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SYNERGY

I.T.S JOURNAL OF IT & MANAGEMENT

Vol. 17, No. 2

July – December, 2019

ISSN:0972-7361

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Publisher & Printer Dr. R.P. Chadha has printed the Synergy : Peer Reviewed I.T.S-Journal of I.T. & Management from Ghaziabad Offset Press, Gandhi Nagar, Ghaziabad (Uttar Pradesh). Published from I.T.S. Mohan Nagar, Ghaziabad (U.P.) owned by Durga Charitable Society.
Editor in chief: Prof.(Dr.) Vidya Sekhri

SYNERGY

I.T.S JOURNAL OF IT & MANAGEMENT

Bi-annual Peer reviewed Journal of I.T.S, Ghaziabad

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EDITORIAL

It gives me immense pleasure to bring before you Synergy-I.T.S Journal of IT and Management, Vol 17. No.2.

This issue of the Journal is unique in the sense that it brings together a variety of papers from diverse disciplines, capturing insights from the study related to potential customer segmentation and CRM strategies to factors affecting buying behavior of consumers with respect to cosmetics industry. The journal issue focuses on analytical view of labour welfare scenario in India, emotional intelligence through Bhagwad Gita, study of paradigm shift from HRM to e-HRM, diffusion of digital recruitment technologies, tourism destination brand competitiveness and compensation plan and its effectiveness on organizational commitment and job satisfaction.

The journal is enriched with extensive analysis and research inputs from Dr Shailendra Kumar Srivastava and Dr Pramod Kumar Srivastava on “Potential Customer Segmentation and Customer Relationship Management strategies in Online Retail in India” with the help of RFM application, Manoj Kumar Meet and Dr Raghunandan Prasad sinha’s critical analysis of labour welfare scenario in India and Dr Bhawna syal’s study on factors affecting buying behavior of consumers with special reference to cosmetics industry. Silki Gupta, Dr P.K Gupta and Dr Garima Mathur highlighted the effectiveness of compensation plan on organizational commitment and job satisfaction with respect to telcom sector. While Abhishek Sharma and Dr Ajay Sharma studied the paradigm shift of HRM towards digital HRM, Dr Kavita tiwari and Dr Surendar tiwari analyzed the diffusion of digital recruitment technologies to improve visibility among prospective candidates and hiring better ones for organization. Issue becomes interesting with the article of Dr Rajendra kumar who integrated learning of Bhagwad Gita with emotional intelligence which can support individuals take full control of own well being and maintaining relationship with others. Pankaj chauhan, Dr Ritesh singhal and Mitali Sharma explored important factors that determine competitiveness of tourism destination brand.

As it is evident, the contributed papers delve into multiple aspects of management in different spheres of business and intellectual pursuits offering new perspectives and strategies to engage the reader and spur innovative thinking.

At Synergy, it has always been our endeavor to provide a framework for the furtherance of research into different aspects of Management and Information Technology. It is hoped that the present issue shall continue the tradition of aggregating path breaking research ideas from such diligent minds.

Editor-in-Chief
Synergy

Potential Customer Segmentation and Customer Relationship Management strategies in Online Retail in India

Dr. Shailendra Kumar Srivastava¹
Dr. Pramod Kumar Srivastava²

Abstract:

People today have a vast array of digital options. Therefore, brands need a digital platform preposition to articulate why the online users should engage with the brand, via their website on a regular basis. The buying behavior and pattern of Indian consumers are changing rapidly. RFM (Recency, Frequency and Monetary) model has been widely accepted in many practical fields in a long history, mostly in retail marketing. By accepting RFM model, decision makers can efficiently spot precious customers and then build up successful marketing strategy. This paper aims to provide an ample review on the usage of RFM application. Further, this paper depicts the usability of RFM application and summarizes how RFM application has been efficiently useful in Online Retail.

In nutshell, the paper is mostly useful for service management, academicians and practitioners who desire to comprehend product-oriented service, governance in environments in which there is a gigantic installed foundation of products at the customers, with noteworthy prospective for extending service production.

Key words: RFM application, customers, online retail, customer value, customer relationship management.

Purpose: Indian E-Commerce Industry is expected to grow by US\$200 billion by 2026 but still the Industry is facing challenge in building customer loyalty. Customers are looking for value for money and personalized service, thus Company should understand the customer's data better. The major problem company is facing in evaluating the strategy for important customers is applying CRM (Customer relationship Management) in right direction. Thus, it is very important to segment customers according to their data through data mining tools. The purpose of this analysis is to help the E-retail business better understand its customers and thus create better marketing strategy for it. Online retail in India has thousands of transactions stored in its database, it handles huge amount of customers per day but still is unable to find a robust CRM tool for loyal customers. These data needs to be clustered according to meaningful

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patterns in order to better understand the customers and their retention and promotional strategies. This study focuses on the following aspects. Firstly, the study of the customer segmentation approaches using a RFM model approach churned by software. Secondly, the construction of a method of mining the, and then transforming them into useful rules and inferences, for analyzing the customer's purchase behavior. Finally, the study also analyses the CRM strategy which should be given to the loyal customers according to the pattern.

The research aims to perform clustering and classifying customers by using the model of Recency, Frequency and Monetary (RFM) through customers' transaction data from e-Retail Industry. The model is analysed using **R-Software**. This research produces RFM data mining model and further CRM strategy for the E-Retail Industry in India.

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Introduction:

People today have a vast array of digital options. Therefore, brands need a digital platform preposition to articulate why the online users should engage with the brand, via their website on a regular basis. The buying behaviour and pattern of Indian consumers are changing rapidly. India is one of the key growth countries when it comes to e-commerce, but it is still at a nascent stage and has a huge potential for growth. E-commerce companies have transformed the way business is being done in India. The first E-commerce website in US was launched in 1994, but India got its first e-commerce only in 1999, hence the Indian market is still small but has a huge potential. The largest E-commerce companies in India are Flipkart, Amazon India, Snap deal and Paytm. Although India has the second largest Internet user base in the world, right after China, the number of e-commerce users is low compared to markets such as the US, China, France etc. Having said that, India is the fastest growing e-commerce market in the world and as per the study conducted by India Brand Equity Foundation (IBEF) India is expected to surpass US and become the second largest e-commerce market in the world by the year 2034. In today's virtual world, it is becoming priority to understand the shopping behaviour of customers. Online marketers can impact the decision making process of the virtual consumers by connecting with physical showcasing devices, however chiefly by making

and conveying the proper online experience. Today for marketer it is important to understand the mixture of online functionality like emotions, cues, stimuli for recent, frequent and monetary customers. The prime medium for conveying the Web experience is the interfacing stage between the firm and its online customers. Challenging marketers understand the importance of understanding their customers instead of just focusing on generating more clicks or CTR (Click-Through Rates) to retention, loyalty and thus building customer relationships. The most customer fragmentation strategy widely used is RFM analysis. Frequency and Monetary value affects a customer lifetime value and recency as an engagement metrics affects the retention value.

Already many papers are embracing data mining techniques as important tools to gain competitive advantage in market but a robust consumer centric marketing is still required to churn customers and take customers into confidence.

Churning RFM through Software's like R and Python are very essential for Industry. However a very little research paper or evidence are there in fragmenting and segmenting the analysed customer segment for potential market analysis.

There are researches which are done on developing an RFM patterns like to develop RFM patterns from customer purchasing data in Taiwan (Chen et.al, 2009). Most of the papers proposing model for new clustering method like by Cho , 2013, Hu & yeh .2014 outside.

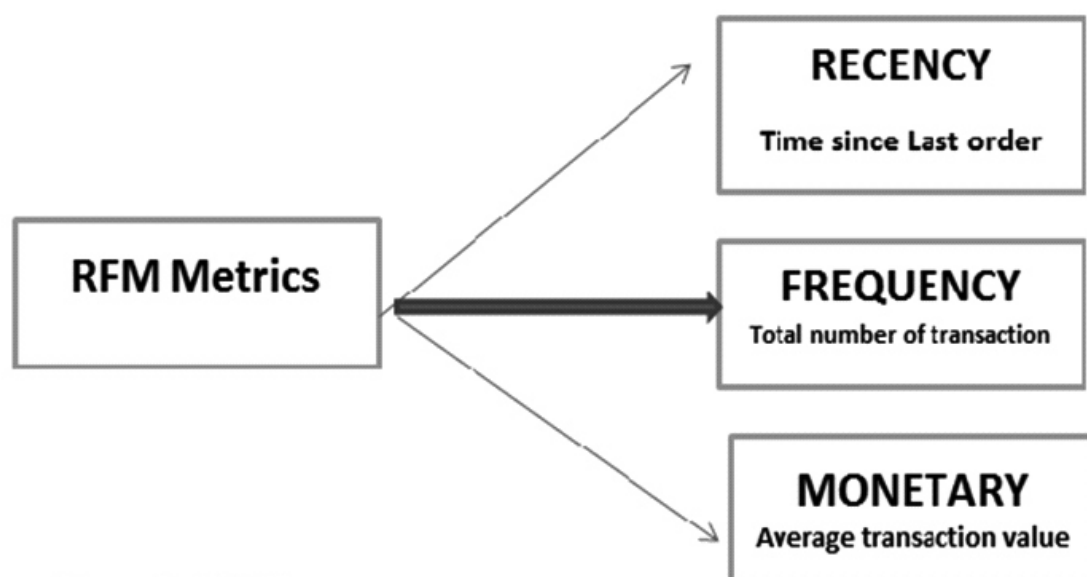


Figure 1: (RFM)

RFM factors discuss about the most recent purchase and the responsiveness of the customer towards promotions. Customers frequent buying behavior will show their engagement . Monetary factor differentiates high spenders from least purchasers' customers.

RFM analysis is a well-defined marketing model for CRM. This model helps in segmenting online customers for further strategy. It also helps in dividing customers into various categories or clusters them on 25 segments. These segments will help further analyzing customers for personalize promotional activities thus enhancing customer life time value. The segments will be further churned on eleven scale from champions, loyal customers, potential loyalists, New customers, promising, Need attention, about to sleep, at risk, can't lose them, hibernating and lost.

Research Methods: The data is collected from Millennials from India's giant online retail store Purchase i.e. Amazon. The dataset includes the customer variables which belong to the period from January 1, 2016 to January, 2019. The dataset consist of total of 2300 transactions from Amazon register customer. The data was proposed after removing duplicate transactions from the same customer ID. In order to conduct the RFM analysis on the consumer data of Amazon, Data was imported with the following information about the consumer:

- ✓ Customer ID
- ✓ Transaction Price
- ✓ Date of Purchase

R-Studio as a data analysis tool to determine the desired result of, RFM applying.

RFM values from transaction history of 2300 transactions were assigning a score from 1 to 5. 5 is the highest value and 1 is the lowest. Data was churned in R studio by downloading didroo software.

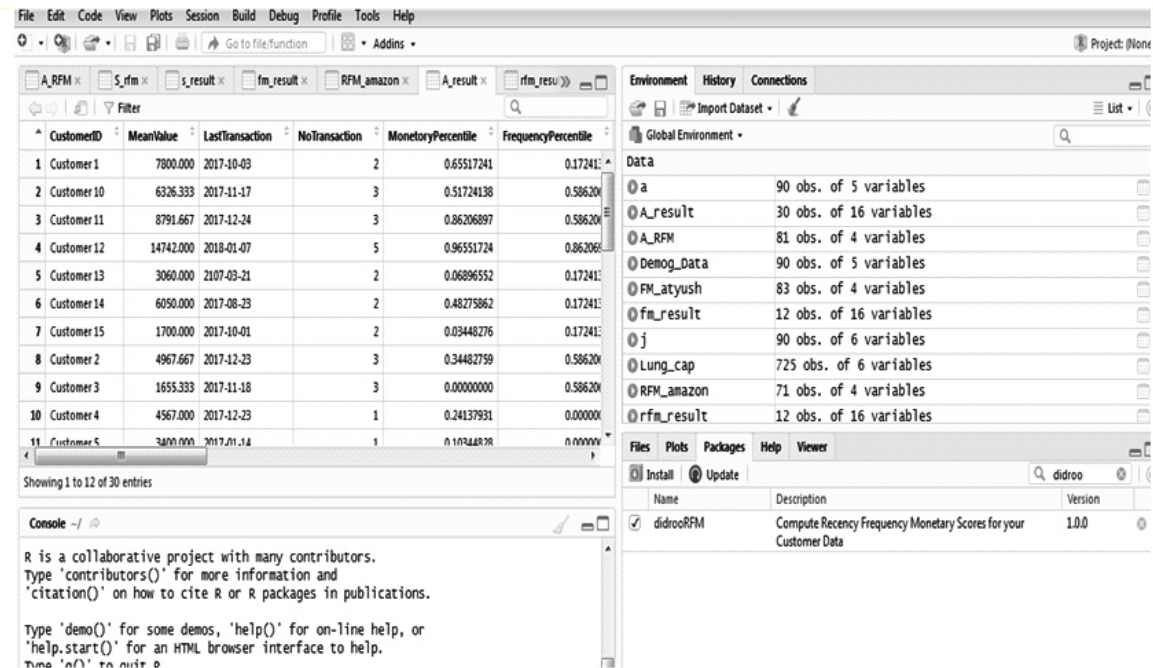


Figure 2: (R studio RFM_amazon,Self)

R studio Codes for churning RFM:

```
Library("didrooRFM", lib.loc="/Library/Frameworks/R.framework/Versions/3.5/
Resources/library")
```

```
> Library(readxl)
```

```
> RFM_analysis <- read_excel ("Desktop/BI deliverables/RFM analysis.xlsx",+ sheet =
"Sheet 1", col_types = c("text",+ "text", "date", "numeric"))
```

```
> View(RFM_analysis)
```

```
> RFM_analysis `Date of Purchase`<-as.Date (RFM_analysis$`Date of
Purchase`, "%d/%m/
%y")
```

```
In as.POSIXlt.POSIXct(x, tz = tz): unknown timezone '%d/%m/%y'
```

```
> result<-findRFM(RFM_analysis)
```

```
➤ View(result)
```

```
➤ View(RFM_amazon) > View(rfm_result) > View(A_RFM) >
View(A_result)
```

Most of Amazon's customers are falling under class 2 and class 3. Under these categories, there are customers who purchase frequently but not spending much and other set of customers who don't purchase frequently but spend a lot, when we will adapt few marketing strategies to acquire the class 2 and 3 customers of Amazon's.

