowledge-based service marketing.

Collection of Data

The present study is based on both primary and secondary data. The required primary data were collected through the structured questionnaire. In this study a pre-test was conducted among 30 respondents according to the result of the pre-test and the opinion of the respondents surveyed. The researcher weeded out the unwanted questions and the suitable modifications was made in the questionnaire. The required secondary data were collected through newspapers, magazines, journals and web portals.

Table 1: Place of Business

Location	No. of respondents	%
Bangalore	10	33.3
Chennai	11	36.7
Hyderabad	9	30.0
Total	30	100

Inference: Majority 36.7% of the sample respondents belongs to Chennai city.

Table 2: Type of Services

Type of services	No of respondents	%
Administration	9	30.0
Customer Care	10	33.3
Human Resource	6	20.0
Finance & Payment	5	16.7
Total	30	100

Inference: Majority 33.3% of the sample respondents service type is customer care.

Table 3: Business Experience

Business Experience	No. of respondents	%
Up to 5 years	9	30.0
6-9 years	10	33.3
10-12 years	11	36.7
Total	30	100

Inference: Majority 36.7% of the sample respondent's business experience is about 10-12 years.

Table 4: Competence of the Service Providers in Knowledge-Based Service Marketing

Options	Mean	S. D.	Rank
Business Process Management (BPM)	11.1	2.11	V
Outsourcing Management (OMC)	9.6	2.38	II
Information Technology Management Competence (ITMC)	9.9	2.37	III
Human Resource Management Competence (HRMC)	9.7	2.19	IV
Relationship Management Competence (RELMC)	10.4	2.45	I

From the table 4, it is observed that highest mean score 11.1 secured by Business Process Management (BPM), second highest mean score 10.4 mean is secured by Relationship Management Competence (RELMC) followed by Information technology management competence (ITMC) secured 9.9.

Table 5: Relationship Between Place of Business and Perception Score - Kruskal Wallis Test

Options	Chi square	Asymp. Sig	Result
Business Process Management (BPM)	0.154	0.926	NS
Outsourcing Management (OMC)	0.935	0.627	NS
Information Technology Management Competence (ITMC)	2.194	0.334	NS
Human Resource Management Competence (HRMC)	0.080	0.961	NS
Relationship Management Competence (RELMC)	3.265	0.195	NS

NS - Not Significant

From the table 5, it is observed that there is no significant relationship between place of business and perception score. Since the level of significance is more than 0.05 null hypothesis accepted. Hence it is concluded that place of business has no significant relationship between perception score of competencies.

Table 6: Relationship between Type of Service and Perception Score - Kruskal Wallis Test

Options	Chi square	Asymp. Sig	Result
Business Process Management (BPM)	1.348	0.718	NS
Outsourcing Management (OMC)	3.170	0.366	NS
Information Technology Management Competence (ITMC)	0.576	0.902	NS
Human Resource Management Competence (HRMC)	1.495	0.683	NS
Relationship Management Competence (RELMC)	3.487	0.322	NS

NS - Not Significant

From the table it is observed that there is no significant relationship between type of service and perception score. Since the level of significance is more than 0.05 null hypothesis accepted. Hence it is concluded that Type of Service has no significant relationship between perception score of competencies.

Table 7: Relationship between Number of Years of Service and Perception Score - Kruskal Wallis Test

Options	Chi square	Asymp. Sig	Result
Business Process Management (BPM)	1.514	0.469	NS
Outsourcing Management (OMC)	2.458	0.293	NS
Information Technology Management Competence (ITMC)	1.872	0.392	NS
Human Resource Management Competence (HRMC)	2.711	0.258	NS
Relationship Management Competence (RELMC)	0.879	0.644	NS

NS - Not Significant

From the table it is observed that there is no significant relationship between number of years of service and perception score. Since the level of significance is more than 0.05 null hypothesis accepted. Hence it is concluded that number of years of service has no significant relationship between perception score of competencies.

Findings

- Majority 36.7% of the sample respondents belongs to Chennai city.
- Majority 33.3% of the sample respondents service type is customer care.
- Majority 36.7% of the sample respondent's business experience is about 10-12 years.

There is no significant relationship between place of business and perception score. Since the level of significance is more than 0.05 null hypothesis accepted. Hence it is concluded that place of business has no significant relationship between perception score of competencies.

There is no significant relationship between type of business and perception score. since the level of significance is more than 0.05 null hypothesis accepted. Hence it is concluded that type of service has no significant relationship between perception score of competencies.

There is no significant relationship between number of years of service and perception score. Since the level of significance is more than 0.05 null hypothesis accepted. Hence it is concluded that number of years of service has no significant relationship between perception score of competencies.

Conclusion

Business process management and relationship management are two crucial skills that will aid the service provider in delivering BPO outcomes that meet the client's expectations. In order to strengthen business process management competency, the service provider must also have the foundational competencies of information technology management and human resource management. Competence of the service provider is not dependence on their location, experience and type of business but based on the performance of the service provider.

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A RESEARCH ON THE STUDENT'S PERCEPTION TOWARDS ONLINE CLASSES AND TRADITIONAL OFFLINE CLASSES

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ABSTRACT:
As the Government declares Lockdown due to COVID-19 Pandemic, an Academic Institutions have started to Conduct Classes through Online Mode. Online Classes are the only way of Conducting Classes during this Lockdown. The current research will be focused on the Students Perception towards Online Classes and Traditional offline classes moreover difference between both the modes. Effectiveness of the Online Classes and Traditional Offline Classes will be discussed from the students' point of view.
This Research is also focus on the various problems faced by the Students due to Online Classes, drawbacks, is the online classes are effectively conducted, ability of Students to gain Knowledge from the online classes, whether the Online Classes are accurate replacement for the Traditional Offline Classes and efforts taken by the professors to make the online Classes Effective and interesting.
The Parents and Students mindset towards Reopening of Educational Institutions has been analyzed to find out Students favorite mode of learning.
Key Terms: Academic institutions, online classes, offline classes, students' perspectives, Effectiveness

1.0 INTRODUCTION

During this Covid-19 Period there is a Sudden Changeover of Students Education from Normal Traditional Offline Classes to Online Classes. Because of this COVID-19 lockdown, all the academic institutions in India are closed. So, they have chosen alternative mode, as conducting Classes through online. Due to this pandemic situation, the whole Country is shifted the education system into a virtual mode. Educational Year of a student has been completed, because of online classes during Covid-19. So, all the Educational Institution around the World has chosen to Conduct Online Classes instead of Normal Traditional Offline Classes until the Reopening of Educational Institutions.
According to UNESCO, since the outbreak of COVID-19 began, nearly 1.37 billion students in 138 countries worldwide have been affected by school and university closures. Nearly 60.2 million school teachers as well as university lecturers are not present in the classroom. Since the whole country is under lockdown, online education is the best option left.
In Current Students point of view attending online classes everyday has become the 'new normal' during the lockdown. Not only for the Students but also for teachers now preparing notes for Classes through PowerPoint presentation, online quizzes etc.
Online Classes can be easily explained as teaching and learning sessions with the help of internet.
Now there are lots of Applications found for a smooth conducting of Online Classes such as Google meet, Zoom, Webex and Google Classroom and many more applications. For Conducting Online Quizzes there are Kahoot, Google Forms, etc. For conducting the tests effectively there is Auto Protector and many such other apps. Google plays a pivotal role in this Online Classes in this Covid-19 Period. As Google apps are very helpful to both Students and Professors in this lockdown. Online Classes are conducted through the following steps

- First the Professor or the Educational Institution will inform students through email or WhatsApp about the time and topic of the online class.
- With the help of PowerPoint presentation, Excel Sheets, Word documents the professors are explaining the topics to the students.
- Sharing the related notes on Google Classroom
- Giving an assignment relevant to the subject on Google Classroom with a fixed due date and time within the Students has to finish their work.

