



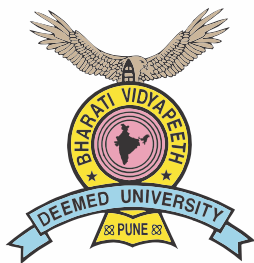
IMED JMSR



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Vice Chancellor speaks



Prof Dr. Manikrao .M. Salunkhe

B.Sc., M.Sc., Ph.D.

Vice Chancellor

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A University has a great potential to change the world by not only providing an educational roof but also by igniting the minds of people associated with it. Bharati Vidyapeeth takes major steps for global dominance and research is one of those steps. A small spark of idea can light up so many possible solutions to a problem. We need thinkers, leaders and researchers to lead the path in various critical situations across the globe.

Research provides overall development of the university, institutes and mankind. Our university wants to leave mark in history for taking initiatives in the field of research and development. I appreciate and respect the efforts of IMED to set in motion the JOURNAL OF MANAGEMENT AND SOCIAL RESEARCH -JMSR. It gave the society a platform for celebrating and spreading their research, strategies, insights, alternatives, perceptions, solutions, etc. hence ensuring betterment of mankind.

I wish success to the editorial board team, the authors of the research papers and every individual associated with IMED JSMR. Thank you team IMED for the consistent efforts and perseverance.

Prof Dr. Manikrao .M. Salunkhe

Chief Editor's Message

India has the potential to spearhead the growth in economy, innovation, creativity, and research will enable our nation to be the driver of the world's growth. Together we can achieve the possibility of India as a pioneer.

IMED's Journal of Management and Social Research (JMSR) is a coalescence of research articles with an extensive outreach on business fields, analytics, human resources, finance, information technology, including case studies and book reviews.

This journal is a doyen in the field of management as it ventures to document and deliberate the researches on management. It fundamentally focuses on the emerging sectors and research which discusses the applications and usability in societal or consumer context whether individual or industrial. We hope that the research featured is a paragon in its journey in the years to come.

IMED JMSR is an enterprise to endorse and disseminate knowledge countering the complexities of the multi-disciplinary management field. With its multitude of theoretical and empirical research papers and articles, the journal would be of utmost relevance for academicians and practitioners alike.

My felicity reaches no bound upon observing IMED JMSR is well received by academicians and corporate practitioners.

We are all fortunate to be partners in a collaborative scholarly community influenced by a much prior success as well as sharing great opportunities by future discovering. We intend this editorial as a call to reaffirm the scholarly management aspects of research & to make research integrity a counter piece of our community of scholars.



Dr Sachin S. Vernekar
Dean- FMS BVDU
Director-IMED

From the Editor's Desk

Dear readers, with great pleasure we bring out the 10th issue of IMED JSMR .It gives us a great sense of honour and pride to thank all the authors who have contributed their work of effort to make this issue successful. We also want to thank the readers because it is the constant love and respect received by the readers towards the efforts of the researchers and writers that made IMED JSMR successfully run and cross over a decade.

The efforts taken in this were primarily concerned with varied topics of management, human resources, and allied business topics. But on the occasion of the 12th edition we also bring forward a new range of research that deals with societal issues , illegal issues, small scale businesses issues, art industry etc. with a new hope and hue to solve enlighten problems and solve it.

One paper is focused on the on studying the effect of moonlighting on the performance of health care workers, as to find that if the productivity and performance are a result of lighting as well and to put it as a factor for the organizations to be effective and sustain in productivity .

The other paper stresses upon the need of the spiritual education tomorrow ethical world and society to know more about the power of spiritual knowledge to bring a change in the organization in the coming times.

The others papers are also dealing in one or the other way the various activities that are occurring in the market and the external environment and there effected on the organizations in both the positive and negative manner.

The credit for this edition goes to all authors, Boards of Directors and Review committee for their valuable inputs and only to thank them is to show our gratitude towards their work and effort.