RFM	Final Customer Class	Segment	Description	Marketing strategy
251	Class-2	Loyal Customer	Spends good money, Responsive to promotions	Personalised touch with customer, offers free subscription, In the festival send them gifts,
133	Class-2	At risk of competitors	Spent big money, purchased often but time ago	Send personal message and email to reconnect with customer, Give Them updates of the collection,
114	Class-2	Hibernating	Bought more recently but not often	Give them Special discounts and membership cards
415	Class-3	Promising	Recent shoppers, but haven't spent much	Create brand awareness, offer free trial
415	Class-3	Promising	Recent shoppers, but haven't spent much	Create brand awareness, offer free trial
541	Class-3	Champions	Bought recently buy often and spends the most	Send them gifts and arrange special meeting with designer, ask for a Snacks and lunch
222	Class-2	About to sleep	Below average recency, frequency, monetary	Give them Special discounts and membership cards
352	Class-3	Loyal customers	Spends good money, Responsive to promotions	Personalised touch with customer, Product recommendation, In the festival send them gifts,
233	Class-2	Need Attention	above average recency, frequency, & monetary values	Send personal email and messages, offers discount
444	Class-4	Loyal customer's	Bought recently, buy often, and spend the most	Personalised touch with customer, Product recommendation, In the festival send them gifts,

Findings: The paper provides customer segments by churning RFM through R. **It was found that highest number of customers comes in the category of loyal customers. An up selling higher value product is required for engagement. Potential customers need to be given personalized loyalty program.** The research helps to monitor the diversity of online customers in terms of their shopping patterns. It was also found that the analysis of diverse groups and their purchasing power has helped marketer in understanding potential customers and types of strategies need to be floated for each segment. A data centric prediction model has been presented to demonstrate CRM strategies for online retailer. The churned distinct customer group will help business in understanding its customers in a better way and thus will adopt appropriate marketing strategies.

Practical Implications: This paper has practical implications for business and researchers. From a managerial perspective, e-retailers can establish early warning systems by mapping customers' spending patterns and thus defining individualistic personalised marketing strategies. The customer segmentation about the ten determinants of classification of CRM will help to take remedial actions for creating customer loyalty. Moreover, e-retailers can use theses segmentation scale items to chart their strategies vis-à-vis their competitors to build the largest loyal customer base in the industry. From the research point of view, this paper can form the basis for studying the monetisation or measuring the direct impact of customer loyalty on the top line and bottom line of a business vis-à-vis its competitor for defining better marketing strategies churned from R software.

Originality / Value: The existing research in this field deals with retail in general and very less research is done on RFM in India from an e-retail perspective. Also, it is the first research done with the Indian e retail market using R software for customer segmentation though FRM model as the purview of the study.

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LABOUR WELFARE SENARIO IN INDIA: AN ANALYTICAL VIEW

Manoj Kumar Meet¹,

Prof. (Dr.) Raghunandan Prasad Sinha²

Abstract:

In today's highly competitive business scenario, the human resource is the most critical resource among all the resources any organization needs to produce. Every organization wants to achieve success and have desire to get constant progress in their daily business activities. An organization can have sustainable competitive advantages only when it possesses a unique human capital. All the other resources such as financial, technological or physical resources might prove wastage if the firm does not possess an excellent group of people who will be handling these resources. Labour welfare is of a great importance for developing efficient labour in India. It is the high time to introspect the availability and enforcement of welfare measures in India. This article is a step towards the same. Data regarding some basic labour welfare measures such as **Rashtriya Swasthya Bima Yojana (RSBY)**, Employees' Provident Fund (EPF), National Child Labour Project (NCLP), Labour Inspection program, etc. have been taken in to consideration for making general inferences. The data taken into consideration reflects high degree of labour welfare initiative in the current decade in India.

Key words: Human Resource, Labour Welfare, Sustainable, Human Capital, **Rashtriya Swasthya Bima Yojana (RSBY)**, Employees' Provident Fund (EPF), National Child Labour Project (NCLP).

Introduction

Labour is one of the most critical factors of production. It plays vital role in achieving industrial growth and development in peace and harmony which is the main goal of employment and employability. For the proper growth and development of an economy, the labour environment should be conducive. Good governance in labour enforcement system can be introduced by bringing transparency and accountability.

In today's highly competitive business scenario, the human resource is the most critical resource among all the resources any organization needs to produce. Every organization wants to achieve success and have desire to get constant progress in their daily business activities. An

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organization can have sustainable competitive advantages only when it possesses a unique human capital. All the other resources such as financial, technological or physical resources might prove wastage if the firm does not possess an excellent group of people who will be handling these resources. The current trend in the world today is highly competitive. Organizations regardless of their size, market share and technology are facing employees (workers) retention challenges and most of which are labour welfare challenges. The human resource will become richer with passing time and experience. This of course does not happen automatically and the organization will have to invest in its human resources and offer welfare to them in order to transform them into true resource that will add value to the organization.

Today, welfare of workers has been generally accepted by employers. Any state intervenes to "widen the area of applicability" only. The Committee on Labour Welfare (CLW), formed in 1969 to review the labour welfare scheme, described it as social security measures that contribute to improve the conditions under which workers are employed in India. Some recent review of literature regarding labour welfare reveals the following:

Malik (2007) in his book discussed the various welfare measures to be provided to workers and employees under various Acts Viz., Mines Act, 1952, Factories Act, 1948, Environment (Protection) Act, 1986 etc.

Aquinas (2007) in the book, "Human Resource Management" explained the intra-mural and extra-mural welfare benefits provided to employees. He stated that some welfare benefits are provided as per legislation while some other welfare benefits are provided voluntarily by management or as a result of bi-partite settlements between the Management and Trade Unions.

Scott Snell and George Bohlander (2007) in their book, "Human Resource Management" throw light on the various benefits especially social security benefits such as provident fund, gratuity, pension and insurance cover provided to employees.

Gary Dessler and BijuVarkkey (2009) in their book, "Human Resource Management" discussed the benefits and services provided to employees in India. They also discussed the benefits to be provided as per Central or State Law besides the discretionary benefits provided by employers.

John M. Ivancevich (2010) in his book, "Human Resource Management" stated that an employer has no choice about offering mandated benefits programs and cannot change them

in any way without getting involved in the political process to change the existing laws. According to him, the three mandated programmes are unemployment insurance, social security and workers compensation.

Aswathappa (2010) in his book, “Human Resource Management” discussed the various types of benefits and services provided to employees in terms of payment for time not worked, insurance benefits, compensation benefits, pension plans etc. He also discussed the ways to administer the benefits and services in a better way.

SOME OF THE RELATED LABOUR WELFARE ACTS HIGHLIGHTED IN THE RECENT REVIEWS

Employee State Insurance Act, 1948

The Employee State Insurance Act, [ESIC] 1948, is a piece of social welfare legislation enacted primarily with the object of providing certain benefits to employees in case of sickness, maternity and employment injury and also to make provision for certain others matters incidental thereto. The Act in fact tries to attain the goal of socio-economic justice enshrined in the Directive principles of state policy under part 4 of our constitution, in particular articles 41, 42 and 43 which enjoin the state to make effective provision for securing, the right to work, to education and public assistance in cases of unemployment, old age, sickness and disablement. The act strives to materialize these avowed objects through only to a limited extent. This act becomes a wider spectrum than factory act. In the sense that while the factory act concerns with the health, safety, welfare, leave etc of the workers employed in the factory premises only. But the benefits of this act extend to employees whether working inside the factory or establishment or elsewhere or they are directly employed by the principal employee or through an intermediate agency, if the employment is incidental or in connection with the factory or establishment.

The Employee State Insurance act was promulgated by the Parliament of India in the year 1948. To begin with the ESIC scheme was initially launched on 2nd February 1952 at just two industrial centers in the country namely Kanpur and Delhi with a total coverage of about 1.20 lakh workers. There after the scheme was implemented in a phased manner across the country with the active involvement of the state governments.

Related Legislations: ESI (Central) Rules, 1950 and ESI (General) Regulations, 1950

Objectives:

The ESI Act is a social welfare legislation enacted with the object of providing certain benefits

to employees in case of sickness, maternity and employment injury. Under the Act, employees will receive medical relief, cash benefits, maternity benefits, pension to dependents of deceased workers and compensation for fatal or other injuries and diseases.

EMPLOYEES PROVIDENT FUND AND MISC. PROVISIONS ACT, 1952

An Act to provide for the institution of provident funds, pension funds and deposit linked insurance fund for the employees in the factories and other establishments. The Act extends to the whole of India except the State of Jammu and Kashmir.

Applicability

All factories and establishments in which 20 or more are employed

Schemes under the Act

Three beneficial schemes-

1. Employees Provident Fund Scheme 1952
2. Employees Pension Scheme 1995
3. Employees Deposit Linked Insurance 1976

Membership

- An employee at the time of joining the employment and getting wages up to Rs.6500/- is required to become a member.
- An employee is eligible for membership of fund from the very first date of joining a covered establishment.

ACTS AMENDED RECENTLY

The Payment of Gratuity Act, 1972 was amended through notification dated 31.12.2009 to:

- Cover teachers in educational institutions w.e.f. 04.04.1997;
- Enhance the ceiling on gratuity from Rs.3.5 lakh to Rs.10 lakh w.e.f. 24.05.2010.

The Employees' State Insurance Act, 1948 was amended w.e.f. 01.06.2010 to:

- Improve the quality of service under the scheme;
- Enable ESI infrastructure to be used to provide health care to workers in the unorganized sector.

Rashtriya Swasthya Bima Yojana (RSBY)

Rashtriya Swasthya Bima Yojana (RSBY), literally "National Health Insurance

Programme", is a government-run health insurance scheme for the Indian poor. It provides for cashless insurance for hospitalisation in public as well as private hospitals. The scheme started enrolling on April 1, 2008 and has been implemented in 25 states of India. A total of 36 million families have been enrolled as of February 2014. In the starting, RSBY is a project under the Ministry of Labour and Employment. Now it is transferred to Ministry of Health and family welfare from April 1, 2015. The objective of the yojana is to Enhance Welfare and Social Security Provisions for Unorganised Sector Workers.

Success indicator	Actual value for the yr 2011/12	Actual value for the yr 2011/12	Actual value for the yr 2013/14	Targeted value for the yr 2014/15	Projected value for the yr 2015/16
Cumulative Number of Districts covered	396	440	440	450	450
Cumulative Number of Smart Cards issued Nos. (In Crore)	2.85	3.40	3.40	3.40	3.60
New Centres Opened	60	55	48	30	30
Increase in Bed Strength including	350	80	180	250	300
Reserved Beds in State Government Hospitals					
Personnel (Doctors)	392	280	280	350	350

Source: GOI, Ministry of Labour and Employment, 2012-13 and 2014-15

The above data in the tables reveals that Implementation of Rashtriya Swasthaya Bima Yojana (RSBY) and enhancing Efficiency in Implementing Employees' State Insurance (ESI) Scheme tends to quite satisfactory in the current decade.

Employees' Provident Fund (EPF)

A provident fund is created with a purpose of providing financial security and stability to elderly people. Generally one contributes in these funds when one starts as an employee, the contributions are made on a regular basis (monthly in most cases). It's purpose is to help employees save a fraction of their salary every month, to be used in an event that the employee

is temporarily or no longer fit to work or at retirement. The investments made by a number of people / employees are pooled together and invested by a trust. The objective of the scheme is to provide Social Security to Organized Sector Workers.

Employee Provident Fund (EPF) is implemented by the Employees Provident Fund Organisation (EPFO) of India. An establishment with 20 or more workers working in any one of the 180+ industries (given here) should register with **EPFO**. Typically 12% of the Basic, DA, and cash value of food allowances has to be contributed to the EPF account. EPFO is a statutory body of the Indian Government under Labour and Employment Ministry. It is one of the largest social security organisations in the world in terms of members and volume of financial transactions undertaken.

Till Oct 2014, every employee had a Provident Fund (PF) account number which was associated with the employer. Change of job meant another Provident Fund number. It involved transferring from one account number to another. Multiple account numbers have been a major area of concern as a majority of grievances of employees are related to transfer of funds from one account number to another. **To address this problem EPFO has launched a Universal Account Number (UAN) driven Member Portal , <http://uanmembers.epfoservices.in>, to provide a number of facilities to its members through a single window.** Member has to activate his registration to avail various facilities such as UAN card download, member passbook download, updating of KYC information, listing all his member ids to UAN, file and view transfer claim.

Success indicator	Actual value for the yr 2011/12	Actual value for the yr 2012/13	Actual value for the yr 2013/14	Targeted value for the yr 2014/15	Projected value for the yr 2015/16
Settlement of Pension Claims within 30 Days	51%	86%	90%	90%	90%
Settlement of PF Claims within 30 Days	56%	88%	90%	95%	95%
Percentage of Public Grievances Pending or more than 15 Days (Settlement of Grievances within 15Days)	83%	23%	15%	10%	10%

Source: GOI, Ministry of Labour and Employment, 2012-13 and 2014-15

Benefits to Employees' Provident Fund (EPF) Beneficiaries have improved because on the one hand percentage settlement of PF claims are increasing and on the other hand percentage grievances related to PF claims are decreasing year after year.

Labour Laws Providing Relief and Benefit to the Worker

The Factories Act, Industrial Dispute and Wage Act provide for a vibrant labour inspection system. However, the labour inspection system is state based.

The Ministry of Labour and Employment along with ministries specialized for certain industrial sectors (for example the Ministry of Power, Ministry of Mines) are responsible for formulating and administering laws and regulations relating to labour and employment.

The national legislation provides inspectors the power to enter in workplace premises; examine; inquire or interview anyone; ask for or take copy of any prescribed register, record or other document; and take measures and photographs. The labour inspector is also authorized to dismantle or subject it to any process or test and take possession of any such article or substance that seems to cause danger to health and safety, and detain it for so long as is necessary for such examination. The objective of the Acts is Prevention and Settlement of Industrial Disputes and Strengthening Labour Laws Enforcement Machinery

Action: Enforcement of Labour Laws to Provide Relief and Benefit to the Workers

Success indicator	Actual value for the yr 2011/12	Actual value for the yr 2012/13	Actual value for the yr 2013/14	Targeted value for the yr 2014/15	Projected value for the yr 2015/16
Percentage of Inspections Carried Out against Pre-Set Targets	100	100	95	100	100
Percentage of Compliance after Inspection	48	52	50	56	56
Claim Cases Filed under the Minimum Wages Act against the Defaulting Employer	3942	2193	2200	2300	2300

Source: GOI, Ministry of Labour and Employment, 2012-13 and 2014-15

It is quite evident from the table that cent per cent labour inspection is carried out on the basis of pre-set targets. Percentage of compliance after inspection is also has an increasing tendency, which indicates the increasing level of satisfaction from inspection. A decrease in claim cases filed under the Minimum Wages Act against the defaulting employers indicates

change in attitude of employers towards labour and labour welfare.

National Child Labour Project (NCLP)

In order to tackle the problem of child labour in India and Ministry of Labour and Employment took a three prong approach. First was to set up a legal framework for prohibition and regulation of child labour. Second was to use various development programmes to address the needs of working children. And third was to set up the National Child Labour Project (NCLP). The objective of this project is to eliminate child labour in hazardous industries by 2010. The complete elimination of labour is a gradual aim of the project.