The format which is usually done by the professors in Traditional Offline Classes has been drastically changed in this Online Classes.
Most of the students were not aware about the Online Classes. Few students have awareness about the online courses as additional course to gain extra knowledge. But, the current scenario, paved the path for a Virtual Learning. But, Online Classes are very new to the school students as well as to their parents. According to the thoughts of Parents, their responsibility has been increased many fold due to this online education mode.

2.0 LITERATURE REVIEW

1) **Determinants of Students' Perceived Learning Outcome and Satisfaction in Online Learning during the Pandemic of COVID-19 (Hasnan Baber)**

The COVID-19 pandemic has disrupted the normal functioning of various activities across the world, including learning and education. The shift towards online education during the pandemic of COVID19 has led many studies to focus on perceived learning outcomes and student satisfaction in this new learning environment. This study aims to examine the determinants resulting in students' perceived learning outcomes and their influence on student satisfaction. The data was collected from undergraduate students in both South Korea and India to gain a cross-country study. The study found that the factors–interaction in the classroom, student motivation, course structure, instructor knowledge, and facilitation–are positively influencing students' perceived learning outcome and student satisfaction. There is no significant difference in the students' perceived learning outcome and student satisfaction in the two countries.

2) **Perception of Netizens towards Online Education during Covid-19 (Sarita Singh, Shanu Singh)**

Online education has taken a surge during the corona virus pandemic and is being seen as a substitute to traditional face to face teaching since prolonged. The paper explores the opinions and perceptions of people using twitter data. An analysis of 30,000 tweets from twitter is done using qualitative software to address "how concerned people perceive online education?" using word cloud, visualization of tweets is presented based on word frequency from such tweets. A sentiment analysis is also performed to extract their sentiments from the tweets using automatic coding

3) **Moving towards online rheumatology education in the era of COVID-19 (Sakir Ahmed, Olena Zimba, Armen Yuri Gasparyan)**

The Corona virus disease-2019 (COVID-19) pandemic has unsettled conventional medical education, hastening a switch to digital platforms and open-access publishing. Rheumatology is a fast evolving academic discipline that stands to gain by this switch. Most rheumatology textbooks are now available in digital formats, and these are complemented with live updating educational hubs such as UpToDate and Clinical Key. Emerging topics of COVID-19 on these proprietary platforms are now freely available to all specialists. Social media channels, particularly Twitter, are becoming major players in the era of COVID-19 by offering online journal clubs, enabling fast dissemination of influential articles, and facilitating interactive education.
Indexed rheumatology journals, in turn, aid online education by opening access to recommendations and other materials that are rapidly changing research and practice worldwide. Research peer review additionally offers learning experience to novice and seasoned researchers and authors. Global rheumatology societies have online learning resources, which are changing their format and geographic reach to meet the changing needs in the times of pandemic. While online teaching lacks emotional connections between mentors and mentees, switch to a more interactive format of education and regular contacts may partly solve the issue. Rheumatologists can take the lead in these challenging times and contribute more to online scholarly activities which are aimed to maintain and enrich education.

4) **Impact of "e-Learning crack-up" perception on psychological distress among college students during COVID-19 pandemic: A mediating role of "fear of academic year loss" (Najmul Hasan, Yukun Bao)**

While literature reveals the positive perception of e-Learning, this study examined and assessed the impact of e-Learning crack-up perceptions on psychological distress among college students during COVID-19 pandemic. Kessler psychological distress scale (K10) was used to evaluate stress symptoms. This study first conducted an online focus group discussion (OFGD) with the target population to develop the scale of "e-Learning crack-up" and "fear of academic year loss".

5) **Students' Perception of Online Learning during COVID-19 Pandemic: A Survey Study of IT Students (DA Akuratiya, DNR Meddage)**

With the sudden change in an environment with the new Corona virus, online learning has become a promising solution for the education sector all over the globe. Despite gaining popularity of online learning with the emergence of the internet, and new technology students are more inclined towards the traditional face to face learning rather than online learning before COVID-19. The present survey aimed to examine the students' perception of online learning during the COVID-19 pandemic period at the ATI in Dehiwala, Sri Lanka. Out of 130 participants, 62.5% had little or no experience with online learning prior to the Corona virus outbreak, 54.7% preferred blended learning of traditional learning and online learning.

The most popular device used to connect online is the smart phone (43.8%). Regardless of the challenges to online learning during the COVID-19 included issues related to reduce interaction between the lecturer and friends (64.1%), social isolation (55.5%), and technical problems (57%). Irrespective of these challenges, students perceive online learning as effective as face to face learning, enjoyable, able to learn at own pace, easy access to online material, and active participation. 82.9% of students agreed to integrate online learning into their course in the future and overall perception regarding online learning during COVID-19 is 79.7%. In conclusion, the current survey displays a favorable perception of online learning among IT students.

6) **Acceptability and challenges of online higher education in the era of COVID-19: a study of students' perspective (Raj Kishor Bisht, Sanjay Jasola, Ila Pant Bisht)**

Emergence of Corona virus disease 2019 (COVID-19) forced the world-wide education system to adopt online mode immediately. There are two main objectives of the paper: the first one is to know the acceptability of online mode of examination and learning amongst students by analyzing the various aspects like difficulty, mental pressure, study pattern, etc. and the second one is to know the role of gender in adopting online education.

7) **Reopening schools after the COVID-19 lockdown (Aziz Sheikh, Asiyah Sheikh, and Sangeeta Dhami)**

With nationwide school closures currently operating in 191 countries, the United Nations Educational, Scientific and Cultural Organization (UNESCO) has estimated that 1.6 billion (90.2%) students are currently out of primary, secondary and tertiary education (henceforth schools) as a result of the global COVID-19 lockdown . These restrictions have been introduced to help maintain physical distancing and have contributed to the stabilizing incidence of SARS-CoV-2 infections and resulting COVID-19 hospitalizations and deaths now being witnessed in many parts of the world. These measures have the potential however – particularly if prolonged – to result in major detrimental effects on the health and well-being of children and adolescents. In the absence of a robust evidence base on lockdown exit strategies, we consider the range of options being taken globally to reopen schools with a view to informing the formulation of national plans.