Ms. Sonali Khurjekar
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Editors -IMED JSMR

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INFLUENCE OF MOONLIGHTING ON THE PERFORMANCE OF PUBLIC SECTOR HEALTH CARE WORKERS IN LAGOS NIGERIA

LAZREE GOKHALE

Asst. Professor

Marathwada Mitra Mandal's College Of Commerce

ABSTRACT

The study examined the performance (in terms of teaching, project supervision and paper publications) and moonlighting among university lecturers in south-western Nigeria. Subject for the study were three hundred and forty-seven lecturers drawn from four public and two private universities in the south-western zone of Nigeria. The stratified random sampling technique was used in the selection of respondents from the rank of assistant lecturers upward. The questionnaire method was used to collect relevant data for the study. Data collected were analyzed using percentages, correlation analysis, t-test and two-way analysis of variance (ANOVA). The hypothesis tested showed that there is significant difference between the performance of the university teachers who moonlighting and those who do not in south-western Nigeria ($t=3.51$; $p<0.05$). The findings revealed that there is inverse relationships between the number of lecture hours and number of universities lecturers teach in ($r=-0.137, -0.447$; $p<0.05$). It also showed that there is significant difference in performance in terms of project supervision ($F=7.687, 8.175$; $p<0.05$), and number of paper publications ($F=2.678, 4.581$; $p<0.05$). The human resource management implication is that it is essential to design, implement and monitor, with the full participation of lecturers, effective, efficient and mutually reinforcing working condition sensitive policies and programmes, including development policies and programmes that will foster the empowerment and advancement of lecturers within the institution they are and at the same time train more hands for the universities to have enough lecturers to go round to prevent lecturers' moonlighting.

Keywords: Influence, Moonlighting, Performance, health care workers, Lagos, Nigeria

1. Introduction

There is an extensive quantity of literature available in Nigeria centring on wage level and developments in diverse segments of the economy to establish labour market upshots and disparities in the workers living standard. As Fapohunda (2016) observes the time trend development in wages for the last few decades has been 0.9% growth in real wages. The purchasing power of consumers has been quite low owing to surge in prices of commodities.

Regrettably the Nigerian economy has been undergoing numerous challenges, such as difficulty in arresting inflation in prices and attaining sustainable development on the long run. The labour market dynamics are such that it is becoming ever more complicated to prepare and educate people for work and to offer them respectable well-paying jobs.

While it has been a widespread occurrence in many developing countries, moonlighting or holding of dual occupations

has not been a striking agenda of labour economists in the country. The subject of moonlighting is severe since, in addition to assisting in appreciating the behaviour of workers and the resolution to allot their time between work and leisure, moonlighting also influences the very structure of the labour market plus workers' performance and productivity. The question of performance of health care workers especially medical doctors and nurses in Nigerian Government hospitals has constituted a smouldering one for a while, particularly concerning quality of service and attendance to patients. It has become an issue of serious concern because apart from the quality of medical services provided which is allegedly being challenged by the majority of the citizens Ara and Akbar (2016) considers that majority of the government hospital are not making any impact in the socio-economic and health development of a country like Nigeria that is yearning for development. Sketchy proof suggests an escalation in moonlighting among public sector health workers, with numerous described pessimistic results for health care delivery. It is essential to understand moonlighting among health workers for copious incentives. A clear understanding of moonlighting among health workers proffers an idea of the time and economic demands faced by individual health workers; it augments the grasp of the health system upshots of these incidents; and it could facilitate the design of appropriate health sector policies to tackle the challenges of healthcare provision. Moonlighting, also referred to as multiple job-holding, commonly indicates having at least an extra job, above and beyond a primary full-time job. Several studies have been carried out on moonlighting in developed nations based on the financial theory of labour supply that views moonlighting activity typically as a source of