Under this scheme, the target group is all children below 14 years of age who are working in occupations and processes listed in the Schedule to the Child Labour (Prohibition & Regulation) Act, 1986 or occupations and processes that are harmful to the health of the child. As per the 10th plan the following activities were taken up under the purview of NCLP:

- Ensuring enforcement of child labour laws
- Formal and Non- formal education initiatives like Special Schools (Child Labour Rehabilitation-cum-Welfare Centres). These schools should offer stipends, nutritional services, and health services to children and proper training for teachers. The purpose of the school is to prevent children from working in hazardous industries and mainstreaming them into the formal education system.
- Provision of Vocational Training
- Creating awareness of the harmful effects of child labour on the development of a child
- Income and employment generation activities for families
- Direct rehabilitation of child labour
- Raising of public awareness
- Survey and evaluation

During the 10th plan the following strategies were adopted to ensure the expansion and implementation of the NCLPs:

- Expansion of the NCLPs to additional 150 districts during the Plan.
- Ensuring that NCLPs have clearly defined targets for their areas
- Linking child labour elimination with Sarva Shiksha Abhiyan to ensure child's right to education
- Strengthening the quality and quantity of formal school system in order to help tackle the problem of drop outs and lack of access to schools.

- Creating a more effective monitoring method of child labourers.
- Coordinating between departments and ministries to ensure that no child is allowed to slip through the system.
- Assistance of voluntary organisation in running NCLP schools.
- The objective of the scheme is to eliminating Child Labour from Hazardous Occupations and Processes.

Success indicator	Actual value for the yr 2011/12	Actual value for the yr 2012/13	Actual value for the yr 2013/14	Targeted value for the yr 2014/15	Projected value for the yr 2015/16
Children Enrolled in Special Training Centres	52000	28077	28000	28000	28000
Children from Special Training Centres Mainstreamed for Formal System of Education	60000	27639	42000	42000	42000

Source: GOI, Ministry of Labour and Employment, 2012-13 and 2014-15

Number of children enrolled in special training centres to direct them into the mainstream for formal system of education is a great step towards child right and child welfare.

Present Status of NCLP Scheme:

At present about 6000 special schools are in operation under NCLP scheme. As on date more than 10 lakhs children have been mainstreamed into the formal education system under the Scheme.

Findings related to different Scheme under labour welfare

S No	Particulars	Findings (on Average)
1	On average, number of factory inspection conducted	As per factory Acts
2	On average, fraction of total labourers who have been allotted UAN	99%
3	On average, percentage of total labours who has availed Rashtriya Swasthya Bima Yojana	85%
4	On average, number of factory inspection conducted	100%

(Source of data is a survey conducted on ShramevJayate Scheme by the author)

The above data indicates the basic labour welfare has attained almost its higher level which is evidence of applicability and enforcement of basic labour welfare acts.

Thus, it may be concluded from the above discussion that levels of some labour welfare measures are quite satisfactory and some are approaching to, at a very high speed. Though attaining 100% labour welfare is not an easy some task in India. It has to face a lot of challenges at different levels. Some of the challenges to labour welfare in India have been discussed below.

CHALLENGES TO LABOUR WELFARE IN INDIA

1. Mindset/Perceptions: The mindset of any society that a white-collar worker running fingers on personal computer that costs Rs 40,000 is somehow superior to a person who is handling a Rs 40 lakh or a Rs 4 crore computerized numerical machine (CNC) can't be considered rational but it can be a matter of laughing. The mindset, especially in India, of valuing education from a college more than the skill acquired from an industrial training institute (ITI) has to be changed on demand of time. This type of mindset comes from a generation which is suffering from superior complex and has no idea of importance of work, even those works which help in the daily life.

2. Preference of youth: As a general trend, pass outs from education system do not take admission in the ITIs as their first choice. Most students end up in ITI after exhausting all other options for higher education. This is because; blue collar work is not respected and regarded in the society. For meeting the skill needs of the industry and for enhancing employability of the youth, it is needed to attract more youth to it is by enhancing dignity of vocational training.

The increasing number of private colleges and universities has reduced the challenges of getting a degree. During the process of getting a degree one may or may not expand his/her skills. But in an ITI, it is very difficult become a graduate, if the skills has not been learnt, as the focus in an ITI is on developing skills.

3. Lack of Regular Promotion: It is the time when the corporate sectors should come forward to promote skill development. They should start creating ambassadors of workers who would be new heroes of the moment. It will be a step towards educating the society about skills and the importance of developing skills. The agenda of educating the society about skills should be driven by companies in the manufacturing arena because it, directly, will help them. Over 67 years of existence, ITIs have given excellent technicians, mechanics, entrepreneurs

and professional leaders. Manufacturing sector is reservoir of this success. They have brought name and fame in the country and abroad. It is proposed to compile these success stories and publish in print and electronic form. These success stories shall be used for motivating youngsters and their parents. The successful ITI graduates are also to be projected as National Brand Ambassadors of Vocational Training. This will be taken as communicator and catalyst, taking the message of ITI vocational training to every section of society.

4. Lack of Recognizing Agency: Mahindra's initiative that helps to develop entrepreneurship and ideas among the people of India. As a manufacturing company it will make immense sense to start recognizing skilled shop floor workers as the new heroes. Rise rhymes so well with this. The lack of such an initiative in America was the reason for the decline of manufacturing there.

5. Lack of Initiative: Much before the Chinese manufacturing leaders initiated steps towards skills, American manufacturing had already started declining, the impact is visible. Quality wars: the triumphs and defeats of American business, a seminal book by Jeremy Main, talked about the decline of American manufacturing much before the Chinese phenomenon on pricing. But India is known for division of labour, which needs to be augmented.

Insufficient Number of Training Institutes: The Industrial Training Institutes (ITIs) in the country are the backbone of the vocational training system, which is the only source of supply of skilled manpower to manufacturing industry. There are 11,500 ITIs having about 16 lakh seats. But this is grossly inadequate for supplying skilled manpower to Indian industries. Only 10% of the workforce has got formal or informal technical training, whereas only one fourth of it, is formally trained. There is also another big imbalance. The intake capacity of undergraduate engineering colleges was more than 16 lakh in India which was almost same as seating capacity of ITIs.

Conclusion:

Though, in spite of facing all the challenges India has potential to be a model for labour welfare state. A newly launched yojana 'Shramev Jayate' may be as an evidence in this way. Prime Minister Narendra Modi on the inaugural function of the scheme focused that "We needed to change our attitude towards labour as well as work very hard to change the perception we have of the poor. In our country, white-collar jobs are given a lot of importance. 'Shramev Jayate' is equally important as Satyameva Jayate. Shramev Jayate has the same power that Satyamev Jayate has for the development of our nation. The shram yogis who

emerge from this scheme will become rashtra yogis. This is a scheme that will help Make in India succeed."

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A Study on the Factors Affecting Buying Behaviour of Consumers With Special Reference to Cosmetics Industry

Dr. Bhawna Syal

Abstract

Purpose: The objective of research is to analyse the factors that influence the purchasing behaviour of the consumers regarding cosmetic products.

Research methodology: The research is descriptive in nature. The researcher has chosen quantitative data collection method and secondary method in order to conduct the research.

Findings: Herbal products have a great influence over non-herbal products because people nowadays prefer herbal products as compared to non-herbal products. It is because in the recent times it has been observed that there has been an exponential growth of herbal skin care products in the market replacing the non-herbal products.

Limitation of the study: The prime limitation of the study was timescale and budget.

Keywords: Purchasing behaviour, Consumers, Herbal and non-herbal cosmetic products, Consumer behaviour, Cosmetic industry.

1. Introduction

Consumer behaviour is said to be one of the most important criterion in the process of purchase of goods and services from any company. It is known in fact that consumer behaviour mainly depends on various aspects of the individuals. These factors are usually mental, psychological, cultural, emotional, behavioural responses of the customers. Based on the quality of the products or services they are purchasing, they decide to spend their resources such as time, effort and money on the purchase. It is known in fact that customer behaviour usually developed in the year somewhere by 1940-50. It was considered as a very essential discipline in the area that was concerned with marketing. It can also be said that consumer behaviour is usually considered a study of social science that is considered inter-disciplinary. This study usually blends the various elements of psychology, social anthropology, economics, marketing and most importantly behavioural economics. Therefore, it can be said that with the proper study of consumer behaviour, it can be found out that, what are the exact

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factors that have an impact on the behaviour of the customers while purchasing. Various factors are included in the consumer behaviour study that can be easily understood with the help of the study.

2. Objectives

- The aim of the research is to analyse the factors that influence the purchasing behaviour of the consumers regarding herbal and non-herbal cosmetic products.
- To identify the factors that affect the buying behaviour of consumers.
- To recognize the Preferences of consumers regarding Cosmetics (herbal and non-herbal)

3. Literature Review

It is a general human conception that since the **herbal products** belongs to the traditional era; the products are safe in nature. Consumers have generated a blind faith for herbal products without making any kind of judgements. Nobody can give an assurance of the quality of the ingredients used in the herbal products during its manufacturing. Whether the materials are free from contaminants or not is still a question to be researched. As the products are sometimes stored for long period, materials like pesticides can create risk to the health. The marketers or the consumers are not certain of the fact that whether the same plant or herbs as present in the image of the label are used or not (Seeffet *al.*, 2015). The same plant used in the label can be replaced with some other herb not safe in nature. It may also happen that herbal products are created with a mixture of ingredients, where any single ingredients may not be suitable for body organs or creating late side effects. Consumers are influenced with the label attached to the products and generate a concept of the product being safe but is unaware of the ingredients quality used in the product (Ekor, 2014).

Contrarily **non-herbal products** though have side effects yet before reaching the customers in hand, are clinically tested. If any trace of risks is determined in the laboratory test then the products are banned. If the products after being sold in the market are found to be unsafe then immediate actions are taken by the government through various kinds of promotion creating an alert in the customers. Quality of the non-herbal products are guaranteed as the products passes through numbers of screening before launched in the market. Research have been conducted that consumers tends to be diverted or attracted with the labels and the images given in the labels. Consumers have a conception that the plants or the herbs as printed in the labels are used in the manufacturing of the products and

thus buys the products without giving it a second thought. Contrarily, non-herbal products are identified and purchased by the consumers based on the trademark sign and the amount of ingredients used in the products as mentioned in the label. Consumers get a clear idea of the ingredients used in the products and if they are allergic to it then they can avoid from having any kind of health issues. Qualities of the products have been a major concern for the consumers recently with the emergence of globalization. The non ethical marketing of some of these non herbal companies are misleading the consumers which need to be stopped. There should be proper guideline that should be followed by every cosmetic company. There should be list of full ingredient list in the packaging and no misinformation in marketing of the product.

4. Purchasing Factor of the products

Herbal products though traditional and natural in concept are costly and sometimes beyond the reach of the customers. Consumers rich in income can afford to have herbal products but consumers having low income rather opt for non-herbal products. Herbal products like Patanjali,,Vaadi herbals, Aroma magic available at wide range in the markets but due to its price many customers avoid to purchase these products. Herbal products are not widely available in every market while non-herbal products are widely distributed in the markets. The increasing trends of herbal cosmetic products are now compelling consumers to invest in the herbal products. The market is in demand of new affordable herbal cosmetics therefore many herbal companies are introducing mid range products for the mid budget consumers so that everyone can take advantage of these products. These techniques are also increasing profitability of the herbal companies. The social media is also increasing the popularity of the herbal products. There are dedicated blogs for herbal and organic cosmetic products. In addition due to the availability of the non herbal products the herbal products are still not getting the momentum that it deserves yet.

Herbal products though have an adverse affect on consumes yet it has been beneficial for the cosmetic industry largely. Natural ingredients are considered safe for skin treatment or therapy. Cosmetic industry has seen a remarkable rise in the market due to an increase in the demands for herbal products. Many herbal ingredients like amla, pudina which are good for skin and beauty treatments. However, it cannot be certified that herbal products used in the cosmetic industry are free from chemicals (Maitiet *al.*, 2017). Though there are certain certification methods which are introduced in the cosmetics industry like organic, vegan, and

many more. These methods of certification add value to the herbal brand and increases customer trust. By seeing these certification they can be sure of the fact that the product ensures the safety as well it is cruelty free (Monastra ., 2017).

Non-herbal products has a negative effect on the skin treatment due to consisting of strong acids which are harmful for the skin. Brands like Patanjali have shown a diversity in the range of products like toothpaste, hair conditioner and oils, lotions for protecting from UV rays and many others. Herbal products have spread their products ranging from body care, hand care, foot care to consumption of medicines for skin therapy or getting rid of skin issues. It is acceptable that mixtures of herbal ingredients are helpful for many treatments but are not void of chemicals.

5. Literature gap

The purpose of the research to be conducted is its failure to show the importance of factors affecting consumers' behaviours in purchasing cosmetics products. Earlier, the research failed to have a data analysis of the customers using herbal and non-herbal products. In this research, the consumer behaviour is focused to determine the increase in the productivity of the companies. This research has been undertaken to highlight the influence of the consumer behaviour in affecting the growth of the sector. The likes and dislikes of the consumers have not been taken into account in the earlier research study.

6. Research Methodology

Research Philosophy

Research philosophy is defined as the process of perception and belief generally for the growth of knowledge. An effective procedure helps the researcher to gather proper and reliable information for the research work (Hughes and Sharrock, 2016). As per the nature of the research work, the researcher selects the research philosophy in order to conduct the study in an efficient manner. It helps the researcher to specify the specific methodology of research that will be used in order to conduct the research. Selection of proper research philosophy also helps the learner to understand the purpose of the research. There are basically three types of research philosophy realism, positivism, and Interpretivism. In this research work, the researcher has chosen the philosophy of positivism in order to gather reliable information to conduct the research work properly.

Research Approach

Research approach is stated as one of the most effective stage of the entire research work. It

mainly concentrates on determining the different approaches to the research work. On the other hand, research approach enables the researcher to have a better understanding of the project. As per the nature of the topic of research, the researcher selects the variables for the conduction of the study. Research approaches are basically of two types- inductive approach and deductive approach (Stage and Manning, 2015). According to the theories and models, the research work can be constructed in a well-structured manner. Thus, it could be said that selection of essential theories and models is necessary for the research work to be conducted in a proper way. In this research work, the researcher has chosen the method of deductive approach in order to conduct the research in an effective manner. Deductive approach primarily concentrates on the models and theories that already exist and can be utilized for better recognition and construction of the study. Based on several different layer of the research work the researcher is able to make easy approach towards the study so that it is more reliable and productive.

Research Design

Research design is one of the most essential parts of the entire research work. The researcher must select the right research design in order to make the research work more dynamic and eye catching for the learners. It is required for the completion of the study. With proper selection of research design, the researcher is able to collect suitable and appropriate data and information in order to carry out the research work. It makes it easier for the researcher to display the data accumulated. Appropriate selection research design helps the researcher to build up a strong content for the research work. There are generally three types of research design -descriptive, exploratory, and explanatory (Wohlin and Aurum, 2015). In this study, the researcher has chosen the explanatory research design to conduct the study. With the help of explanatory research design, the researcher is able to explain the things in an easy manner. It recognizes and develops a relationship amid the parameters and variables selected for the research topic.