3.0 RESEARCH DESIGN

3.1 Problem Statement

Specifically Students were been facing a huge problem due to their sudden changeover of normal classes to Online Classes. The major problems faced by the students were

- Technical Issues like weak Internet Connectivity. Many students were not provided with high Internet facility they have an average or bad internet connection, this can make interpretation in between the classes, Can't able to hear clear audio and their learning experience become problematic.
- Majority of the students were been struggling to adapt themselves to this new Online Mode of Education. They can't adapt easily as far all these years they have been learning through a normal class with a professor and a blackboard. Now suddenly with a phone it's difficult. It takes time to adapt. Not only Students, Professors are also facing these adaptability issues.
- The students were facing various distractions in this online Class; they can't be able to focus on Subjects. Because of they are studying at their home which is surrounded by Family members, neighbors etc.. And the home atmosphere itself is a distraction.
- There is no Personal interaction between students and Professors and also between the students. This is a major drawback in this Online Classes. Doubt clarification with the professor or other student friends is possible with offline mode.
- The Students who residing in remote villages are facing a network connectivity issues, even in Metropolitan Cities too.
- Many are facing financial problems also. As there is no income for many people in this Covid-19 Period. To attend online classes, students need to have at least a smart phone and 1 GB Internet connection. 1 GB Internet for 1 Month alone costs around 200 Rupees. This becomes burden to the vulnerable families.
- Addition to that, the students have to pay their Educational fees. These fees will be a burden for some parents who lost their income in this Covid-19 Period. Some Institution were Charging the same amount or a quiet less amount of the same normal fees.

3.2 Objective of the Study

- To find out the students perceptions towards online and offline classes;
- To find out the involvement of students in online classes;
- To understand the problems faced by the students in Online Classes during this covid-19 period;
- To learn what are the various efforts taken by the professors to make classes interesting;

3.3 Research Methodology

- **Type of Data** : Primary data is used for the study
- **Data Collection Tools:** Data is collected through a structured questionnaire and focus group discussion. Responses for the study were collected through Google form. Likerts 5 point scale is also used
- **Sampling Method:** Convenient sampling method is used to choose the study respondents.
- **Sample Size** : Totally 85 respondents are selected to collect the data
- **Data Analysis Technique**: Quantitative and qualitative data analysis used
- **Data Analysis Tool:** Tabulations, Pie Charts, Percentage Analysis and Chi-square Test.

4.0 ANALYSIS AND INTERPRETATION OF DATA

Analysis and Interpretation of Data received from the Questionnaire on Students perceptions towards Online Classes and Traditional Offline Classes were discussed here.

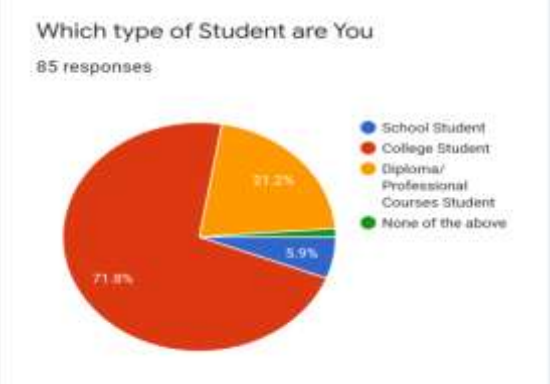
4.1 Gender :

There are 83.5 per cent of the Male Respondents and 16.5 per cent of the Female respondents' participated with this research.

4.2 Age:

Study respondents age is from 11 to 25. In particular, Most of the Respondents were the Age group of 19- 21. Only 6 per cent of the respondents were above the age of 22 followed by 5 per cent of the respondents below the age of 18.

4.3 Current Educational qualification



According to the Responses, can conclude that majority of the Respondents were College Students. Almost, 71.8 per cent of the respondents as College Students, 21.2 per cent of the respondents belong to Diploma/ Professional Courses and 5.9 per cent of the respondents from School. Only One Respondent is not been any of the student profile mentioned above, which comprises 1.1 per cent of the chart.

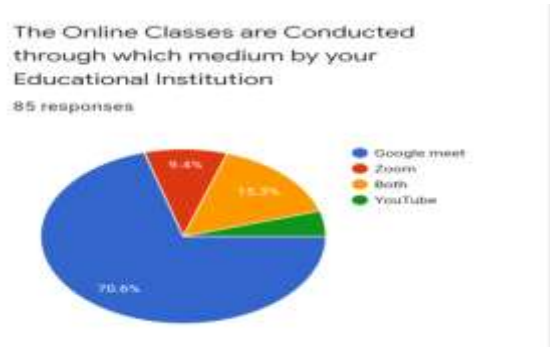
4.4 Effectiveness of online mode of education

According to the respondents view, 45.9 per cent of the respondents' are accepting online mode of education is effective followed by 43.5 per cent of the respondents are saying online Mode of Education is not effective and 10.6 per cent said that may be the Online Mode of Education is Effective (Neutral state).

4.5 Hours Spend for Online Classes per day

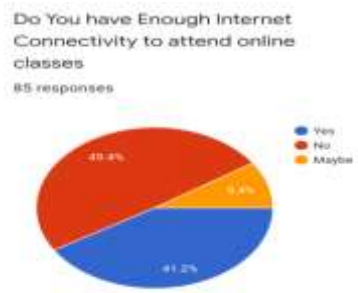
Around 35.3 per cent of the respondents have been spending 5 hours per day for Online Classes followed by 30.6 per cent of the respondents have been spending 3 hour and 20 per cent of the respondents are been spending 4 Hours per day for Online Classes. More than 5 hours per day is spent by 8.2 per cent of the respondents' followed by 5.9 per cent of the respondents were spending 2 hours or less than 2 hours for Online Classes per day.

4.6 Medium chosen for the Online Classes by the Educational Institutions



The Responses for the Online Classes are conducted through which medium by the Educational Institution are 70.6 per cent of the respondents uses Google meet to conduct the online classes followed by 15.3 per cent respondents uses both the Google meet and Zoom applications to attend online classes and 9.4 per cent of the respondents uses only Zoom app for attending online classes. Around, 4.7 per cent of the respondents use YouTube as a Medium for attending Online Classes.

4.7 Internet Connectivity to attend the online classes

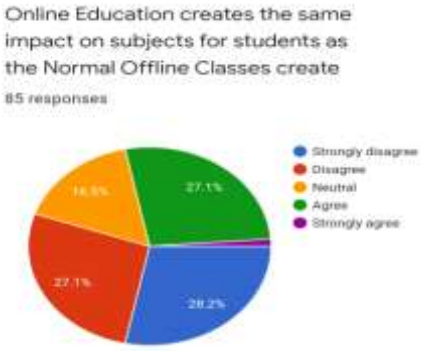


Availability of Internet access to attend online classes were analyzed, 49.4 per cent of the respondents says that they don't have enough Internet Connectivity to attend online classes followed by 41.2 per cent of respondents says that they have enough Internet Connectivity to attend online classes and 9.4 per cent of respondents are neutral about the Internet Connectivity.

4.8 Status of Educational fees reduction during this Online Classes Period

Likerts 5 point scale used to assess the Educational fees reduction due to Online Classes during Covid-19 Period. Almost, 37.6 per cent of the respondents were strongly disagree to the fact that educational fees were be Reduced to online classes during covid-19 followed by 34.2 per cent of the respondents chosen disagree and 16.5 per cent of the respondents agree to the fact. Only, 8.2 per cent of the respondents have been in a Neutral state to the fact followed by 3.6 per cent of the respondents have been strongly agree to the fact that educational fees were be Reduced to online classes during covid-19 period.