income. A small number of studies that have considered moonlighting among health sector workers such as Berman & Cuizon (2014) suggest that health workers also moonlight so as to mingle with associate professionals in health practice sites, obtain endorsement from peers, or boost their knowledge and skills, consequently sustaining the sociological theories associated with professions. As Betts (2004 and 2006) suggest organisational theories of moonlighting propose that while moonlighting affords employees supplementary earnings, training, and other gains, it can in addition transform their insights, resolutions, and actions at their primary employments. The latter may possibly affect their feats at their primary employments and manipulate both absenteeism and turnover. A deviation to this theory as Berman & Cuizon (2014) proposes is one that is connected to the function of a hierarchical organisation or bureaucracy on individuals' enthusiasms, assignments and performance. Berman & Cuizon (2014) and Rauch & Evans (2010) affirm that moonlighting, if done as part of a public service employment, is distinguished as the collapse of the bureaucratic work model. Bloom, Han & Lix (2011) and McPake et al.(2015) contend that in governance theory, moonlighting is perceived as a pointer to poor control in health service delivery, and a variety of corruption that influences supplier/patient relations and health system performance. Despite the described predicaments of moonlighting in the health sector, some studies from low and middle-income countries like Berman & Cuizon (2014) and Ferrinho et al (2014) submit that while moonlighting is prevalent, there is not much quantitative substantiation at national level or in the health system of the degree or attributes of moonlighting, the motivations for it and the corollaries for the use of inadequate public

health resources. Ara and Akbar (2016) reports that in Nigeria, substantiation on moonlighting among medical doctors is inadequate, apart from a shallow investigation by the Health Management Services Board and a minute qualitative study to illustrate critical care doctors' rationales for and practices of moonlighting. Correspondingly, ILO (2016) affirms that much of the subsisting literature is preoccupied with high-income countries. In most countries, Nigeria inclusive, the utmost working hours and minimum rest and break periods for formal sector employees are regulated. Knowledge on overtime among medical doctors is vital because it influences their performance, a feature recognized as a breach in the global discourse on HRH.

Moreover, the incidence of overtime is essential in the framework of moonlighting, since it also offers a supplementary or substitute basis of income. Bearing in mind the foremost, approaching health care restructurings required in Nigeria in the direction of universal coverage, an increasing stress on the function and performance of medical doctors, and deficient empirical substantiation, this paper examines the incidence of moonlighting and overtime, the dynamics manipulating moonlighting among health care workers in Nigeria and the after effects on their performances on the job. This paper orates that rationally, with factors like brain drain, decisions to seek greener pastures and the generally high ratio of patient-health care worker, a very high burden is placed on the health care workers, which in turn tends to negatively affect their health, capability and performance both in their primary employments and in the ones they do for additional pay. The quality of health care delivery might decrease. The time available for personal development and research may also

reduce. With the seemingly inelastic supply of health care workers especially nurses and doctors to work in Nigerian public health care facilities, on top of the rising population and the number of people requiring health care; the demand for health care workers has significantly increased thus exacerbating the deficiency of health care workers in Nigeria. The issue arising from this is whether working in more than one hospital affects the performance of health care workers? There are very few studies that tackled the effects of moonlighting by health care workers in many hospitals on their performance; thus making this paper very imperative. The study endeavours to add to existing knowledge and research by adopting a formerly under-highlighted viewpoint: the assessment of health care workers' performance as a fact of their moonlighting in Nigeria. Since exploring all the concerns connected to moonlighting may be impossible in one study, this study will centre on assessing the performance of health care workers who hold more than one job compared to those who do not. The paper hypothesises that there is no significant difference between the performances of health care workers who hold more than one job compared to those who do not.

2. Literature Review and Conceptual Framework

2.1.1 Moonlighting

Human Resource Management (HRM) is experiencing a transformation and developing novel methods for successfully managing the workforce. Monetary benefit or compensation constitutes the most significant gain that a worker obtains from an employment. Moonlighting denotes working at a secondary occupation, working at another employment, as