Data Collection and Analysis Technique

Data collection and analysis technique is another important aspect of research methodology. It is vital for the researcher to select appropriate tools and techniques in order to conduct the research in a proper way. There are generally two types of data collection method namely primary data collection and secondary data collection. Primary data collection method helps the researcher to collect the data easily by carrying out survey and personal interviews. Primary data collection is further divided into two parts quantitative data collection (Field

2015) and qualitative data collection. In quantitative data collection researcher prepares a set of questionnaire for the target audience and in qualitative data collection (Creswell and Creswell, 2017) the researcher conducts face-to-face or personal interview with executive department of the organizations. On the other hand, secondary data collection method helps the researcher to collect relevant data from various sources like internet, journals, books etc. In this research work, the researcher has chosen quantitative data collection method and secondary method in order to conduct the research.

Sampling Technique

According to the nature of the research topic, the researcher selects the sampling technique. It is another aspect of research methodology that is significant to conduct the research. With the help of sampling technique, the researcher is able to decide the target or the sample audience for the survey (Emerson, 2015). In order to conduct this research, the researcher has chosen 500 people for the survey and prepared 10 questions for them in order to have an idea regarding the purchasing behaviour of the consumers and their preference of herbal products over non-herbal products.

Ethical Considerations

In order to conduct the research, it is important for the researcher to maintain the ethics in a proper manner. The researcher while conducting the research must maintain the ethical codes of practice to conduct the research work in a right way. The researcher must follow the “Data protection Act 1991”. It is vital to conduct the entire research work in a legal way so that it does not harm the ethics of the people. The researcher must use accurate and reliable information for the study to make it clear to the learners.

7. Data Analysis

Quantitative data analysis

Please specify your gender

Particulars	Percentage of respondents	Number of respondents	Total number of students
Male	75%	375	500
Female	25%	125	500

Table 1: gender of respondents

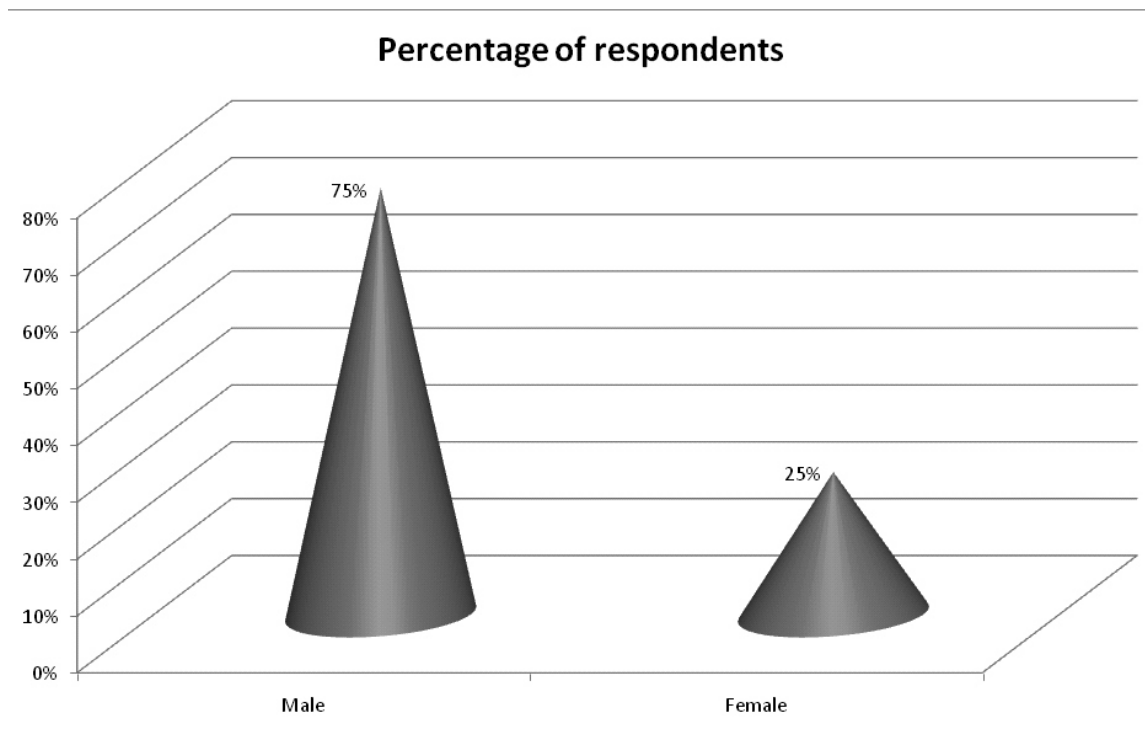


Figure: 1.1

Analysis: The above figure shows that number of female participants is much higher as compared to male participants.

How far do you agree that Patanjali offers herbal cosmetic products to its consumers?

Particulars	Percentage of respondents	Number of respondents	Total number of respondents
Highly agreed	30%	150	500
Agreed	25%	125	500
Neutral	15%	75	500
Disagreed	20%	100	500
Highly disagreed	10%	50	500

Table 2: Patanjali offers herbal cosmetic products to its consumers

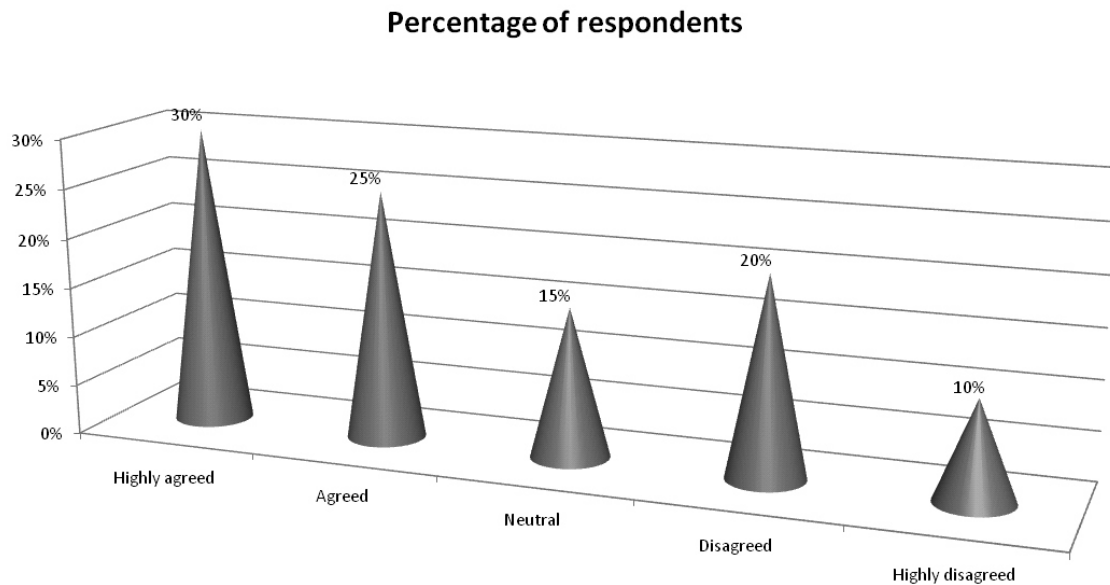


Figure 2.1

Analysis: the above figure shows that 55% of the respondents agree with the point that Patanjali offers herbal cosmetic products to its consumers whereas 15% people are neutral and 30% people are disagreeing with this point.

How far do you agree that herbal products are more skin friendly than non-herbal products?

Particulars	Percentage of respondents	Number of respondents	Total number of respondents
Highly agreed	40%	200	500
Agreed	30%	150	500
Neutral	10%	50	500
Disagreed	10%	50	500
Highly disagreed	10%	50	500

Table 3: herbal products are more skin friendly than non-herbal products

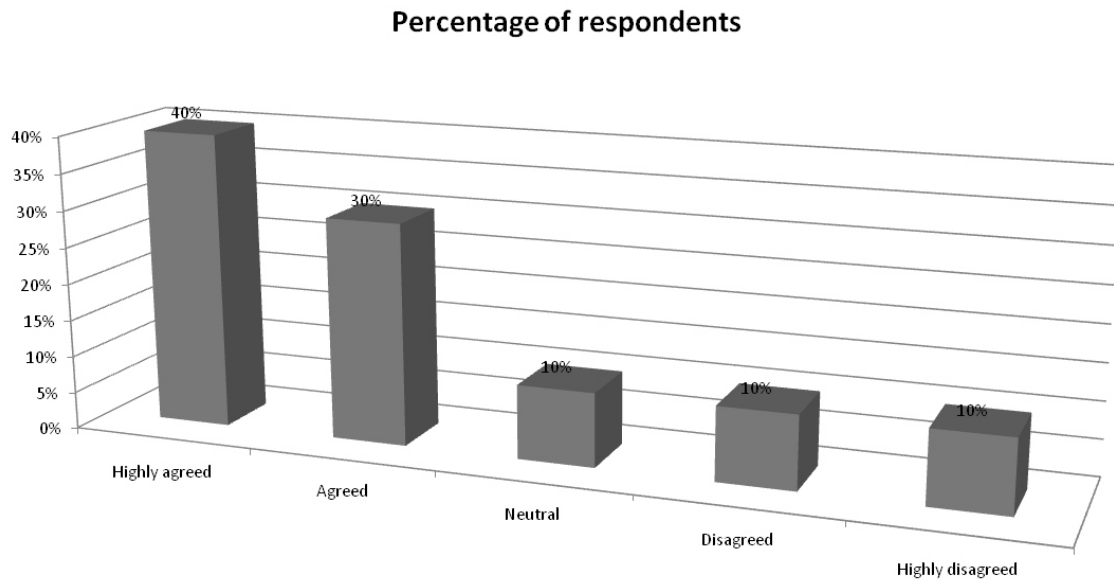


Figure 3.1

Analysis: As per the data in above figure, it can be observed that majority of the people are agreeing with the point that herbal products are more skin friendly than non-herbal products. Whereas 105 people are neutral and 20%, people are disagreeing with this point.

How far are you satisfied with the herbal skin care products offered by Patanjali?

Particulars	Percentage of respondents	Number of respondents	Total number of respondents
Highly satisfied	40%	200	100
Satisfied	25%	125	100
Likely	15%	75	100
Dissatisfied	10%	50	100
Highly dissatisfied	10%	50	100

Table 4: satisfied with the herbal skin care products offered by Patanjali

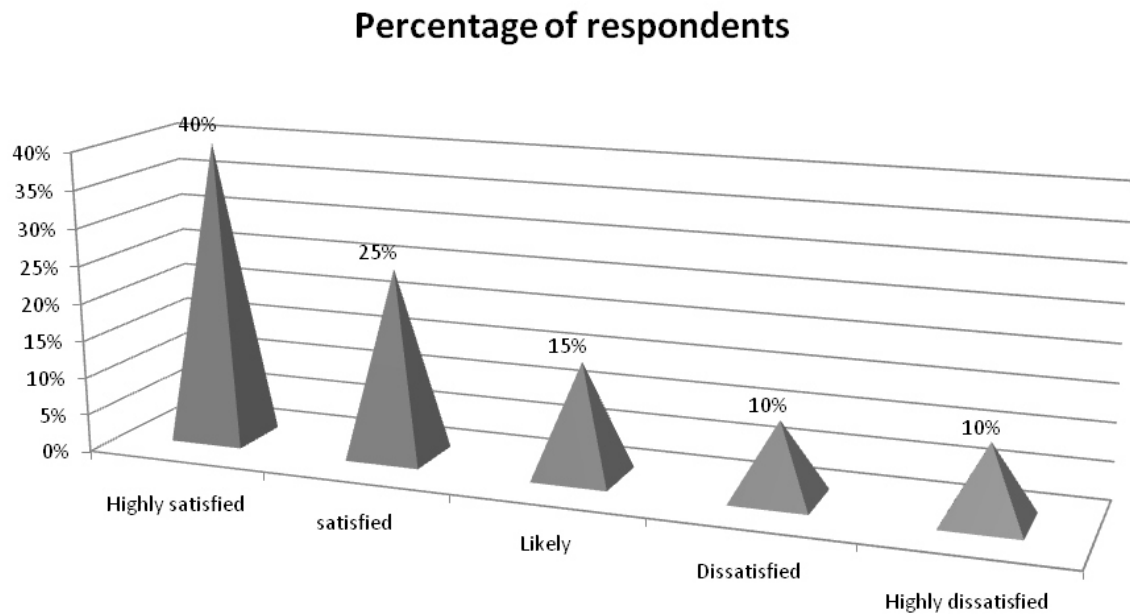


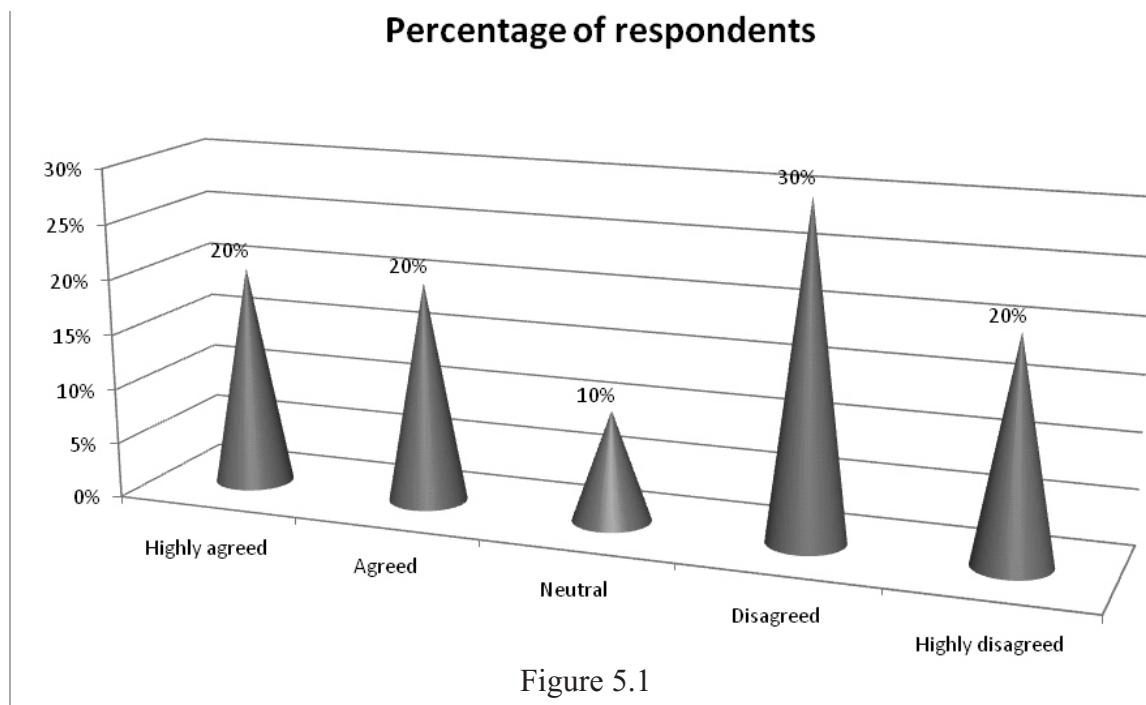
Figure 4.1

Analysis: As per the figure, 65% of people are satisfied with the herbal skin care products offered by Patanjali. On the other hand, 15% of people are neutral and 20% people are dissatisfied.