4.9 Online Education creates the same impact on subjects for the students as the Normal Offline Classes



The chart shows about the Online Classes creates the same impact on subjects for students as the Normal Offline Classes. Result shows 28.2 per cent of the respondents strongly disagree the statement followed by 27.1 per cent of the respondents are disagree and 27.1 per cent of the respondents agree the statement. Around, 16.5 per cent of the respondents are in neutral stage and 1.1 per cent of the respondents are strongly agreeing the statement.

4.10 Gaining of knowledge through Online Classes

The analysis shows 47 per cent of the respondents are not able to gain Knowledge through Online Classes followed by 39 per cent of the respondents can able to gain knowledge and 14 per cent of the respondents expressed may able to gain knowledge.

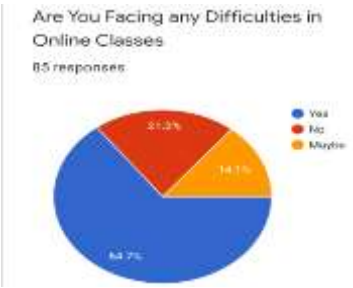
4.11 Various tools used by the academic institutions to make the online classes interesting

According to the Respondents, most of the Professors were using Google Classroom, PowerPoint Presentation, YouTube videos to create an interest on subjects to the students.

4.12 Syllabus coverage through Online Classes

The statement posted among the participants was 'The entire syllabus for all subjects is fully covered through Online Classes'. The responses of the respondents were 36.5 per cent of the respondents agreed to the fact followed by 35.3 per cent of the respondents disagree to the fact and 22.4 per cent of the respondents strongly disagree to the fact. About, 4.7 per cent of the respondents are in neutral stage and 1.1 per cent of the respondents strongly agree the facts.

4.13 Difficulties faced in Online Classes by the students



This Chart depicts that, 64.7 per cent of the respondents are facing some difficulties in Online Classes followed by 21.2 per cent of the respondents are not facing any difficulties and 14.1 per cent of the respondents may face difficulties in online classes.

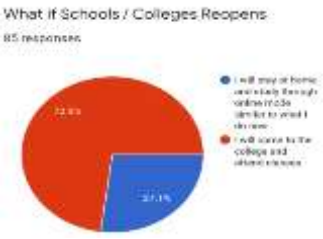
4.14 Students rating based on missing their normal offline classes (1 - 10 point scale)

According to the table, the majority of the respondents were missing their Normal Traditional Classes.

Rate	1	2	3	4	5	6	7	8	9	10
No. of Respondents	1	0	0	3	1	7	7	16	17	33

Out of 85 respondents, 80 respondents were rated above 5 in the scale of 10. Around 94 per cent of the respondents are missing their normal offline classes.

4.15 Opinion on Schools / Colleges Reopens by the students

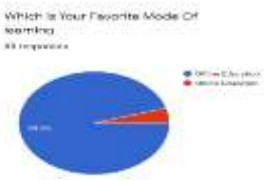


The chart shows the mindset of students' towards School/ colleges reopen. Almost, 72.9 per cent of the respondents are willing to come to their school/ college followed by 27.1 per cent of the respondents will stay at home and study through online mode.

4.16 Opinion on Schools / Colleges Reopens by the parents

This analysis shows the willingness of the Parents to send their children to Schools/ Colleges. About, 54.1 per cent of the respondents say 'yes' followed by 27.1 per cent per cent of the respondents choose 'no' and 18.8 per cent of the respondents may be sent their children to school/ college.

4.17 Students favorite mode of learning



According to responses, Offline Education is the best mode of learning is chosen by 95.3 per cent of the respondents and only 4.7 per cent of the respondents chosen Online Education is their favorite mode of learning.

4.18 Teacher Student relationship in Online Classes are Effective as in Normal Offline Classes

According to the responses, the Teacher Student relationship in Online Classes are effective as in Normal Offline Classes were assessed through Likert 5 point scale. Actually, 28.2 per cent of the respondents have been disagreed to the fact followed by 25.9 per cent of the respondents have been strongly disagreed and 23.5 per cent of the respondents have been agreed the fact. Around, 20 per cent of the respondents have been chosen neutral and 2.4 per cent of the respondents have been strongly agreed to this the fact.

4.19. Preference on conduct mode of examination

According to the respondents, almost 65.9 per cent of the respondents prefer online mode and examination and 34.1 per cent of the respondents prefer offline mode of examination.

4.20. Chi-Square Tests:

4.20.1 Null Hypothesis (H0): Students Perception towards Reopening of Schools and Colleges has No Impact of Gender

Chi-square values:

Chi Square Table Value between df= 1 at LOS 0.05 = 3.84.
Chi-Square Value = 0.0173; Chi-Square Table Value = 3.84.
Chi Square Table Value is greater than Chi Square Calculation Value. Accept Null Hypothesis. So, Students Perception towards Reopening of Schools and Colleges has No Impact of Gender.

Results	I will stay at home and study through Online Mode	I will come to Schools and Colleges and attend classes	Total
Male	0.0021	0.0008	0.0029
Female	0.0105	0.0039	0.0144
Total	0.0126	0.0047	**0.0173**

4.20.2 Null Hypothesis H0: There is no significant relationship between students facing difficulties in online class and Students gaining knowledge in online classes

Chi Square Table Value between df 2 and los = 0.05 = 5.991 ; Chi Square Calculation Value = 13.84; Chi Square Calculation Value is greater than Chi Square Table Value.

Chi-square values:

Results	Yes	No	Maybe	Total
Students facing difficulties in online classes	2.75	4.17	0	6.92
Gaining Knowledge in Online Classes	2.75	4.17	0	6.92
Total	**5.5**	**8.34**	**0**	**13.84**

Reject the Null Hypothesis. So it is proved that there is Significant Relationship between Students facing difficulties in Online Classes and Students gaining knowledge in online classes. It shows that if the Students are facing difficulties in Online Classes it will affect their gaining of Knowledge in Online Classes.

4. 20.3 Null Hypothesis H0: Students Favorite Mode of Learning has no Impact of Gender. Chi-square value:

Chi Square Table Value between df= 1 and Los = 0.05 = 3.841; Chi Square Calculation Value = 0.83; Chi Square Calculation Value is lesser that Chi Square Table Value. Accept Null Hypothesis. So it is proved that Students Favorite Mode of Learning has no Impact of Gender.

Results	Online Education	Offline Education	Total
Male	0.13	0.01	0.14
Female	0.66	0.03	0.69
Total	**0.79**	**0.04**	**0.83**

4.20.4 Null Hypothesis (H0): There is No significant difference between Students favorite mode of learning and favorite mode of writing exams.

Chi-square value:

Chi-Square Table Value between df= 1 and Los = 0.05 = 3.841; Chi Square Calculation Value = 69.6; Chi Square Table Value = 3.841; The Chi Square Calculation Value is greater than Chi Square Table Value. Reject Null Hypothesis. Hence, there is a significant difference between Students favorite mode of learning and favorite mode of writing exams. Students Favorite Mode of Learning may differ from their Favorite mode of writing exams.

Results	Online	Offline	Total
Favorite Mode of Learning	22.5	12.3	34.8
Favorite Mode of Writing exams	22.5	12.3	34.8
Total	**45**	**24.6**	**69.6**

4.20.5 Null Hypothesis H0: There is no significant difference between types of students and hours of spending on online classes.