a supplement to one's full-time occupation. Rispel, Blaauw, Chirwa, & Wet (2017) indicate that as a result of the diverse economic transformations and unsteady employment conditions, workers assume more than one employment to enhance their earnings and to acquire job stability. Employees frequently assume two employments or a business together with the current employment for diverse reasons. Vermeeren (2016) notes that some begin their moonlighting action as a sideline and later on understand they can spin leisure into profitable, additional earnings. Employees engage in part-time work elsewhere to earn additional income as a surviving strategy. Where employees moonlight for long hours, the implication could be that the organization is being short-changed. Gauriglia & Kim (2015) asserts that moonlighting can be perceived as a continual plus momentary experience. In continual moonlighting, the supplementary employment hardly ever becomes the principal employment while regarding momentary moonlighting, the employee has a goal of changing careers and once the employee chooses to change the job, he/she discontinues moonlighting. Ekaette (2006) adds that while the majority of people cope with a solitary job, the idea of moonlighting is becoming progressively more widespread. This concept of moonlighting is also called double jobbing. It offers the workers with the much required monetary sustenance and also affords a channel for inspiration and a capacity to do much more. Nevertheless, it has definite constraints from the standpoint of both employees as well as employers. The motivations of moonlighters for their nonstandard work arrangements have been extensively investigated in economic studies that typically differentiate between financial and non-financial motives. Averett (2010) and Dickey et al. (2017) assert that

moonlighters gave mostly financial explanations for their non-standard work arrangement, related to their major occupation, such as meeting normal household expenses, paying off debts, saving for the future, or insuring against job insecurity. Brown & Gold (2017) observe that non financial considerations, otherwise referred to as assorted job motives, like gaining experience, enjoying the work of the supplementary job, or family duties, were alluded to less frequently as motives for moonlighting.

2.1 Moonlighting among Health Care Workers

Renna (2013) argues that moonlighting is a persistent predicament that has injured the competence of public services. Employees have to expend additional time performing their additional employments rather than finishing their tasks. It is widely known that most public sector health care providers frequently "moonlight" in the private health care services. The consequences of public sector health care workers moonlighting are exceptionally undesirable since it denies the patients that they are meant to treat. Sofola (2015) posits that hospitals are meant to be institutions of healing, care and research. Doctors and nurses cannot have other obsessions that hinder their duties to the patients which is being available to treat the patients. Health care facilities do not employ doctors and nurses for "moonlighting" in other health care facilities, appearing in talk shows, etcetera ignoring or avoiding their care, healing and research duties.

Quality of health care workers constitutes an area of controversy. Rose (2014) maintains that the majority of private health care institutions in Nigeria demonstrate 'a poorer quantity of experienced and skilled health care

workers.' The optimal performance of the health care workers is vital for the thriving accomplishment of health sector improvements. World Health Organization (2018) contends that human resources for health care are significant to good health results and enhanced functioning of health schemes. In Nigeria, the public sector features a foremost test to generate, recruit, and retain scarce categories of health care professionals. Medical doctors and nurses constitute the principal group of health care workers in the country. Ogirima (2018) affirms that in 2017, there existed a projected 192,758 public sector vacancies for all categories of doctors and nurses. Consequently, Olori (2017) notes that the human resource crisis in the country's health sector is tantamount to the health care workers crisis. The optimal performance of the health system relies on dealing with the challenges of doctors and nurses.

The major magnitude of the health care workers crisis is well-recognised. Studies like Rispel & Barron (2016), Federal Ministry of Health (2017) and Sabron and Hassim (2018) suggest that it comprises: insufficient production; elevated vacancy rates, added to an augmented utilization of impermanent workers; international migration; brain drain; inadequate workforce in rural areas; an ageing workforce, poor employee morale, and below-optimal performance, aggravated by extensive accounts of moonlighting or dual employment. While the appreciation of the health care emergency is a significant progress, information gaps continue. There is an enhancement in moonlighting among health care workers and in the employment of short-term health care workers, and the several attendant described negative outcomes for health care delivery. Information on moonlighting is imperative for numerous rationales. It gives a signal of the time

and financial pressures countenanced by individual health workers in addition to improving perception of the health system outcomes of these observable facts. Moreover it can support with designing apt health sector policies to contend with the challenges of equity and healthcare provision. Betts (2016) and McNeeley et al (2013) contend that a fundamental ground for poor health care sector performance involves the failure of hospitals management and health care facilities to staff hospitals sufficiently with qualified health care workers. These studies suggest that staffing crisis are principally attributable to shortage of doctors and nurses, which, consecutively, is associated with augmented brain drain, retirements and increased patient enrolments. They in addition propose that succeeding shortfalls of doctors and nurses could force many public health care systems to give in to reducing standards to fill health care openings. This will predictably give rise to elevated ranks of engaging unqualified part-time doctors and nurses and lower performance.