How far do you agree that of the ingredients mentioned on the package affects the purchasing intentions of the customers?

Particulars	Percentage of respondents	Number of respondents	Total number of respondents
Highly agreed	20%	100	500
Agreed	20%	100	500
Neutral	10%	50	500
Disagreed	30%	150	500
Highly disagreed	20%	100	500

Table 5: ingredients mentioned on the package affects the purchasing intentions of the customers



Analysis: According to the data, 50% people are disagreeing with the point that ingredients mentioned on the package affects the purchasing intentions of the customers. On the other hand, 10% people are neutral and 40% agree with this point.

7. Conclusion and Recommendation

In this research work, difference between herbal and non-herbal cosmetics has been discussed and the way it influences the purchasing intentions of the consumers. The researcher has used several tools and techniques in order to conduct the survey to have an idea regarding the usage of herbal skin care products over non-herbal products. The researcher while conducting the research came to know that it affects the purchasing intention of the consumers. The research has been conducted in proper way to make a clear understanding of herbal and non-herbal products and its influence over the buying behaviour of people. Questionnaire has been developed by the researcher to collect information on the research topic. Lastly, the researcher has made sure to use appropriate tools and techniques to collect accurate and reliable information to make the research understandable for the learners. To develop effective strategies for the betterment of the herbal skin care products offered by Patanjali, company must come up with innovative products to compete in the market. The company must make their client base aware of the duplicate herbal cosmetics supplied by other companies. Thus, these are some of the recommendations to influence the purchasing intentions of the consumers concerning herbal products.

7. Limitation of the study

The researcher while carrying out the study faced numerous challenges. The prime limitation of the study was timescale and budget. It became quite tough for the researcher to complete the entire research work within the stipulated period. Before conducting the study, the researcher must have proper understanding of the topic. Since this study is conducted via secondary analysis, it is compulsory for the researcher to develop proper questionnaires and select appropriate options for questions. To develop proper questionnaire and select appropriate options for the questions that are going to be asked in the survey it becomes very difficult for the researcher to do it within a short amount of time. Due to time limitation it also becomes quite difficult for the researcher to accumulate accurate and reliable data for the research work.

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Compensation Plan And Its Effectiveness on Organisational Commitment And Job Satisfaction (A Study of Telecom Sector)

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Abstract

Compensation is backbone of any organisation. Compensation plans play huge role in hiring retaining and motivating the organisation skills. This paper is study about the compensation plans of telecom sector and to find the association between compensation plans, organisational commitment and job satisfaction. In this competitive era timely revision of compensation plans is essential for retaining and motivating the employees.

Keywords: Compensation, Organisational Commitment and Job Satisfaction

Introduction

The term compensation is demarcated as financial and non-financial benefits which are given to employees for services provided to the organisation. It is given to the employee in form of wages, salary, paid leaves, travel expenses, bonus, insurance and other facilities that are provided by the employer to their employee to motivating them.

Compensation plan is a complete plan reward that the employer gives to their employees for their efforts given to the organisation. It is a process of deciding compensation package, giving it to the employees and revised it on time to time basis.

Cohen (2003) defined commitment in terms of synergy that connects an individual to a course of action worth of which to achieve one or more goals. On the other hand, Cascio (2003) defined compensation as monetary rewards or financial benefits that control employee's lifestyle and self-esteem. Employees are concerned about a fair or unbiased competitive wages in the same way employers are concerned about to pay competitive wages rate for hiring, retaining and motivating the employees.

Job satisfaction is as the degree at which employees like their work and want to work with the organisation (Ellickson and Logsdon, 2002). Job satisfaction is defined as an attitude and feeling towards the work and the organisation and this attitude is affected by the opinion towards the job (Reilly, 1991).

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Calvin Mzwenhlanhla Mabaso and Bongani Innocent Dlamini (2017) find affirmative and substantial effect of compensation plans on job satisfaction ($p = 0.0263$). Furthermore, there was no substantial effect of benefits on work satisfaction. So, simply compensation plans significantly estimate work satisfaction among academic staff. The practical administrative suggestions that for attracting and retaining the new generation of lecturers into higher education institutions will require noticeably different kind of skills and attractive employment offers than this the higher education institutions presently offer. Therefore, higher education institutions must expand their compensation strategy in order to increase employees devotion towards the organisation that will built commitment, while efficiently deliver outstanding results.

Mwangi (2014) in conclusion said that compensation plan of the organisation is not important for the employees but knowledge about the compensation plans and they highly inspired by the basic pay. According to this study, compensation plans is deficient this study also conclude that employees are motivated by their rights for the compensation. Hence the study furthermore concluded that the employees have well defined information about their benefits in the organisation.

Medina (2012) said in their study that there is indirect relationship between turnover intention and job satisfaction. If the employees are satisfied with their job, they don't want to quit the organisation. He simplified the relationship of turnover intention and job satisfaction in workplace culture. Gomez et al. (2012) define compensation in terms of cost for the organisation. He said in his study compensation occupies vital part in the cost of firm. In some manufacturing organization it covered 60% of the total cost or it may be high in some service organisation. The same view point is supported by the Dessler (2008). He relates compensation plan with the turnover intention. If compensation plan is not designed properly it may lead to superfluous expenses for the organisation. By paying less than the guaranteed wages, it leads to the employee turnover.

Hayat et al. (2010) explored benefits and pay as the most essential factor that effect the satisfaction level of employee in the organisation. The other factor that effect the employees job satisfaction contain promotion policy in the organisation, working condition in the organisation, supervision, positive relationship with employer and the employees. There is an old proverb that Happy and satisfied worker are source of productivity and profitability. Warsi et al. (2009) studies in his study in Pakistan, define relationship among pay and satisfaction or pay and commitment. He said today's environment is a competitive environment and in this scenario there is a need of highly committed employees and the commitment of the employees

depend upon the satisfaction. At last, the employees are satisfied with their salary and with their relationship in the organisation. Mohanty (2009) supported the similar idea also focusing on open end communication, rewards program, bonus, incentives, career development opportunities and other motivating facilities that are provided by the employer to his employee for retaining and motivating them

Bob (2011) considered in their study non-monetary compensation. In their study, this type of compensation provides extrinsic or intrinsic motivation. These motivators are value of job, pay structure of the job, skill & competency level of the job and benefits of particular job. Gehart and Milkovich (1992) in their study define the basis on which compensation amount is differing. It is rewarded according to level of education, skills, seniority, quality and nature of work, performance of the group and individual are the basis of compensation.

Dyer (1985) says in their study that compensation policies are strategic in nature and that affects the mission of the organisation. Strategy focus on the primary, long term objectives of the organisation that are essential for the long term existence and success of the organisation. American Productivity Centre (1987) and the conference board also defines strategic nature of compensation based on three fundamental principles. The first strategic view point out that compensation as the policy and fundamental principle differ employees to employees and organisation to organisation. To some employee, it is evident in nature. And other economist used it is a human capital model to differentiate compensation and rewards.

Mintzberg (1987) said compensation is strategy, planned in advance articulated in document on the basis of the pattern of behaviour of employee in the organisation by the decision making process. Sometimes strategy makes compensation plans ill defined. Parallel Compensation plans should be vast it should response in the competitive environment to face the opportunities and threats of the economic world to fulfil the objective of organisation in the long run. Brown (2003) concluded in their study that compensation is the return for the employment and services that he gives to the organisation . Employees pay not only depends upon the job they hold but also other factor present in the organisation.

Carroll (1987) consistent with Lawler's defined issues. The issue they proposed are the compensation of executives. Executive compensation defines broadly and applied to all workers. These issues are measurement of performance, amount of bonus, timing etc. Salter (1973) and Lawler (1981) suggested compensation plans is series of process in decision making and strategic in nature. Compensation plans should be congruent (have similarity with other organisation system), standardised pay system across units or sub units, proper communication system, involvement in decision making process (level of employee involved

type of involvement), role of change compensation plan in changing environment.

Kerr (1985) define compensation of general managers, compensation of general include different list including 35 items. It include subjectivity verses objectivity in performance, time alignment (short term or long term), ethics oriented, transparency in the performance and the reward system and amount of compensation that is devoted as a part of incentives.

Hypothesis

H1- There is no effect of compensation plan on organisational commitment in telecom sector.

H2- There is no effect of compensation plan on work satisfaction in telecom sector.

Research Methodology

To identify the relationship among compensation plans, work satisfaction and organisational commitment, quantitative research technique is used and a sample for this study is collected from 100 employees of Telecom sector. Data is collected through self-raised questionnaire of compensation plans, organisational commitment, and job satisfaction. SPSS software is used to analyse the data.

Analysis and Interpretation

Reliability statistics

Name of the Variables	Cronbach's Alpha	No. of Items
Compensation	0.887	24
Organisational commitment	0.743	15
Job satisfaction	0. 823	15

Reliability test was applied with the help of SPSS software and consider the Cronbach's Alpha value to check the reliability and consistency of the questionnaire. Cronbach's Alpha value is 0.887 for the questionnaire of compensation and 0.743 for questionnaire of organisational commitment and 0.823 for the questionnaire of job satisfaction in telecom sector. So it is concluded from the table the value is in each case greater than (>0.7) so the questionnaire are highly reliable and can be considered for further the study.

Regression analysis

H1- There is no effect of compensation plan on organisational commitment in telecom sector.

Model Summary

Model	R	R Square	Adjusted R Square	F	Significance F
1	0.477	0.228	0.220	28.886	.000

a. predictors: (constant), compensation

b. dependent variable: commitment

Coefficients

Model	B	Beta
1 (Constant)	37.804	0.477
Compensation	0.333	

a. dependent variable: commitment

$$Y=a+bx$$

$$Y=37.804+(0.333)x$$

X= compensation plan (independent variable)

Y= organisational commitment (dependent variable)

Regression analysis is used to analyse the impact of one variable on the other variable. In this research paper, we analyse the impact of compensation plan on organisational commitment. To identify this effect of one variable on other we use regression analysis through SPSS software. After applying regression analysis we find out the value of R-square is 0.228. This value of R-square reveals that there is 22.80% impact of compensation plan on organisational commitment of employees in telecom sector. The F-value is 28.886, which show the probability is high the model is best fitted. From the above table the Beta value is 0.477 which is significant at 5% level of significant, represent there is direct relationship in compensation plan and organisational commitment in telecom sector. For this case, the null hypostasis (H1) not accepted so it can be concluded that independent variables (compensation plans) have significant impact on dependent variables (organisational commitment) in telecom sector.

H2- There is no impact of compensation on work satisfaction in telecom sector.

Model Summary

Model	R	R Square	Adjusted R Square	F	Significance F
1	0.532	0.283	0.275	28.644	.000

- a. predictors: (constant), compensation
b. dependent variable: commitment

Coefficients

Model	B	Beta
1 (Constant)	37.641	0.532
Compensation	0.398	

- a. dependent variable: commitment

$$Y=a+bx$$

$$Y=37.641+(.398)x$$

X=compensation (independent variable)

Y=job satisfaction (dependent variable)

Regression analysis is used to analyse the impact of one variable on the other variable. In this research paper, we analyse the impact of compensation plan on organisational commitment. To identify this effect of one variable on other we use regression analysis through SPSS software. After applying regression analysis we find out the value of R-square is 0.283. This value of R-square reveals that there is 28.30% impact of compensation plan on organisational commitment of employees in telecom sector. The F-value is 28.664, which show the probability is high the model is best fitted. From the above table, the Beta value is 0.532 which is significant at 5% level of significant, represent there is direct relationship in compensation plan and work satisfaction in telecom sector. For this case, the null hypostasis (H2) not accepted so it can be concluded that independent variables (compensation plans) have significant impact on dependent variables (work satisfaction) in telecom sector.

Discussion

As we can see, there is significant impact of compensation plan on organisational commitment in telecom sector. The employee were interviewed and it was found that they were highly committed towards the organisation at the average tenure of 5 years.

Moreover they are also quite well as indicated by their salary structure: fixed salary- basic salary, house rent allowance (HRA), conveyance allowance, car maintenance, education allowance, leave travel allowance, superannuation gratuity, and in the variable salary, KPI (key performance indicator) is included. This KPI is variable factor based on the performance of the employees

So, employees of telecom sector are enough satisfied and committed with salary structure of telecom sector because only 10% component is variable, depending upon the performance of employee in addition to fixed salary. The results coincide with the findings of Calvin Mzwenhlanhla Mabaso and Bongani Innocent Dlamini (2017); Mary Makena Muguongo, Andrew T. Muguna, Dennis K. Muriithi (2015) who also reported positive relationship between compensation planning and job satisfaction specifically with basic pay but they were not satisfied with overall compensation aspect. Whereas Ahmad, Toh, & Bujang (2013) and Low Bee Kee, Rusli bin Ahmad & Siti Mariam Abdullah (2016) supported the notion that compensation plan predict organizational commitment positively.

Conclusion

The result of this study is that the compensation plans of telecom sector impacts organisational commitment and work satisfaction significantly. In first hypothesis, the value of R Square is 0.228 that means compensation plans have 22.8% impact on organisational commitment and in the second hypothesis the value of R Square is .283 that means compensation plan have 28.3% impact on job satisfaction.

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Paradigm Shift from Human Resource Management (HRM) to Electronic Human Resource Management (E-HRM) - A Review

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Abstract-

Information technology seems to be affecting individual and organization communication and behavior. Technology is faster than any other processes in the organization. The massive technological change has been resulted in wider integration of technology in different sectors and fields of work. Electronic human resource management (e-HRM) systems become more widely used by profit and non-profit organization.

In today's competitive world, IT plays a major role in creating new opportunities and delivering competitive benefits to enterprises. The HR profession has to cope up with changes in both workforce attitudes and composition, shifts in the employer worker relationship and rapid advances in HR technology. Therefore, moving towards the electronic world is a expected phenomenon. In recent years electronic human resource management (E-HRM) is being used in most of the big companies and institutions and is among the leading organizational systems in human resource management (HRM) because its applications are considered to be effective.

Keywords: Human Resource Management, E-HRM, Organizational Systems, Attitude and Performance

Introduction-

Use of internet has increased in every sphere of life. The processing and transmission of digitalized information is electronic human resource management (e-HRM). Due to increased use of information Technology, paperwork is decreasing. Record keeping and information sharing is now easy. Technological advancement allows easy access to data. Computers have simplified the task of analyzing the data. E-HRM is spreading all around the world. E-HRM has changed the traditional way of performing HRM functions. Some of the working areas of e-HRM are e-job design and job analysis, e-human resource planning, e-recruitment, e-selection, e-Performance management, e-training & development, e-compensation management, e-HR records etc.