Chi Square Table Value between df=12 and los = 0.05 = 21.026; Chi Square Calculation Value = 56.1; Chi Square Table Value = 21.026;

Chi-square values:

Results	< 2 Hrs	3 Hrs	4 Hrs	5 Hrs	> 5 Hrs	Total
School Students	10.48	1.41	1	1.76	0.42	14.76
College Student	0.10	1.01	1.89	1.43	1.82	6.25
Diploma/ Professional Courses Student	1.06	5.51	3.6	9.22	4.29	23.68
None of the Above Students	0.06	0.31	0.2	0.35	10.58	11.5
Total	**11.3**	**8.24**	**6.69**	**12.76**	**17.11**	**56.1**

Chi Square Calculation Value is greater than Chi Square Table Value. Hence, Reject the Null Hypothesis. There is a significant difference between types of students and hours of spending on online classes.

4.20.6 H0: Students preferable mode of writing exams has no effect of gender

Results	Online	Offline	Total
Male	0.001	0.002	0.003

Chi Square Table Value between df= 1 and los = 0.05 = 3.841; Chi Square Calculation Value = 0.018; The Chi Square Calculation Value is Lesser than Chi Square Table Value. Accept Null Hypothesis. It is proven that Students preferable mode of writing exams has no effect of Gender.

Female	0.005	0.01	0.015
Total	**0.006**	**0.012**	**0.018**

5.0 FINDINGS OF THE STUDY

- Almost 98.8 per cent of the respondents were School Students, College Students, Diploma/ Professional Courses Students.
- Respondents expressed Online Mode of Education is Effective. Hence, majority of the Educational Institutions are Conducting Online Classes effectively.
- According to the Research, most of the respondents are attending Online Classes for more than 3 Hours a day.
- The Online Classes were been conducted through Google Meet by the majority of Educational Institutions to the students.
- Majority of the Respondents does not have enough Internet Connectivity to attend online classes.
- Educational fees were not been reduced by the Educational Institutions due to Online Classes during Covid-19 period.
- Majority of the Respondents feels that Online Classes are not creating the same impact on Subjects as the Normal Traditional Offline Classes creates.
- Most of the Respondents were not able to gain enough knowledge through Online Classes.
- The Professors of Various Educational Institutions have been using almost all the Online based Educational applications to make the classes interesting and to attract the attention of students and to create an impact on Subjects. Almost all the Professors of the Respondents have been Using Google classroom, PowerPoint presentation, YouTube videos for the benefit of their Students.
- According to the Majority of the Respondents, the entire syllabus for all Subjects is not fully covered in Online Classes.
- The similar problems faced by most of the Respondents are
  - Network Connectivity Issues, lack of Internet, not enough data connection Majority of the Respondents have mentioned this as their Problem in attending Online Classes.
  - Unable to grasp difficult Concepts
  - Many Distractions in Online Classes.
- Majority of the Respondents were missing their Normal Traditional Offline Classes very badly.
- If the schools and Colleges are reopened, Majority of the students are willing to come to Schools and Colleges to attend their normal Traditional Offline.
- According to the Respondents, majority of the parents are willing to send their children for offline classes.
- More than 95 per cent of the Responses state that Normal Traditional Offline Education was the students' most favorite mode of Education.
- The Teacher-Students relationship in Online Classes is not effective as in their normal offline classes.
- More than 65 per cent of the Respondents are willing to write their Examinations in Online Mode rather than in Offline Mode.

6.0 RECOMMENDATION

- The Majority of the Respondents were facing Network Issues, so the major recommendation was for the Professors and Educational Institutions should be flexible while giving attendance, and uploading the Online Class Videos in Google Classroom so that the student who faced network issues while attending class can go and check the videos and Learn from that.

- The Educational fees of Students are not been reduced even for Online Classes in lockdown period. Already the majority of the Families are facing financial problems in this lockdown. The Research recommends that to reduce a little part of Educational fees.
- Students were not able to gain Knowledge in Online Classes because of they are facing many distractions while learning. The Research Recommends the students to be interactive in Online Classes, answer the questions raised by the professors, the professors also make the classes more interesting by using Various Educational Online applications, all these makes the Students to not face any distractions and to gain Knowledge through Online Classes.
- Teachers of School Students can give a limited amount of homework because it falls on the heads of the Parents.
- Students are willing to Write Examinations in Online Classes during this Lock down. So the Educational Institutions should keep the Online Examinations in an effective manner as the students were not facing any difficulties.
- Students who are comfortable with Online Classes can do additional courses in many online learning platforms like BYJU's, Vendantu to improve their Skills.
- Students in Higher Education also can do some Online Courses to improve their skills. There are many Online Platforms which gives their Courses at a free of cost like Coursera, Future Learn that too in a short span of time the students can complete it. It is also a Valid advantage to student professional Resume.
- Even there can be a Change in mode of Education which is comfortable and can learn from home but it can't be replaced the students love towards Traditional Offline Classes.

7.0 LIMITATIONS AND WAY FORWARD

- The Size of the Sample Collected is less comparatively because the Research topic is a wider one. If the Sample size is larger it makes the Research more Quality.
- Most of the Respondent's were Chennai based so this Research is confined to the Chennai city. The Perceptions of the Students in other states were not been analyzed.
- More than 80 per cent of the Respondents were Male Students. Only nearly 20 per cent of the respondents were Female. So the Perceptions of female Respondents were not been widely analyzed.
- Accuracy of the study is according to the information given by the respondents. The Responses given by the respondents may or may not be true.

8.0. WAY FORWARD OF THE STUDY:

- Increasing the responses will develop the Quality of the Research Paper
- Collecting Responses from Various cities will give the accurate samples for Research Paper.
- Collection of More Responses from Females that makes the female Students Perceptions more strong in Research so that it makes the Research balanced.
- Online Classes in this lock down is a Starting stage of Online Mode of Education, over coming Years Online Education will become wide in an efficient manner and it will be a strong part of Students Education.

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A STUDY ON LEVEL OF AWARENESS TOWARDS INTELLECTUAL PROPERTY RIGHTS AMONG STUDENTS

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Abstract

Intellectual Property assets are valuable commercial products which need to be carefully protected in order to exploit their full economic potential. It is acknowledged that the protection and economic utilization of Intellectual property Rights (IPR's) is one of the key factors in bringing economic success for the developed world. The study was undertaken to analyse the level of awareness towards intellectual property rights among students. Objective of the study is to understand the level of awareness among students and their attitude towards intellectual property rights, under the study 110 students were taken as sample for collecting primary data, SPSS software is used to find statistical inference.

Key words: Intellectual property rights, awareness level, commercial products, attitude.

Introduction

Intellectual property rights (IPR) are legal rights that protect artists' original ideas, designs, or the appearance of items, artistic works, scientific breakthroughs, and so on. Intellectual property rights, notably copyrights and trademarks, have a role in the entertainment business. Lyrics, music, dialogues, and screenplays are all eligible for copyright protection. Celebrities have profited for decades by using the protections afforded by trademark law. Although intellectual property rights appear to give a basic amount of protection, when applied wisely, they can provide maximum benefits and value of creation, enabling for the development, protection, and monetisation of world-changing technology.