Apprehension over the helplessness of public health care systems in Nigeria to sufficiently staff hospitals and health care facilities with qualified health care providers has since been considered as a foremost health care predicament, and has received extensive exposure in the national media. Eneware (2017) and Sabron and Hassim (2018) indicate that this is owing to the fact that the health care system has been the target of a growing number of reforms and policy initiatives, and the focus of a considerable body of empirical studies. Several of these analyses have ascribed shortages to health workers turnover which involves the departure of health workers from their jobs.

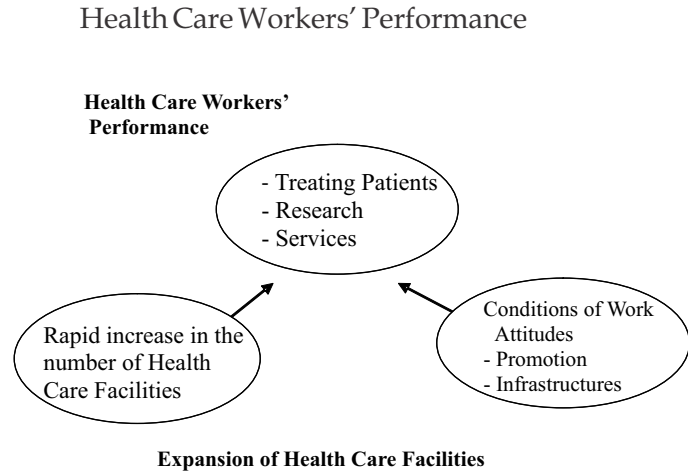
2.2 Conceptual Framework

Human resources are the most dynamic of all the organization's resources requiring substantial consideration from the organization's management, in order to achieve their complete potential in their work. Therefore, whatever thing that could influence their performance must be incorporated in the concerns that management has to countenance. Majority of these concerns like motivation, communication, payment systems, training and development have previously been reflected in literature. Agba., Ushie, Agba., & Best (2010) asserts that additional dynamics that could influence performance of health care workers comprise management and administration, employee welfare, availability of additional sources of earnings, specific skills, unpleasant conditions of work, appraisal and promotion, workers' attitudes, infrastructures and facilities, ethnicity and appointments, and several other variables.

Nevertheless, Buchan & Edwards (2016) considers that performance is the means of evaluating how efficiently and competently managers utilize resources to attain goals and that a vital element of establishing performance is evaluating and managing it. Buchan & Edwards (2016) proposes a performance formula founded on ability (a), motivation (m) and resources (r) $P = f(a, m, r)$. Where whichever of these three elements are low, performance will be pessimistically influenced. Where there is a performance crisis, managers are obliged to establish the particular constituent of the performance formula that is the cause of the performance level and pursue suitable action to right the problem. This study however is much more concerned about how public sector health care workers (especially doctors and nurses) can be compelled or at least encouraged to offer the most excellent aptitude to do their work well

with the condition of arbitrating variables like motivation and the availability of the resources with which they carry out their duties.

Figure 1. Conceptual framework



Intervening Variables

Ara and Akbar (2016) affirms that Winters (2010) proposes three motivations for moonlighting; monetary motives, building hobbies or interests and turnover intentions from the principal occupations. Health care workers especially medical doctors and nurses who are also breadwinners in the family have the propensity to moonlight. Allen (2018) suggests that working more than one employment is the upshot of lucid response to non-satisfaction with the principal occupations. Besides, Theuri (2017) elucidates that moonlighting influences the quality of service, thus creating grave repercussions for job commitment, employee performance, and employee retention and job satisfaction. Medical doctors and nurses that moonlight have a reduced amount of time dedicated to their prime occupations which worsens the quality of knowledge and health services offered to patients. In the same vein, Ogirima (2017) and Folorunso, Adewale, & Abodunde (2014) also

emphasize that to improve employee morale, contractual terms of service ought to be more attractive; non-salary gains require improvement, and this could be achieved by reducing consultation hours and patient / doctor/nurse ratios and other burdens, through insistent recruitment of medical doctors and nurses and by improving the conditions of service to curtail brain drain and reduce the emigration of medical personnel from the country.