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E-HRM is a system for the planning, implementation and application of information for both networking and supporting at least two individuals in their shared performing of HR activities. Using an E-HRM system is a way of implementing HR strategies, policies, and practices. The E-HRM system supports the HR function to satisfy with the HR needs of the organization through web-technology-based channels (Ruel et. al., 2004).

Objectives of E-HRM-.-

- To study the e-hrm practices in organization and how these help in shaping organization.
- To improve services to HR department clients (employees & management both).
- To improve productivity and cost effectiveness within the HR department.
- To enable HR to become a strategic partner in achieving organizational goals.
- To provide adequate information about people and jobs at the reasonable cost.
- To enable faster response to employee related service and foster hr related decisions.
- To offer data security and personal privac.

LiteratureReview

According to Biswanath Ghosh (2002), in an organization the most valuable input is the human element. The success or failure of an organization depends on the persons who manage and run the organization.

E-HRM can be used for some HR-related activities. It can be used for transactional activities (for instance those that involve day-to-day transactions and record keeping); traditional HRM activities for example recruitment, selection, training, compensation and performance management; and transformational activities that add value to the organization, and may be used to manage HR across the whole employee lifecycle (Parry, 2011).

Further, in organizational level, although the e-HRM may reduce cost and speeding up processes (Strohmeier, 2007), the e-HRM technology requires installation, maintenance and changes costs which make the organization to think about cost and benefits of the e-HRM system. . The combination of information technology (IT) tools in HRM processes has named “electronic Human Resources Management” (E-HRM).

E-HRM strives to implement all the operational activities that HRM is concerned with, with the help of technological tools in a fast and accurate way (Paauwe, et.al, 2005, P.3).

E-HRM can be the integration between human resources management, and information technology, through mainly the use of web-based applications in human resources management.

The purpose of this web-based tool is to support HR professionals in performing their HR tasks, and to support managers and employees performing their HR tasks. Therefore, using E-HRM, managers can easily access any relevant information, make decisions, and communicate with others without referring to the human resource department each time.

E-HRM is often used with terms that carry similar meanings human resource information systems (HRIS), virtual HRM, HR Intranet, web-based HR, computer-based human resource management systems and HR portals (Ruël, Bondarouk & Looise, 2004).

According to Lengnick-Hall & Moritz (2003) with E-HRM, the managers can get to pertinent information and data for analyses to make decisions and communicate with others without consulting a HR professional. For instance, a manager who needs to make a value pay decision might get to records containing content, sound, and video depicting how best to make the decision.

E-HRM is a collection of knowledge, principles and best-practice approaches to effective human resource management (Walker, 2001).

Ruël, Bondarouk, & Van der Velde (2007) also defined E-HRM as a way of implementing HR strategies, policies, and practices in organizations through a conscious and directed support and with the full use of web-technology-based channels. With the help of E-HRM, employees can maintain their own personal data. And it is not necessary to consult human resource experts, they can update their records when their circumstances change to make their own decisions, For instance, if an employee wants to increase his or her investments in a retirement plan can do as such from work or home using the Internet.

E-HRM may help reduce costs and improve productivity, also improve communication, reduce paperwork, and above all increase productivity, also the some ways create an organization without boundaries (Mario Arias, 2005) Moreover, E-HRM can possibly influence both efficiency and effectiveness of HR function. As efficiency can be influenced by reducing process durations for handling paperwork, increasing data accuracy, and diminishing HR staff. And effectiveness can be influenced by enhancing the capabilities of both managers and employees to make better, timelier decisions.

Additionally E-HRM gives the HR function the choice to create new ways for adding to organizational effectiveness through such means as knowledge management and the creation of intellectual and social capital (Lengnick-Hall & Moritz, 2003).

E-HRM is the result of the "e" movement (e-mail, e-commerce, etc.) where the letter "e" denotes the implementation and application of the activity defined by the use of Internet technology. (Strohmeier, 2007).

This concerns an innovative approach to HRM, which leads to major new changes (Strohmeier, 2007). The definition of e-HRM that is most used today is that of Strohmeier (2007), according to whom "e-HRM is the planning, implementation and application of information technology for both networking and supporting at least two individual or collective actors in their shared performing of HR activities." (Strohmeier, 2007).

Research Methodology-

Research design-Descriptive Research has been used for this paper.

Data Collection Type- Secondary Data has been used and is collected from website, journals, and magazines. Systematic literature review is conducted to find and select relevant papers for this review.

Evolution of HRM-All departments need to be integrated completely as it affects all in the organization. To make process flow faster and smoother, introduction of technology in the organization is important. Technology developments can play a major role towards contribution to OE and sustainability. With the advent of technology, HR functions will become more digitalized.. All processes were supported with technology. Now, HRM has become e-HRM. E-HRM was developed with the objective to achieve high commitment, high competencies, cost effectiveness and higher congruence for an organisation towards sustainable society. Information and communication technologies (ICT) help firms integrate, process, communicate and access all information within organisations through intranet keeping intact the privacy and security of the confidential information. This new state of technology will empower and encourage HRM to step ahead towards sustainable society.

The State of HRM in an organization-E-HRM refers to the application of (ICT) for implementing HR strategic policies and practices in the organizations or in a broader terms it can be referred as the planning, implementation, and application of information systems for both networking and supporting actors in their shared in the organization.

Lepak & Snell(1998) distinguished three areas of HRM as operational HRM, relational HRM and transformational HRM. In order to understand how E-HRM influences the work of human resource professionals, it is important to look at the different ways in which human resource management is conducted within organizations. There are three types of E-HRM. These types of E-HRM are firmly identified with the way in which HRM practices develop inside organizations (Wright and Dyer 2000). It involves basic administrative HR activities such as getting of personnel data and payroll.

For operational HRM, the organizations needs to choose whether or not employees will keep their own personal information up to date through an HR website, or to have and administrative staff to do this (Bondarouk & Ruël, 2006). Traditional human resource management (evolved from relational impact e.g., job analysis, recruitment, performance appraisals, and training and development). It Concerns the interaction and networking of the various HRM actors and can be viewed as the second, more complex form of e-HRM. Within this type of HRM, there is a choice of whether to conduct more complex HR practices like recruitment and selection using E-HRM, or to use a more traditional paper-based approach such as newspaper advertisements and paper-based application forms (Bondarouk & Ruël, 2006).

Relational E-HRM also involves the automation of transactions through the use of intranets and extranets, HR portals, employee self-service and manager self-service, and operates with several application programs (Lengnick-Hall & Moritz, 2003).

Transformational human resource management (evolved from transformational impact e.g., Building culture, Strategic Knowledge management and Strategic Redirection and Renewal). This is the highest level and the most complex type of HRM. HRM shifts from a value-based to a transformational focus, whereby the human resource capacities are diminished of the operational tasks and diverted towards more strategic activities (Lengnick-Hall & Moritz, 2003).

Scope of E-HRM-

It leads to paperless office, more accuracy, fast response ,better work culture ,more transparency, reduction of administrative burden etc.

E-HRM activities are e-Selection, e-Performance Management, e-Learning, e-Compensation, e-Recruitment etc.

E-HRM Software are-

- ERP(Enterprise Resource Planning)
- Bio-red.
- SAP (System Approach & product)
- HR payroll system.

E-HRM Outcome-

According to Beer et al (1984) all E-HRM activities, will be directed towards four possibilities

- High Commitment

- High Competence
- Cost effectiveness
- More focus on strategic goals of organization.

E-HRM Tools-

E-Recruitment-Online recruitment is use of technology or web based tools to assist the recruitment process. Internet has become the primary means of searching job.

E-Recruiting Methods: Job boards, Professional/Career, websites, Employer Websites etc.

E-Recruitment in India(Current Scenario)- Despite the challenges of a lower internet penetration in India, E-recruitment is likely to pick up momentum. A Bangalore based software company was in urgent need of professionals with unique set of skills to develop financial planning software. Initially, head hunters were approached and recruitment ads were placed in newspapers. . The response was discouraging and the company was able to meet only a handful of people in India, who matched the requisite skill mix. It decided to opt for an alternative-posting the job on its website and online databases. The result was instantaneous; the company was inundated with applications from across the country and people from other geographies willing to relocate to India-evidence of the reach of the Internet. Companies that are using E –HRM are Godrej and Boyce Mfg. Ltd., Tech Mahindra Tata motors, Boeing, Larsen and Turbo, Tata Consultancy Services, Uber. Online Career events are already being hosted by a couple of Job Portals in India.- Job Seekers are also using Social networking sites actively to meet with the Recruiters online and explore the opportunities. - A few companies have extended their Recruitment activities into Virtual worlds like Secondlife.com

E-Selection-

E selection is happening through various online test, contacting employee through e-mail, conducting preliminary and final interview through audio and video conferencing.

Selection is the process of gathering information for the purpose of evaluating and deciding who should be employed in particular jobs (Dowling, Schuler, & Welch, 1994). The selection techniques available to organisations can be bifurcated from more traditional methods like interviews, application forms and references to more sophisticated techniques that encapsulate aptitude tests, assessment centres, work samples, psychological testing, and so forth. Considerable progress in understanding

of selection systems has been made in recent years.

According to Sackett and Lievens, (2008), organisations have greatly improved their ability to predict and model the likely outcomes of a particular selection system. Choice of selection methods in organisations is generally based upon the nature of the work being done (skill requirements), training, and pay level (Wilk & Cappelli, 2003). While assessing selection methods in various professions, Scholarios and Lockyar (1999) have found clear preferences for less technical selection methods, most obviously, the CVs, references and interviews. They have reported that very few firms were formalised structured methods such as psychometric tests and assessment centers. Sri Lankan companies place high emphasis on use of objectivity in selection criteria and therefore, practice written tests, interviews and psychometric tests to a greater extent (Wickrama singhe, 2007). Snyder and Shahni Dennings' (2012) study on Indian professionals reveals that among various employee selection methods, interviews and resumes were perceived as the most favourable selection methods, while graphology and honesty tests were among the least favourable methods. It seems that candidates in India have a preference for methods that focus on their personal characteristics over methods that focus on work related characteristics

E-Training-

It is a on line learning which is available anytime, anywhere reducing direct cost and indirect cost. E-learning covers a wide set of applications & processes including computer based training, web based learning ,virtual classroom and digital collaboration .

For companies looking to incorporate a new training program, the advantages of e-learning greatly outweigh those of face-to-face or classroom learning. Advancement and efficiency are extremely important to businesses today, and many organizations are turning to e-learning to save money, time, and energy. Here's a breakdown of some of the benefits companies can gain from implementing an online training platform (and why your company should position itself as an e-learning company in order to attract top talent).

- E-Learning Is Cost Effective
- E-Learning Improves Performance and Productivity
- E-Learning Is Convenient and Flexible
- E-Learning Allows Timely Feedback
- E-Learning Provides Easy Access to Information
- E-Learning Improves Retention

- **E-Learning Personalizes the Training Experience**

Most companies start to think of online learning primarily as a more efficient way to distribute training inside the organization, making it available "any time", "anywhere" reducing direct costs (instructors, printed materials, training facilities), and indirect costs (travel time, lodging and travel expenses, workforce downtimes). e-learning can offer a solution to training in remote or disadvantaged locations (Hirschman, 2001), as well as tailor-made learning that fits the particular needs of the learner (Mumford, 2003), but it can also create barriers to learning, due to lack of hardware, fear of technology and learner isolation. Most companies start to think of online learning primarily as a more efficient way to distribute training inside the organization, making it available "any time", "anywhere" reducing direct costs (instructors, printed materials, training facilities), and indirect costs (travel time, lodging and travel expenses, workforce downtimes). E-learning can offer a solution to training in remote or disadvantaged locations (Hirschman, 2001), as well as tailor-made learning that fits the particular needs of the learner (Mumford, 2003), but it can also create barriers to learning, due to lack of hardware, fear of technology and learner isolation. Most companies start to think of online learning primarily as a more efficient way to distribute training inside the organization, making it available "any time", "anywhere" reducing direct costs (instructors, printed materials, training facilities), and indirect costs (travel time, lodging and travel expenses, workforce downtimes). E-learning can offer a solution to training in remote or disadvantaged locations (Hirschman, 2001), as well as tailor-made learning that fits the particular needs of the learner (Mumford, 2003), but it can also create barriers to learning, due to lack of hardware, fear of technology and learner isolation. Most companies start to think of online learning primarily as a more efficient way to distribute training inside the organization, making it available "any time", "anywhere" reducing direct costs (instructors, printed materials, training facilities), and indirect costs (travel time, lodging and travel expenses, workforce downtimes). e-learning can offer a solution to training in remote or disadvantaged locations (Hirschman, 2001), as well as tailor-made learning that fits the particular needs of the learner (Mumford, 2003), but it can also create barriers to learning, due to lack of hardware, fear of technology and learner isolation.

E-Performance Management-

E –Performance helps the organization retain and motivate top talent. Performance management effectively supports key executives and operational management. E-HRM can provide managers with information on how to conduct a Performance Appraisal, the specific

criteria and measurements of given positions and roles as well as examples and models of effective appraisals. The penetration rate of computer-mediated communication, mainly e-mail, is higher than 75 percent in corporate environments and e-mail has emerged as the communication medium of choice. The email and electronic forms on the intranet of the company or a restricted web site are used to gather information on training needs assessment, inducing benefits in terms of less paperwork, lower administration cost, shorter distribution and response time, and higher response rate.

E-Compensation Management-

Use of Internet and Intranet for compensation planning is called E-Compensation management. All companies whether small or large must engage in compensation planning. Compensation planning is the process of ensuring that managers allocate salary increases equitably across the organization while staying within budget guidelines. As organizations have started expanding their boundaries, usage of intranet and internet has become vital. The usage of intranet and internet for compensation planning is called E-Compensation Management

Conclusion-

E-HRM supports HRM practices. It covers all aspects of human resource management like personnel administration, education and training, career development, corporate organization, job descriptions, hiring process, employee's personal pages, and annual interviews with employees. This study was carried out in Human Resource Department. Electronic Human Resource practices provides a more productive and strategic way of working to achieve the organization objectives. These days, considerable technological systems have risen, guaranteeing to cover almost every traditional human Electronic Human Resource Management (E-HRM). In order to meet the demands of today's knowledge-based economy, it is necessary for organizations to maximize the potential and productivity of their employees, a goal towards which E-HRM could be of help. Finally, this research supports the organizations to understand how the employees' attitudes are essential towards electronic human resource management system to able to improve the stability, and gain profitability. It will also increase the employee's performance while working on the system. The employees can understand the system usability.

E-HRM has the potential to simplify and enrich; steer and support; and shorten and speed up the pursuit of organizational and employee goal accomplishment. How it is introduced in

specific firms and other organizational units seems crucial for fulfilling the promise.