Intellectual copy rights in education system

Copyright Framework and Exclusive Rights, Copyright Protection and the Public Domain, Copyright Ownership

Intellectual property law, once thought of as an arcane and unpopular area of law, came to the fore-front of legal disciplines in the 1990s, in large part due to the increased use of computers and the commercialization of the World Wide Web. Because of the widespread use of technology and computers to conduct research and teach, intellectual property law greatly impacts the educational enterprise in the early twenty-first century. The use of computer networks and the Web to create classrooms in cyber-space, communicate with students and faculty, write and publish scholarly material, and conduct research is considered the norm for many educational institutions. And each of

these activities involves the use of copyrighted information. As a consequence, educators and administrators need to have a basic understanding of copyright in order to avoid misusing copyrighted material.

Copyright Framework and Exclusive Rights

Intellectual property in the United States is a property right created by the law in intangible property. Specifically, copyright is a subset of intellectual property, which protects creative works such as literature and art. Other types of intellectual property are patents, which protect inventions and processes, and trademarks, which protect names and logos.

Copyright Protection and the Public Domain

In order to qualify for copyright protection, a work must meet the statutory requirements set out in section 102 (s) of the Act. The work must be an original work of authorship fixed in a tangible medium of expression. Copyright protection exists from the moment of fixation in a tangible medium. The protection is automatic and notice is not required; however, registration carries certain benefits and is required to bring a lawsuit. Section 102 of the Copyright Act of 1976 includes eight categories of subject matter that fall under copyright protection: literary works; musical works; dramatic works; pantomimes and choreographic works; pictorial, graphic, and sculptural works; motion pictures and audio visual works; sound recordings; and architectural works. Examples of copyrighted expression also include computer programming, animations, video footage, java applets, web pages, and photographs.

Copyright Ownership

The exclusive rights in copyright are initially given to the owner of the copyrighted work. Although the author may transfer the copyright to someone else, any analysis of copyright ownership should begin with the principle that the author is the owner. Section 201 of the Act provides four types or categories for ownership: (1) author; (2) joint ownership; (3) collective works; and (4) works made for hire. The work-for-hire doctrine has always played a role in academic production. Many institutions have asserted ownership over research and other scholarly works by claiming the work is made for hire. However, an exception to this rule was developed in the common law for things such as syllabi, lectures, textbooks, and articles that professors write. There is no such explicit exception in the Copyright Act of 1976. The factors to be considered in determining whether or not a person is an employee were outlined in the Supreme Court's decision in Community for Creative Non-Violence (CCNV) v. Reid (1989).

Copyright Limitations and Exemptions

Although copyright owners have exclusive rights in their creations, these exclusive rights are limited by certain statutory exemptions and defences. The most used and notable of these for the education community are: fair use, library copying, first sale, and the educational performance and display exemptions. The primary limitation in copyright on the exclusive rights of copyright owners is fair use. The fair use privilege allows for the reasonable use of a copyrighted work without permission or payment of license fees if the use is fair pursuant to statutory factors. Section 107 of the Act includes four factors that must be weighed to determine whether or not a use is fair: (1) the purpose and character of the use;(2) nature of the copyrighted work; (3) the amount and substantiality of the portion used; and (4) the effect of the use on the potential market for, or value of, the copyrighted work. All four factors are weighed or balanced, and no one factor ensures a finding of fair use. Fair use is critical to the teaching and research that takes place in educational institutions. If fair use did not exist, then the research process would be greatly frustrated, since many small and relatively inconsequential research uses copyrighted material that could be considered unlawful reproductions such as photocopying a page from a journal in order to write a research paper. Exemptions that are

directly applicable to the classroom and to distance education are located in Section 110 of the Copyright Act. The classroom exemption, 110 (1), allows for the performance and display rights to be used in the course of "face to face" teaching at a non-profit educational institution. The use must be within a "classroom or similar place devoted to instruction." The right to public display may occur whenever a picture, graphic, text, or chart is shown directly or by means of a projecting mechanism. A performance may occur when a work is recited or acted, or when an audio visual work, such as a videotape, is played. Thus, in the course of teaching students in the classroom one can read text out loud, sing a song, or play a movie.

Infringement and Liability

Use of a copyrighted work without permission, unless it is covered under an exemption, infringes on the exclusive rights of the author outlined in Section 106 of the Copyright Act. Infringement can be direct, vicarious, or contributory. Direct infringement occurs when someone violates any of the exclusive rights of the copyright owner. Vicarious infringement occurs when one has the right to control the infringement of another or profits from infringement. This type of liability is based on the relationship with the direct infringer. Contributory infringement occurs when a person has knowledge of infringing activity and/or induces, causes, or contributes to infringing conduct. Educational institutions and faculty may be liable under all three types of liability.

Digital Millennium Copyright Act

Educational institutions that are heavily networked with high student and faculty use of computers need to become well versed in the liability limits in the Digital Millennium Copyright Act (DMCA), a 1998 amendment to the Copyright Act. Specifically, the DMCA limits liability for Internet Service Providers (ISPs) and provides safe harbors from liability for conduit activities, system caching, hyperlinks, directories, and location tools and stored material on an ISP system. There are specific requirements that must be met in order to get statutory protection, however. Service providers qualifying for these limits in subsections (a)–(d) are shielded from damage awards. Section 512 (j) limits the availability of injunctive relief. The DMCA has a specific provision for non-attribution of infringing conduct by graduate students and faculty of non-profit educational institutions. This provision, 512 (e), applies to the conduct of graduate students and faculty involved in teaching and research if: (1) the activities do not involve online access to instructional materials that are required or recommended for a course taught at the institution within the preceding three-year period;(2) within that same three-year period, the institution received two or fewer DMCA notifications that a particular faculty member or graduate student engaged in infringement and no actionable misrepresentations were made in connection with such notifications; and (3) the institution provides information on copyright compliance.

Anti-Circumvention

The DMCA also adds sections 1201–1205 to the Copyright Act, implementing the World Intellectual Property Organization treaty provisions prohibiting the circumvention of technological copyright protection measures and protecting the integrity of copyright management information. Section 1201 defines circumvention of technological measures and prohibits circumvention of technological measures that restrict access to a copyrighted work and trafficking in the means to circumvent protective measures restricting access to a copyrighted work. A technological measure that controls access is defined as one in which the authorized access to a copyrighted work requires either application of information (such as a password) or a process or treatment–with the authority of the copyright owner. Circumvention occurs whenever such technological measures are avoided, bypassed, deactivated, or impaired without the authority of the copyright owner. Section 1201 (d) exempts non-profit libraries, archives, or educational institutions that circumvent technological measures controlling access to a protected work that is not reasonably available in another form. Such conduct must be for

the sole purpose of making a good faith determination of whether to acquire that work. This exemption does not apply to acts that fall under section 1201 (a)(2) or 1201 (b)(1), which prohibit trafficking in a product or service that is intended to circumvent technological copyright protection measures.

Computer Software

The issue of reverse engineering as copyright infringement was litigated before the Court of Appeals for the Ninth Circuit in Sega Enterprises Ltd. v. Accolade (1992). The court observed that "intermediate copying of computer object code may infringe the exclusive rights granted to the copyright owner in section 106 of the Copyright Act regardless of whether the end product of the copying also infringes those rights." The court held, however, that disassembly of copyrighted object code was a fair use, since it was a necessary step in the examination of unprotected ideas and functional concepts. The court recognized that there is no "settled standard" for identifying protected expression and unprotected ideas involved in determining copyright infringement of computer software.