Nevertheless, Kisumano and Wa-Mbaleka (2017) observes, that family and social goings-on are the most influenced facets of holding dual jobs, next is reading and private study, physical welfare, and moral or mental health. Sangwan (2014) contends that moonlighting also conveys some concerns for example job threat, loss of prime employment, overburdened workers and deprived health, threat of competition, business concealment with the prospect of clash of interest, ineptitude attributable to coping with more than one employment, and an ethical predicament when working for dual employers from the same industry. Additionally, Pouliakas, (2017) underscores that more highly-educated employees have higher probability of holding several employments compared to less-educated ones. In addition, the job and business of the principal employment is pertinent, despite the fact that workers in the manufacturing industry, craftsmen, and machine assemblers have reduced probability to hold a secondary job. A substantial percentage of employees in skilled and service jobs or in arts/entertainment, education, and health social work hold additional employment. Saxon (2015) observes that under the guise of rising cost of living, several workers choose to look for a number of economic prospects to resolve their difficulties. Additionally, Brownwere, Ferrinho,

Lerberghe and Macq (2001) emphasize that this requires handling in order to shield public sector value at the same time as fulfilling both professionals desires and users requirements for quality. Meyer & Allen (2014) affirms that where employees are dedicated by their recognition of and participation in a particular organisation, performance and production is enhanced thus promoting employee retention.

3. Methods

This study utilized the survey research design. It examined current happenings pertaining to moonlighting among Health Care Workers particularly doctors and nurses that constitute the bulk of workers in that sector. It also examines their performances in the area of treating patients, research and services. It was conducted in Lagos the commercial capital of the country. The population for this study consisted of public sector health care workers (especially doctors and nurses) in Lagos State. One hospital was selected from each of the six divisions in the states. As at December 2019, the overall population of doctors and nurses in the six divisions in the state according to the nominal roll 3567 consequently by applying 10% sample size determination formula, a sample of 357 was arrived at. 370 copies of the questionnaire were distributed but 352 was returned and found usable for the analysis. The central instrument for data collection a self-designed questionnaire 'Health Care Workers' Performance Questionnaire (HCWPQ)' which had two parts: one obtained information on the demographic features of respondents and the other had questions on the respondents' observation of the results of moonlighting occasioned on the performance of the doctors and nurses. Data collected was analyzed by means of both descriptive and inferential

statistical techniques including simple percentages, analysis of variance, chi-square and t-test were employed for the analysis.

3. Results

3.1 Performance Based on Hours of work per Week

Table 1a. Hours of Work in a week in each Hospital

No of Hospital Worked in. each Hospital	Mean	N	Std. Deviation
1	12.71	115	4.657
2	10.76	45	4.754
3	7.28	16	2.203
4	8.02	7	
Total	13.64	183	6.674

Source: Field Survey 2020

Table 1a demonstrates that the public sector doctors and nurses that consult and provide care in only one hospital worked for 12.71 hours daily on the average, those that consult and provide care in two hospitals worked for 10.76 hours daily on the average, while those that consult and provide care in three and four hospitals worked for 7.28 hours and 8.02 hours daily respectively.

Table 1b. Measures of Involvement

	(R)	(R Squared)	(Eta)	(Eta Squared)
Hours of Work in a week in each Hospital * No of Hospital Worked in.	-.143	18	.187	.033

Source: Field Survey 2020

Furthermore, Table 1b gave linear correlation coefficients (R) of -0.143, which means that there is weak negative correlation between hours of work per week and the number of hospitals where the doctors and nurses worked. The implication of this is that the higher the number of hospitals where the doctors and nurses

worked in, the lower the number of consultation or care hours per week in each of the hospitals especially the government hospitals where they hold their primary jobs.