The result of the in-depth interviews with HR specialist from service industry, showed that time management, easy acquiring and access to personal data, and reduce administration costs was the primary motivator for electronic human resource applications. However, improving better and faster communication between manger and employees, reduction in processing time and higher respondents' rates were also very important for e-HR usage in organizations. In e-selection and e-recruitment process seems to be a growing field because of the widespread of usage technologies like skype, web based tests, videoconferencing and web-based job posting for all kinds of employees. And also companies prefer to use e-selection and e-recruitment to save costs like paper-work, traveling and hotel cost. On the other hand, e-learning and e-development explained as application of all kinds of online learning that use IT for distributing of learning content and/or for communication. It is in use to save costs for larger groups of employees. However, interviews showed that e learning is not very effective because employees open online education web sites, only enter to assigned training programs for 15 minute then logout from systems. There was not any improvement or change in needed behaviors. The dynamic changes in the Internet during the last decade have stimulated the implementation and application of Electronic Human Resource Management (e-HRM). In rapidly changing environment, many organizations are trying to adopt E-HRM applications to take sustainable competitive advantage.

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Diffusion of Digital Recruitment Technologies

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Abstract

The Business world is constantly improving with the changing set of digital tools and technology, The most significant impact is perhaps on the Management of Human Resource processes. Human resources (HR) involve tasks like employee categorization, payrolls, talent attainment, performance management, administration and interviewing and hiring new employees. Technology in all phases enhancing the performance and speed by IoT Internet of Things (IoT) and Artificial Intelligence (AI). The cognitive intellect, the precision and the exactitude of smart tech is permitting the organizations to screen potential candidates and employees faster and more competently.

Digital recruitment with technology has given a chance to build company reputation alongwith recruitment. Recruiters now need to create branding for the company as marketers create branding for customers. By and large, however, recruiters are still not taking advantage of today's technologies the way marketers do. Various HR functions are still not fully integrated in the recruiting process. These two fields have become very similar. The combination of the two has created a new breed of digital recruiters -- recruiters who use the same cutting-edge tools and techniques that marketers use in order to actively pursue top talent for their companies.

Introduction

Introduction of industry 5.0 will bring the human touch from cyber-physical systems that can only cooperate and commune with humans. HR managers and candidates should look forward to the amalgamation of humans and smart systems like advanced chatbots hybrid, that rely on human and AI combinations. AI has the competence to select and screen finest candidates without bias.

AI chatbots are rising in attractiveness due to their capacity to work, such as arranging interviews and replying candidate questions. This permits HR professionals to concentrate on other important aspects of aspect of hiring, which AI is capable to do, so it's predictable that research has found chatbots to save 75 percent. Therefore, it's key to stay rationalized on technological advancements and the development, latest recruitment practices and digital

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technologies. Near future, we need to be ready to see that humans and technology working together in a diversity of functions and not only HR.

From last decade, recruitment practices have been increasingly used based on digital tools and social networks. These practices have been diversified to be part of a triple dynamic of visibility, attractiveness and selectivity, which affects both organizations and individuals, in other words, recruiters and candidates.

"Reputation is an opinion that mobilizes judgment" If this transformation increases the level of requirement regarding the information disseminated and translates into transparency, it can induce a certain opacity in the processing of digital data. The changes at work involve new interactional and conversational forms that question both the information processing and the communicative framework.

The advantages of digital recruitment

Advantages of digital recruitment can be clearly visible in case of Anchor Trust which launched the chatbot and their recruitment process has improved on several fronts:

Where the 'old' recruitment method (applying via uploading a CV to a website) had a conversion rate of 2.04%, the conversion rate for the chatbot lies at over 27%. The average cost per applicant for previous recruitment campaigns was 51 GBP, the use of the chatbot has cut this cost by 65% to 18 GBP. The number of average monthly applicants has gone up by 82%.

- A more widespread reach: You're able to arrive at far more distant applicants including international talent, as well as more submissive candidates.
- Greater competence: It takes less time in sourcing, selecting, and hiring candidates. Namely, because contacting and communication with candidates is far more convenient as is automating parts of the recruitment process.
- Increased ROI : Though organizations need to invest in developing and implementing a digital recruitment strategy, the ROI is usually higher than traditional recruitment methods. How so? Well, when implemented efficiently, organization can hire top-performing candidates in a shorter time span.
- Creating successful digital recruitment strategy Organizations need to filter messaging so that it can engage with diverse groups of candidates more effectively. This means captivating the time to recognize ideal candidates and using their interest to attract.

- **Develop concrete social media recruiting strategy:**

Organizations need to have strong social media presence. According to KPMG report, employers who started using social media to hire, saw a 49% improvement in candidate quality.

In addition to conventional social media platforms, recruiters need to join forums explicit to organization's requirement. Make a recognition, this is an brilliant way to attach with more remote and passive pools of talent.

Use UTM technology:

Well, a UTM code is a simple string of text you paste on the end of your recruitment ad URLs. To create this code, you'll need to set a campaign name, medium, and source.

Prioritize candidate experience:

It's hard to be objective when reviewing the recruitment experience your company offers. This is why 'mystery shopping' your own application and selection process is an absolute must. It's one of the most effective ways of getting a real understanding of how candidates experience your recruitment strategy.

Build your reputation:

“HR professionals need to think of candidates the same way marketers think of customers, and to create a detailed candidate persona.”Helen Castor. The candidate is a customer in every way and We need to go after them with remarketing, blog posts, PR and more in order to increase the intent and push for a close similarly how a marketer would go after a customer.

One great way to emulate the strategies of marketing is to use the "smart targeting" capabilities of Facebook and Linkedin. By targeting specific demographics and geo locations, you'll be able to make sure your job postings are seen by your target audience. With Facebook, you can get very specific; and, if you're savvy enough, you can really use targeting to your advantage.

Design a digital candidate selection process:

The ultimate goal is to create a selection method that's a positive experience for both recruiters and candidates. By building something that's easy to navigate so everyone can glide through the recruitment process. This means being completely transparent with candidates every step of the way.

For instance:

- Assessing applicants for the skills needed to do the job justice

- Providing a genuine insight into your company's culture
- Offering realistic job previews

Track recruitment metrics:

Focus on your digital recruitment strategy and measure your progress using vital performance indicators. For example, is your aim to improve the quality of your new hires? Or, is it to bolster your employer brand? Whatever it is, set a precise objective for your recruitment strategy, select the right metrics to measure your success, and keep a close eye on the data.

By promoting the identification of both the organization and the candidate, the new digital recruitment methods can be analyzed under the prism of social regulations in a cultural dynamic. They can just as easily be seen as signs of an amplification of a discourse, supposed to reinforce forms of cohesion and continuity in a managerial perspective. If the candidate-employer relationship is by nature asymmetrical, it translates into an exchange of information that reveals an experience, allows one to state values and profiles a career. For an organization, the interest is at once strategic, financial, operational. The speeches produced affirm a positioning (Dave Ulrich, Jon Younger, Wayne Brockbank, Mike Ulrich, 2016), objectify needs, comply with the criteria of appreciation. The aim is to cultivate an "employer brand", with the aim of improving attractiveness but also encouraging employee loyalty (David Creelman, 2015). Naturally subject to an obligation of results, the management of skills leads de facto to an increase and an accumulation of recruitment methods (Rodrigues 2017: 3).

Digital technologies not only helping in mass recruitment or in the process of recruitment but also creating the prism of two structuring logic: the employer brand and digital isomorphism. These communication strategies, which are based on institutional websites and / or on digital networks, aim to promote the attractiveness of the organization and to create greater proximity with users, in this case young graduates, positioning them as actors. This reversal of the situation, where organizations go on the ground of potential candidates, is not without paradoxes. Based on study, we can see that on the one hand, the influence of the size of the organization on the perception of its image; on the other hand, the overall negative perception of the use of digital technologies as a recruiting device. This leads to two paradoxes, revealing the importance of the social context. First, the communication around the employer brand, proposed as a promise, is read in terms of the social representations associated with the organization. On the other hand, the digital isomorphism sought through the mobilization of a

tool like Facebook, linkdin comes up against the reticence of young graduates, who see it as a tool with a personal dimension. In the context of a digitization of recruitment, this does not go without returning a plural and socially inscribed vision of the identity of organizations.

Sylva and Mol (2009) made a finding about the positive inclination of job seeking candidates about the online application procedure and its features. Moreover, Its mainly about how industry Human Resource Department put forward to embrace technology in the recruitment process and are managing the selection process along with recruitment events. The paper propound that industrial e-recruitment should become a universally accepted process and lead to a better candidate relationship management in portals and platforms.

Conclusion :

The ultimate goal of recruitment process is to find the right aspirant at the right point of time by human resource manager, which may extend the activity by utilizing more number or source. New technology on recruitment will lead to use more timing on selecting prospective aspirants and less on resume scrutiny. The ultimate goal of recruitment process is to find the right aspirant at the right point of time by human resource manager, which may extend the activity by utilizing more number or source. The use of Artificial intelligence and machine learning for recruitment would reduce the time and cost for both company and the candidate. It is clearly visible that e-recruitment is transforming the traditional recruitment process into a time-and space-independent, collaborative hiring process and giving chance to organizations to create positive visibility among prospects to improve numbers as well as better candidates.

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ORIGIN OF EMOTIONAL INTELLIGENCE FROM BHAGWAD GITA

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Modern psychologists have described various kinds of mental capabilities in human life, which have utilities in various fields. These are evaluated by quotients. Intelligence quotient (IQ) is most popular which is associated with the capability of memorising an activity, knowledge or incidence and retrieving that with logical reasoning.

Another kind of mental capability known as emotional intelligence is also worth consideration. Its credit goes to famous researchers Peter Selovey and John Mayor of Yale university and Daniel Goleman has popularised it. Emotional intelligence is estimated by Emotional Quotient (EQ). Actually the motive of this capability is to create awareness of the emotions that can drive our behaviour and impact over the people (positive or negative) and learning how to manage those emotions-both our and others-especially when we are under pressure.

We are emotional creatures who often make decisions and respond to stimuli based on our emotions. Consequently our ability to grow in EQ has an enormous impact on our relationships, decisions and identifies opportunities. Psychologists have chosen ten qualities to be considered to evaluate emotional quotient (EQ).

Bhagwad Gita, an Indian prominent and sacred religious book of Hindus, originally in Sanskrit, also tentatively endorses similar emotional virtues to be acquired by humans in general. Bhagwad Gita, already translated into many languages, depicts the wisdom imparted by Lord Krishna about 5200 years ago to his dear disciple Arjun in the battle field of Maha Bharat war in order to control his emotions for leading righteous path. Here an effort has been made to quote relevant Bhagwad Gita verses, originally in Sanskrit but English version taken from '*Gita as it is*', written by Swami Prabhu Paad (ISKCON). The ten requisite qualities for emotionally intelligent person have been cited with relevant verses (texts) from different chapters of Bhagwad Gita, as following:

1. Contentment even with less perfection:

In real life no situation is absolutely perfect, there is always a chance of imperfection. For example in modern fields of science, e.g. Physics, Engineering, pharmaceutical field, statistics, etc the concept of tolerance, average, measurement error, standard deviation is logically true and acceptable. It is observed that often ideal cent percent success is not obtained even after putting whole heartedly efforts, that too without any obvious reason. Therefore

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attributes of flexibility and compromise should be adhered to.

Ch.18 (T48): Every endeavour is covered by some sort of fault, just as fire is covered by smoke. Therefore one should not give up the work which is born of his nature, O son of Kunti, even if such work is full of fault.

2. Natural balance between work and life:

Constantly obsessing over every work place task, along with family and social obligations can make some people go crazy. Persons with high EQ know how to balance their work and life appropriately because they don't see everything coming in their way as a challenge and hence proceed further cool headed.

Ch.2(T15): O best among men [Arjuna] the person who is not disturbed by happiness and distress and is steady in both is certainly eligible for liberation.

Ch.3(T26): So as not to disrupt the mind of ignorant men attached to the fruitier results of prescribed duties ,a learned person should not induce them to stop work. Rather, by working in the spirit of devotion, he should engage them in all sort of activities [for the gradual development of Krishna consciousness]

3. Adoptability of change :

Many persons with steadier and biased old beliefs view the change as a threat to their success and happiness. Emotionally intelligent people are flexible and welcome adaptation.

Ch.2(T14): O son of Kunti, the non permanent appearance of happiness and distress, and their disappearance in due course, are like the appearance and disappearance of winter and summer seasons. They arise from sense perception,O scion of Bharata, and one must learn to tolerate them without being disturbed.

4. Not dwelling on the past and being optimistic :

Feeling sorry and repenting over the past mistakes will not allow to overcome those mistakes and opportunities. It is better to contemplate new ideas and possibilities in business rather than dwell on any past mistakes.

Ch. 18(T35): And that determination which cannot go beyond dreaming, fearfulness, lamentation, moroseness, and illusion-such unintelligent determination is in the mode of darkness.

1. Being good judge of character :

When we make right decisions to set ourselves up for continuous success, we establish new associations with likeminded people. Overtime, emotionally intelligent people become exceptional judges of character and start distancing themselves from those who tend to bring them down.

Ch. 3(T21): Whatever action is performed by a great man, common men follow in his footsteps. And whatever standards he sets by exemplary acts, all the world pursues.

2. Neutralisation of negative self-talk :

As we continue to think repetitively over negative ideas and experiences, the more power we give them. Finally these are merely thoughts, not facts. Emotionally intelligent people are able to separate these thoughts from facts to make decisions that can positively impact them and their colleagues or loved ones.

Ch.2 (T38): Do thou fight for the sake of fighting, without considering happiness or distress, loss or gain, victory or defeat-and, by so doing, you shall never incur sin.

3. Give and expect nothing in return :

Emotionally intelligent people tend to be selfless individuals, because they are constantly thinking about others well being.

Ch. 2(T47): You have a right to perform your prescribed duty, but you are not entitled to the fruits of action. Never consider yourself to be the cause of the results of your activities, and never be attached to not doing your duty.

Ch. 12(T17): One who neither rejoices nor grieves, who neither laments nor desires, and who renounces both auspicious and inauspicious things, is very dear to Me.

4. Self motivation without distraction :

Emotionally intelligent people get down to business quicker with greater ease than others as they know their strengths. They are true go getters who initiate conversation to strategize to accomplish the desired task.

Ch.3 (T8): Perform your prescribed duty, for doing so is better than not working. A man cannot even maintain his physical body without work.

Ch.3 (T30): Therefore, O Arjuna, surrendering all your works unto Me , with mind intent on Me, and without desire for gain and free from egoism and lethargy, fight.

5. Difficulty to get offended :

In real life some comments or activities may create undesired and disturbing situations but

emotionally intelligent persons are capable to neutralize those negative comments and are undeterred by displeasing criticism. Their thick skin might even allow them to poke fun of themselves.

Ch.17(T18): Penances performed out of pride and for the sake of gaining respect, honour and worship is said to be in the mode of passion. It is neither stable nor permanent.

1. Being empathetic :

Being able to relate to others show compassion and provide strategies for self-improvement are some of the hallmarks of emotionally intelligent persons. Moreover being empathetic expresses a sense of sincerity and curiosity that often is the initiation of establishing new relationships in business, life and love.