Objective of the Study

1. To present the IPR related to education system

2. To identify the level of awareness towards intellectual property rights in education system

3. To analyse the student's attitude towards IPR

Research Methodology

The present study is based on both primary and secondary data. The required primary data were collected through the structured questionnaire. In this study a pre-test was conducted among 30 respondents according to the result of the pre-test and the opinion of the respondents surveyed, the researcher weeded out the unwanted questions and the suitable modifications was made in the questionnaire. The required secondary data were collected through newspapers, magazines, journals and web portals.

Table 1: Data Analysis

Age	**No. of. Respondent**	**Percentage**
18-20	31	16.4
21-22	58	52.7
23-25	13	11.8
Above 25	8	7.3
Total	110	100
Educational qualification	**No. of. Respondent**	**Percentage**
UG	18	16.4
PG	34	30.9
Research scholar	51	46.4
Other	7	6.4
Total	110	100

From the above table it is observed that majority 52.7% of the sample respondents belongs to the age group of 21 years to 22 years .46.4% of the respondents are research scholar.

Table 2: Intellectual property rights awareness

S. No	**Dimension**	**No. of respondent**	**Percentage**
1	Plagiarism	32	29.09

2	Piracy	39	35.45
3	IPR awareness	21	19.09
4	Information relating to university and government activities	18	16.36
	Total	110	100

Source: Primary data

From the above table it is observed that Majority 35.45% of the sample respondents aware about Piracy.

Table 3: Level of knowledge towards intellectual property rights relating to students

Statement	**Highly agree**	**agree**	**Neutral**	**Disagree**	**Highly disagree**	**Total Score**
I do not cut and paste info obtained from the internet for my assignment	32 29.1	21 19.1	39 35.5	18 16.4	0 0	110 100
I do not photocopy text book to be used in course of study	32 29.1	30 27.3	29 26.4	12 10.9	7 6.4	110 100
Downloading songs videos and images from internet is against Law	45 40.9	30 27.3	22 20.0	8 7.3	5 4.5	110 100
Buying pirated software CD, DVD is serious offence.	27 24.5	25 22.7	24 21.8	18 16.4	16 14.5	110 100
Distributing other's work and information Via file sharing Programme is wrong.	43 39.1	28 25.5	24 21.8	15 13.6	0 0	110 100
It is wrong for us to sell or buy counterfeit goods.	45 40.9	33 30.0	23 20.9	5 4.5	4 3.6	110 100

Source: Primary data

From the above table it is observed that majority of the sample respondents 35.5% of them had neutral attitude towards the dimension "I do not cut and paste info obtained from the internet for my assignment", 29.1% of the sample respondents highly agreed that they should not photocopy text book to be used in course of study, 40.9% of them highly agreed that downloading songs videos and images from internet is against Law. 24.55 of the sample respondents highly agreed that buying pirated software CD, DVD is serious offence.39.1% of them agreed that Distributing other's work and information via file sharing Programme is wrong.40.9% of them agreed that "It is wrong for us to sell or buy counterfeit goods".

Hypothesis

Table 4: Friedman rank Test

"There is no significant difference between mean ranks towards the level of Awareness among intellectual property rights in education"

Dimension	Mean Rank	Chi square value	P Value
I do not cut and paste info obtained from the internet for my assignment	**2.98**	**83.341**	**0.000**
I do not photocopy text book to be used in course of study	**3.56**		
Downloading songs videos and images from internet is against Law	**4.34**		
Buying pirated software CD, DVD is serious offence.	**3.37**		
Distributing other's work and information Via file sharing Programme is wrong.	**2.62**		
It is wrong for us to sell or buy counterfeit goods.	**4.13**		

From Table 4 it is observed that there is a significant difference between mean ranks towards the level of awareness among intellectual property rights. Hence the level of significance is less than 0.05 since the null hypothesis is rejected. It is concluded that there is a mean difference among awareness level towards intellectual property rights relating to education. Majority of the respondents highly aware of downloading songs videos and images from internet is against Law.

Table 5: Relationship between the demographical detail of the respondents and the awareness Level towards intellectual property rights

"There is no significant relationship between demographical detail of the respondent and the awareness level towards intellectual property rights "

Dimensions	Age			Edu. Qualification		
	F	Sig.	Result	F	Sig.	Result
I do not cut and paste info obtained from the internet for my assignment	33.366	0.000	S	65.198	0.000	S
I do not photocopy text book to be used in course of study	29.256	0.000	S	44.275	0.000	S
Downloading songs videos and images from internet is against Law	64.376	0.000	S	47.432	0.000	S
Buying pirated software CD, DVD is serious offence.	21.009	0.000	S	80.338	0.000	S
Distributing other's work and information Via file sharing Programme is wrong.	22.559	0.000	S	44.872	0.000	S
It is wrong for us to sell or buy counterfeit goods.	30.028	0.000	S	37.977	0.000	S

Source: Primary data

Table 5 indicates that there is a significant relationship between age, educational qualification of the respondents and the awareness level of the respondents towards intellectual property rights. Hence the level of significance is less than 0.05 since null hypothesis is rejected. It is concluded that

demographical detail of the women entrepreneur has impact on awareness level towards intellectual property rights.

Table 6: Age and Level of attitude- (Chi - Square)

"There is no significance relationship between age of the respondent and the level of attitude"

Chi - Square	Value	Asymp. Sig
Pearson Chi Square	29.406	0.001

Source: Primary data

Table 6 indicates that level of significance is 0.001. Hence the level of significance is less than 0.05 null hypothesis is rejected. Since there is a significance relationship between age and the level of attitude towards Intellectual property rights.

Table 7: Educational qualification and Level of attitude - (Chi - Square)

"There is no significance relationship between educational qualification of the respondent and the level of attitude".

Chi - Square	Value	Asymp. Sig
Pearson Chi Square	63.076	0.000

Source: Primary data

Table 7 indicates that level of significance is 0.000. Hence the level of significance is less than 0.05 null hypothesis is rejected. Since there is a significance relationship between educational qualification and the level of knowledge towards attitude.

Findings

1. Majority 52.7% of the sample respondents belongs to the age group of 21 years to 22 years. 46.4% of the respondents are research scholar.

2. Majority 35.45% of the sample respondents aware about Piracy.

3. Majority of the sample respondents 35.5% of them had neutral attitude towards the dimension "I do not cut and paste info obtained from the internet for my assignment", 29.1% of the sample respondents highly agreed that they should not photocopy text book to be used in course of study, 40.9% of them highly agreed that downloading songs videos and images from internet is against Law. 24.55 of the sample respondents highly agreed that buying pirated software CD, DVD is serious offence.39.1% of them agreed that Distributing other's work and information via file sharing Programme is wrong.40.9% of them agreed that "It is wrong for us to sell or buy counterfeit goods".

4. Mean rank towards the level of awareness among intellectual property rights. Hence the level of significance is less than 0.05 since the null hypothesis is rejected. It is concluded that there is a mean difference among awareness level towards intellectual property rights relating to education. Majority of the respondents highly aware of downloading songs videos and images from internet is against Law.