3.2 Performance Based on Number of Patients Attended to Daily

Table 2a. Number of Patient Attended to Daily

No of Hospital Worked in each Hospital	Mean	N	Std. Deviation
0	.00	1	-
1	33.46	197	8.639
2	23.12	53	16.245
3	22.74	21	8.364
4	.00	1	
6	14.00	1	
Total	18.65	274	13.121

Source: Field Survey 2020.

Table 2a demonstrates that public sector doctors and nurses that work in one hospital attended to 33 patients on an average, those that work in two hospitals attended to 23 patients and those that work in three hospitals attended to 23 patients on the average. Those that work in six hospitals attended to 14 patients on the average. This implies that the more moonlighting they do the less the number of patients they are able to adequately attend to at their places of primary employment. The result of the Analysis of Variance, in Table 2b illustrates the groups mean difference of F-value of 7.465 with the P-value of 0.000 ($F = 7.465$; $p < 0.05$), which is significant at 5% level of significance confirming that there was a considerable disparity in the performance of public sector doctors and nurses that work in one hospital and those that work in several hospitals. This outcome confirms that the number of hospital doctors and nurses work in significantly influences their level of performance when measured in terms of number of patients attended to.

Table 2b. ANOVA Table (performance of the Doctors and Nurses Working in one Hospital and those Working in more

than one Hospital based on the number of Patients Attended to)

Number of Patients Attended to in the hospital * No of Hospitals Doctors and Nurses Work in	Between Groups	(Combined)	Sum of Squares	Df	Mean Square	F	Sig.	
	Within Groups Total	Linearity		5231.8	4	728.65	7.465	000
		Deviation from Linearity		1485.41	1	1572.7	14.756	.000
		Total		2476.4	4	643.047	5.942	000
				24145	213	107.793		
				28349	218			

Source: Field Survey 2020

The measure of association in Table 2c indicate coefficient of correlations of 0.435, meaning that a weak but positive correlation exists between the number of patients attended to and the number of hospitals where the doctors and nurses work.

	(R)	(R Squared)	(Eta)	(Eta Squared)
Hours of Work in a week in each Hospital * No of Hospital Worked in.	.435	.057	.362	.148

Source: Field Survey 2020.

Thus, it can be deduced that the higher the number of hospitals where the doctors and nurses work, the higher the number of the number of patients attended to overall but the lower the numbers attended to in the public sector hospitals where they hold their primary employments and this could portend considerable negative effect on performance.

3.3 Performance Based on Personal Development and Research

Table 3a shows that doctors and nurses that work in one hospital have been able to improve their personal development and research by attending on the average about 6 seminars and conferences yearly, those that work in two hospitals have been able to attend on the average about 4 seminars and conferences yearly, those that work in three hospitals have been able to attend on the average about 4 seminars and conferences yearly same as those that work in four hospitals while those that work in six hospitals have been able to attend on the average about 3 seminars and conferences yearly.

Table 3a. Personal Development and Research (Attendance at seminars and conferences)

No of Hospital Worked in.	Mean	N	Std. Deviation
0	00	1	-
1	6.15	212	9.452
2	4.32	43	5.121
3	5.47	11	4.412
4	4.31	1	-
6	3.00	1.	-

Source: Field Survey 2020.

As designated in Table 3b the F-value reported for the model is 2.562 with the P-value of 0.026 (F= 2.562; p<0.05) which was significant at 5% level of significance. Arising from the investigation, it is deducible that there was considerable disparity in the number of seminars and conferences attended by the doctors and nurses

that work in one hospital and those that work in more than one hospital. Those not moonlighting were able more seminars and conferences annually to develop themselves and increase their competencies compared to those who moonlighted.

Table 3b. ANOVA Table

Number of seminars and conferences Attended * No of Hospitals Doctors and Nurses Work in	Between Groups	(Combined) Linearity Deviation from Linearity	Sum of Squares	Df	Mean Square	F	Sig.
			1657.14	4	352.612	2.562	.026
	Within Groups		15.634	1	17.7532	.124	.674
			784.37	4	246.023	1.627	.186
			34530	263	136.434	-	-

Source: Field Survey, 2011.