Ch .6 (T9): A person is said to be still further advanced when he regards all the honest well wishers, friends and enemies, the envious, the pious, the sinner and those who are indifferent and impartial with an equal mind.

Summary:

Taking stock of these qualities and seeing how you can inculcate them in your life can help in strengthening and forming new relationship, including the one you have with yourself. Working on heightening your emotional intelligence helps you to take full control of own well being and positively impact others.

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Tourism Destination Brand Competitiveness: An exploration of key factors from the perspective of domestic tourist

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ABSTRACT

Purpose – This research study intended to explore important factors that determine competitiveness of tourism destination brand.

Design/ methodology/ approach – This study evaluated various model of tourism destination competitiveness to subjectively select appropriate variables for the study. Total 15 variables have been selected to be used for this study. Principal component analysis has been employed to reduce the 15 variables into the key factors of tourism destination brand competitiveness. Reliability of the scale used for the data collection has been conducted. The analysis has been done with the help of IBM-SPSS (var.21.0). A sample of 182 domestic tourists was selected from the tourism destinations situated in the city of Agra, Uttar Pradesh, India. The duration of data collection was 2nd to 20th September, 2019.

Findings–Specific four factors were identified with the help of principal component analysis. Factor structure has been analyzed to evaluate the importance of the factor.

Research limitations/ implications – The present research work is limited to the city of Agra only so after the data analysis and interpretation a need of more coverage of geographic locations emerged. This research can be extended to develop structural path diagram based model.

Originality Value –The outcomes of this research would found valuable for the various contributing industries to tourism such as hospitality, banking, travelling etc. Introductory insights are the unique feature of this research and these insights can also be used by various governmental institution.

Key Words - Tourism destination branding, destination competitiveness, tourism marketing

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Introduction

Tourism industry plays important role in the economic development as well as in the promotion of socio-cultural aspect of a country. Tourism contributed to about 9% to the GDP in 2018 as per the latest estimates of tourism council. Tourism also contributes to the employability. Tourism accounts for approximately 8% of the total employment. Tourism industry is a shadow to many other allied industries such as telecom, insurance, banking, transport etc. Success of tourism industry is an indication of the success of other related allied industries. India has a range of tourism destinations such as heritage destinations, wild life destinations, religious destinations etc. All these different destinations compete against each other on various parameters. These competing parameters also affect the competitiveness of the destination and many a times act as major criteria for the selection of a destination by the tourist.

According to world travel and tourism council (WTTC), Indian tourism industry ranked seventh in the world in terms of its total contribution to the India's GDP. India has demographic dividend because the population of India resulted into sufficiently large domestic tourists. This research study attempts to explore the key determinants that affect the competitiveness of the tourism destinations with reference to the city of Agra, Uttar Pradesh, India. Tourism industry is a vibrant industry in terms of its size and composition. Tourism contribute to the development of local residents. For Agra city, tourism can contribute to the development of this city. If policy backed efforts can be done for the promotion of the tourism at Agra then tourism can creates sustainable development.

Literature Review

Tourism Destination

The geographically defined physical places that offers tourism services is termed as tourism destination. Tourism destination has to have some attraction that creates a center of attention for the tourist. Tourism destinations can be a monument, bird century, Wild life century, heritage site, mega structures of ancient India etc. These entire destinations compete to attract more tourists at their sites. Agra is among prominent tourism destination. More than a dozen destinations have been visited by the tourist. Some of the famous tourism destination sites at Agra includes Taj Mahal, Fatehpur Sikri, Agra fort, Mehatabbagh, Tomb of Akbar, Jama Masjid, etc.

Tourism Destination Competitiveness

The potential of a tourism destination to attract tourists represent the tourism destination competitiveness. Competitiveness of the destination can also be defined in terms of its capacity to persuade visitors to spend more as compared to the other destinations. The ability of a destination to offer better experience, rewarding moments and above better level of satisfaction as compared to other are some of the measure of competitiveness.

Various location specific attributes and their uniqueness for the tourist are also used to measure the degree of competitiveness of a destination. Since tourism destinations by nature are highly differentiated from each other so competitiveness can be explored by detailed study of the multidimensional characteristics on comparative basis. Tourism destination competitiveness is about how well a destination can maintain the strong perception in its favour as compared to other destinations. The review of literature about the competitiveness of the tourism destinations suggest that the measurement of the competitiveness is subjective in nature and the effectiveness in the evaluation of the competitiveness largely depends upon the methodology adopted by the researcher. The competitiveness of a tourism destination is affected by the demographic, socio-cultural, political, legal, technological and environmental variables. Physical infrastructure and safety of tourist are among highly important variables in the measurement of the competitiveness of the tourism destination. The quality of tourist services, degree of hygienic practices, affordable accommodations and overall expense on a tourism packages also play important role in the measurement of the competitiveness.

Various models and frameworks have been proposed to measure the competitiveness of the tourism destinations. Porter's diamond model is one such model that actually proposed to evaluate the advantage of a nation for the international business but the variables of this models have been used to compare the competitiveness of the tourism destinations. This model explain primary factors secondary factors that affect the comparative position of one location against the other location. A model developed by De Keyser and Vanhove in 1994 described that the government policy on tourism, supply and demand side factors related to the destination, transport facilities and some other macroeconomic factors are highly important in the measurement of the competitiveness of the tourism destination. Kim explained four source of tourism competitiveness. These include some primary sources such as tourism agents, resources of the destination, secondary sources such a tax and expenditure related to destination, government policies, tertiary sources like physical infrastructure that support the

tourism activities at the destination, marketing and publicity, quaternary sources that cover economic aspect of the tourism like its contribution in the economic development and employment. Four factor based model was proposed by Hassan. His model focused on the comparative advantage of the tourism destination, environmental concern, structure of the industry and demand factors.

Crouch and Ritchie explained destination competitiveness with the help of macroeconomic, microeconomic, complementary factors, management of destination and location specific factors. This model has derived the factors from various theories of international business management including Porter's model, Absolute advantage of nation's theory and Comparative advantage theory (Ritchie & Crouch, 2001). This framework derived six factors of tourism destination competitiveness and these are ('Destination management', 'Qualifiers & Amplifiers', 'Planning & Development', 'Destination Related Policy', 'Core resources & attractors', and 'supporting factors & resources'. Some of the other models developed to measure competitiveness of destination include 'Enright & Newton's model (Newman & Porter, 2005)', 'WEF travel and tourism competitiveness index (WEF, 2008).

Objective of the Study

The objective of the study is to explore the key factors of tourism destination competitiveness from the perspective of domestic tourist visiting to various tourism destination sites at the city of Agra, Uttar Pradesh, India.

Research Methodology

This research study is an empirical study and the results of the study are based on the analysis of data obtained from a sample of 182 domestic tourists who were selected from the tourism destinations situated in the city of Agra, Uttar Pradesh, India. Thus, the population for this research includes the domestic tourist visiting to different destinations of Agra city. The sample was selected by using convenient sampling technique. Self administered questionnaire was used to collect data. The variables used in this research have been extracted from various models created for the purpose to measure competitiveness of the tourism destinations. All questions of the questionnaire were close ended. The tourists coming from different places of India were asked to rate what they feel about the competitiveness of the tourism destination on a five point Likert rating scale. This scale ranges from highly competitive to not at all competitive. Principal component analysis was used to find factors. The description of sample profile has been presented by using demographic statistics.

Data Analysis

The primary data was obtained from the domestic tourists and was analyzed using SPSS and MS-Excel. The data analysis results have been presented under the following sections:

- Basic Demographic Profile
- Reliability Statistics of the scale
- Results of Principal component analysis
- Structure of Factors identified

Demographic Profile of survey participants

The survey participants during this research were the domestic tourist who came to Agra from different places if India including the state of Uttar Pradesh. Details of their gender, age and the state of their home town were analyzed and the results are presented in Table 1. Approximately one third of the survey participants were female and about 44% tourist were coming from Uttar Pradesh and Uttrakhand. The most common age of the sample has been 26 to 45 years. About 55% of the sample participants fall in this range.

Table 1 Basic Demographic Profile of survey participants

Demographic Variable		Frequency	Percent
Gender	Male	121	66.5
	Female	61	33.5
	Total	182	100.0
Place	Delhi	15	8.2
	Uttar Pradesh	37	20.3
	Haryana	28	15.4
	Rajasthan	2	1.1
	Uttrakhand	44	24.2
	Bihar	29	15.9

	Madhyapradesh	9	4.9
	Others	18	9.9
	Total	182	100.0
	18-25	34	18.7
Age	26-35	64	35.2
	36-45	36	19.8
	46-55	31	17.0
	Above 55	17	9.3
	Total	182	100.0

Reliability Statistics of the scale

A Likert scale has been developed to collect the data. The Likert items of the scale were obtained from various models and framework reviewed during literature review. The reliability of the scale was tested during the pilot test and also once the entire data was collected. For the thoroughness of the results the reliability statistics of the scale that was determined post data collection has been presented in table -2. Reliability of the data was evaluated by using Cronbach's alpha coefficient. The value of Cronbach's alpha (0.708) has been well under the range of the values that are required to ensure reliability.

Table 2 Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.708	.734	15

Results of Principal component analysis

Principal component analysis (PCA) has been conducted on the data obtained for 15 independent variables related to the perception of domestic tourist about how they rate tourism destination competitiveness of various tourist places at Agra. The objective of using PCA was

to reduce the number of variables in to selected few factors so that effective evaluation of the competitiveness of the tourism destinations can be performed. Specifically varimax rotation was applied on the 15 Likert items. The results of Kaiser-Meyer-Olkin statistics found to be 0.799 that indicate the adequacy of sample for the exploration of factors. The Bartlett's test of Sphericity expressed by the chi-square value and it was 789.318 and this value found to be significant ($p < 0.001$).

Table 3 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.799	N of Items
Bartlett's Test of Sphericity	Approx. Chi-Square	789.318
	df	105
	Sig.	.000

A four factor solution was obtained in the output of SPSS. The selection of the four factor was done on the basis of minimum Eigen value of one. These four factors cumulatively able to explain 57.6% of the variance in the actual data obtained from the sample of 182 domestic tourists. Each of the factor structure found to be most relevant from the perspective of the evaluation of the competitiveness of the tourism destination.

Table 4 Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %

1	4.773	31.821	31.821	4.773	31.821	31.821	2.739	18.259	18.259
2	1.471	9.805	41.627	1.471	9.805	41.627	2.627	17.513	35.772
3	1.242	8.283	49.910	1.242	8.283	49.910	1.793	11.951	47.724
4	1.154	7.693	57.603	1.154	7.693	57.603	1.482	9.879	57.603
Extraction Method: Principal Component Analysis.									

Structure of Factors identified

The rotated component matrix evaluated to obtain the possible structure of the identified factors. Factor one has been named as “Strategic aspect of tourism destination” and it considered four items that are related to the strategic aspect of the competitiveness of tourism destination. The factor loadings range from 0.743 to 0.533. Table 5 mentioned the details of factor structure.

Table 5 Factor-1 Strategic aspect of tourism destination

Likert item	Factor Loading
Accessibility of tourism destination	.743
Monuments Structure at tourism destination	.720
Tourist Management	.674
Facilitation offered at tourism destination	.533

The second factor has been named as “Safety Quotient” and it also consider four items with the factor loading ranges from 0.810 to 0.460. Following table has listed the details of second factor.

Table 6 Factor-2 Safety Quotient

Likert item	Factor Loading
Crisis Management arrangement at tourism destination	.810
Service Quality of tourism services at tourism destination	.747
Safety measures at tourism destination	.682
Tourism Infrastructure	.460

Five items composed the third factor. The composition of this factor reflects those items that attract tourist toward the tourism destination. Thus this factor is named as “Tourist's Attraction”. The factor loadings of the items range from 0.697 to -.431. This is the only factor that contains one item “destination as brand of tourism” with negative factor loading.

The negative factor loading in this case shows that the other items of this factor have been rated very high by the tourists. However tourists have rated the negatively loaded item very low may be because this item is not strong enough to influence tourists. The details of third factor have been mentioned the following table.

Table 7 Factor-3 Tourists' Attraction

Likert item	Factor Loading
Cost of Touring package at tourism destination	.697
Level of Entertainment tourist feel at tourism destination	.557
Cultural Aspect of the tourism destination	.486
Climate Conditions at tourism destination	.447
Destination as Brand of tourism	-.431

Factor four is named as “Tourism Destination Marketing” because of the nature of the items of this factor. Marketing efforts and awareness about the tourism destination are the two items of

this factor with factor loading of 0.819 and 0.551 respectively. The details of this factor are listed in the following table.

Table 8 Factor-4 Tourism Destination Marketing

Component	Factor Loading
Marketing Efforts for the promotion of tourism destination	.819
Awareness about the tourism destination	.551

Conclusion

This research study has attempted to evaluate the variables that affect the competitiveness of the tourism destination from the perspective of domestic tourist. Total 15 variables were extracted from different models and framework proposed to measure the competitiveness of destination. During the data collection survey participants were asked to rate selected variables. This study reveals that 15 variables can be reduced to easy to manage four factors. The loadings on each item presented in the structure of each factor helps to identify most important variable from the all that composed the factor. As per the results of data analysis, it can be concluded that 'Strategic aspect of tourism destination', 'Safety Quotient' , 'Tourists' attraction', 'Tourism Destination Marketing' are the four factor that are the key determinant of the competitiveness of 'Agra city' as the tourism destination.

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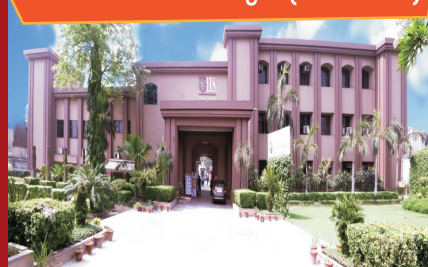
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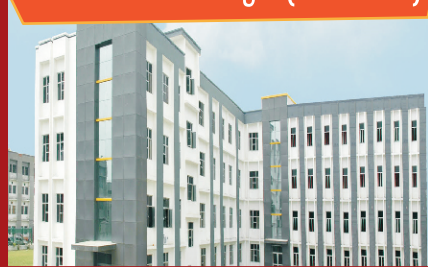
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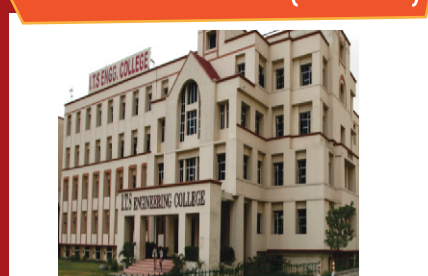
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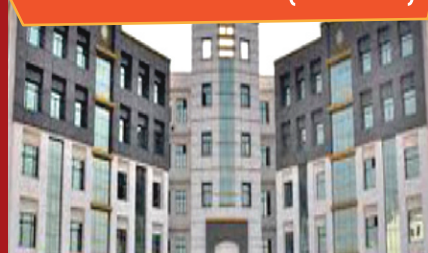
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