5. There is a significant relationship between age, educational qualification of the respondents and the awareness level of the respondents towards intellectual property rights. Hence the level of significance is less than 0.05 since null hypothesis is rejected. It is concluded that demographical

detail of the women entrepreneur has impact on awareness level towards intellectual property rights.

6. The level of significance is less than 0.05 null hypothesis is rejected. Since there is a significance relationship between age and the level of attitude towards Intellectual property rights and there is a significance relationship between educational qualification and the level of knowledge towards attitude.

Conclusion

In this study it is concluded that students from undergraduate, post graduate, research scholars are aware of intellectual property rights relating to education system, piracy is a variable which is highly known by sample respondents , education highly influencing the attitude towards intellectual property rights research scholars has some extra knowledge about plagiarism and copy right source of information and it is identified that students has high level of awareness towards intellectual property rights based on their education level so undergraduate students needs some more level of awareness towards intellectual property rights relating to education system through seminars, and through awareness programs.

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ROLE OF INTELLECTUAL PROPERTY RIGHTS IN E-COMMERCE- AN OVERVIEW

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Abstract

In today's global scenario, the internet has become a revolutionary technology which is known to empower consumers and businesses alike with the network of connectivity at all levels. E-commerce is the part and parcel of our daily lives as we are so much into using the digital modes of trading and thus the need for "Intellectual Property" arises.Intellectual property play a predominant role in E-commerce because their license needs to be protected and safeguarded.Therefore, the online corporate sectors should work on the ground that their activities are free from IP risks and threats which might slow down or actually destroy their businesses.This paper aims to understand the basic introductory concept about IPR and the role of IPR in E-commerce.

Key words: E-commerce, Intellectual Property Rights (IPR), Copyrights, Patents, Trademarks

Introduction

In the present worldwide climate, the web has turned into an extreme innovation which associates the purchasers and the organizations at all levels. When it comes to E-commerce,It is an inseparable child of mankind as most of the people are so much using the digital modes of trading and thus the need for "Intellectual property" arises.Intellectual Property Rights (IPRs) are legitimate rights that safeguard creations and/or inventions resulting from intellectual activity in the industrial, scientific, literary or artistic fields. The most common IPRs include patents, copyrights, trademarks and trade secrets.Intellectual Property (IP) is a legitimate term that has been associated with industrial property with copyrights and other rights in the similar field. The value of the intellectual property is highly valuable as compared to the physical property. There are various reasons why IP is the key factor to E-Commerce and e-commerce is predominantfactor to IP. Audio, images, video, software, designs, training modules, systems, etc. can all be traded through E-Commerce, in which case, IP is the principle part of significant worth in the exchange. IP is significant in light of the fact that the things of significant worth that are exchanged on the Internet should be safeguarded, utilizing mechanical security frameworks and IP regulations, or, more than likely they can be taken or pilfered and entire organizations can be annihilated.

Role of Intellectual Property in E-Commerce

With the significant utilization of the Internet and innovative foundation, Intellectual Property assumes a significant part in E-Commerce in the ways referenced beneath:

1. The Intellectual Property Law defends the financial matters and entities of an organization or a person against unreasonable rivalry. Coming to the advanced economy and E-business, without even a trace of IP regulations and works on, everything going from music, programming, design, etc could be taken, copied, or appropriated over the globe without paying the owners for their exceptional creation and work.

2. IP is engaged with the working of E-Commerce as parts like programming, chips, networks, designs, plans, routers, to give some examples, are largely types of IP which should be safeguarded to permit the working of the Internet.

3. All E-Commerce and online organizations depend on product or patent licensing. As an assortment of innovations are expected to make an item, most web-based organizations eitheroutsource the development of some components or share technologies using licensing agreements

4. Online business based organizations consider IP as their most significant resource and frequently own Patent portfolios and brand names to upgrade the worth of their internet based organizations.

Significance of Intellectual Property in E-Commerce

For most organizations across the world, their Intellectual Property is a most important resource than any substantial resource claimed by them. This is on the grounds that Intellectual Property Laws assume a significant part for the corporate areas from revealing their proprietary innovations, while likewise safeguarding them against uncalled for contest. The organization ordinarily possesses an arrangement of licenses and brand names which reinforce and build the worth of their business. IPR regulations in web based business safeguards their licenses, portfolios and trademarks.The regulation keeps others from taking IPs and utilizing it for their monetary potential benefit, without paying the maker for the work they put in, and their creation. The presence of practices and rules that administer the working of IP regulations has energized new manifestations, while - additionally safeguarding the difficult work put in by the maker.

Elements granted protection in Intellectual Property

There are a various parts of on-line sites which are vested with the protection of various types of Intellectual Property.

1. Online business frameworks, search engines or other specialized Internet devices is allowed security under Patents or utility models.
2. Programming incorporates the text-based HTML code which are utilized in sites and it is vested with a safeguard under Copyrights Act or licenses regulation, contingent on public regulation.
3. Web architecture is safeguarded under copyright.

4. All the site content as composed material, photos, and illustrations, audio and video recordings are safeguarded under Copyrights.

5. Data base are safeguarded by copyright regulations.

6. Business Names, Logos, Product names, and different signs posted on the site are covered under Trademarks.

7. Computer generated Graphic Symbols, displays, graphic user interfaces (GUIs) & even webpages are safeguarded under Industrial Design Law

8. Hidden Aspect of on-line sites (confidential designs, source code, object code, algorithms, calculations, programs or other specialized portrayals, information stream diagrams, rationale stream outlines, client manuals, information constructions and data set contents) are safeguarded under Trade Law Secrets.

Understanding two essential regions concerning IPR in online business:

Protecting one's own licensed innovation: A typical misstep most licensed innovation proprietors make, is that they uncover their IP before they even record for its protection. This can end up being very lethal, since they can't make a legitimate move against substances who are unjustifiably involving it for business purposes. For example, assuming one unveils the privileged insights of a software algorithm, prior to filing as a trade secret, they wouldn't be qualified for IP protection. IP regulations across the globe don't stretch out IP protection to organizations on the off chance that they disclose their proprietary innovations.

Violating another organization's intellectual property: Internet business sites are basically those that are occupied with buying and selling items on the web. Numerous online business organizations frequently encroach intellectual property regulations by depicting and portraying items and furthermore showing their pictures. For example, numerous Indian and Chinese online business portals frequently sell top of the line items at a fraction of a price.(these items are many times definite duplications of the first items). Such online business organizations should address any outstanding concerns to guarantee they don't encroach upon a creator's IP rights. They can do this by guaranteeing that the item they are selling is the first formation of the IP proprietor and that the maker hosts allowed the third-party platform to sell their item.

Conclusion

There is no rejecting that the fair and ethical compliance ofdigital practices and exercises can't be accomplished without Intellectual Property Laws, particularly in a field as different and dynamic as E-business and retail. IPR in online business safeguards organizations that work on web-based platforms. Since the web-based retail space is developing at an outstanding rate, Intellectual Property Rights help organizations shield and keep up with their secret trade activities. IP privileges in web based business additionally permit IPR proprietors to guarantee a portion of the organization's benefits. Thusly, it ought to be said that IPR in web based business safeguards exercises in the online business field. In any case, the achievement rate relies totally upon the viable execution of IP Rights.

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