3.4 Test of Hypothesis

This paper hypothesised that there is no significant disparity in the performance of doctors and nurses that work in more than one hospital and those that work one hospital. To test the hypothesis, the mean performance of the doctors and nurses in the areas of number of hours worked, patient attendance, personal development and attendances at professional seminars and conferences for those working in only one hospital and those working in more than one hospitals were obtained with their standard deviations. Arising from the figures obtained, a t-test was calculated and a synopsis of the outcomes is obtainable in Tables 4a,b and

c.

Table 4a. T-test showing the effect of Working in more than one Hospital on performance

No of Hospital Worked in.	N	Mean	Std. Deviation	Error Mean
1	145	22.72	4.317	.264
2 or more	94	20.31	6.542	.704

Source: Field Survey, 2020.

Table 4b. Independent samples test

Levene's Test for Equality of variances of Means					t - test for Equality				
	F	Sig .	t	df	Sig. (2-tailed)	Mean Diff .	Std. Error Diff.	95% Confidence interval of the Difference Lower Upper	
Equal variance assumed	15.314	.000	3.612	364	.001	2.164	.624	1.062	2.543
Equal variances not assumed			2.472	103.641	.007	2.143	.729	.651	3.043

Source: Field Survey, 2020.

Table 4c. Mean Difference between the performance of those who Work in one Hospital and more than one Hospital

	N	Mean	Std. Dev	t-value	p-value	Decision
Working in 1 Hospital	197	22.64	4.64	3.57	0.001	Sig.
Working in more than 1 Hospital	124	21.22	6.77			

Source: Field Survey, 2020.

The t-test difference between the performance of doctors and nurses that moonlight or work in more than one hospital and those that work one hospital showed a difference with t-value of 3.57, which is significant at 0.05 level of significance ($t=3.57; p<0.05$). This suggests that moonlighting among doctors and nurses considerably influences their performance. Where doctors and nurses moonlight, their performances are drastically impinged upon. Working in more than one hospital negatively impinges on the performance of the doctors and nurses.

4. Discussion

The results of this study as indicated above designate that where doctors and nurses moonlight and thus work in more than one hospital, their performances become considerably influenced in a negative way implying that working in several hospitals will impact the performance of doctors and nurses. These results uphold those of previous studies like United Nations Malaysia (2016), Bloom, Han & Li X. (2012) and Ekaette (2006). The results affirm a weak but negative correlation between hours of consultation and care per week and the number of hospitals where doctors and nurses worked. This consequently confirms that that the higher the number of hospitals where the doctors and nurses work, the lower the number of hours spent in attending to patients and offering quality care in each of the hospitals especially the public ones where ironically they hold their primary jobs. The study found that most of the senior doctors and nurses especially the consultants undertake a lot of moonlighting, while the junior doctors and nurses are encumbered with most of the daily works of attending to the patients.

Again the findings indicate that the higher the number of hospitals and health care centres the health care workers are employed, the higher the overall number of patients they attend to weekly but the lower the number they attend to in their primary jobs. This could portend considerable negative effect on performance. It corroborates the results of Rispel, Blaauw, Chirwa, & Wet (2017), Vermeeren (2016), Renna (2013) and Sofola (2015).

Additionally, the findings demonstrate a major disparity in the level of personal development made by the doctors and nurses that work in one university and those that work in more than one hospital. There was considerable disparity in the number of seminars and conferences attended by the doctors and nurses that work in one hospital and those that work in more than one hospital. Those that work in only one hospital attended more seminars and conferences than those that work in more than one hospital. The importance of attendance at professional workshops, seminars and conferences to keep abreast of development in any profession cannot be over emphasized. Public sector hospitals must attract, develop, inspire and sustain a vigorous workforce (especially pertaining to doctors and nurses) to support the realization of their mission and vision of providing top level care to their patients and in the hope of gaining competitive advantage. Of supreme concern here is the degree to which public sector health care services are able to execute their mission and achieve their vision and goals of effective service delivery. A topmost test for advancing the efficiency of the Nigerian health care system involves improving administrative competence and particularly, those aspects dealing with human resource.

This study proposes that satisfactory and suitable working conditions should be

offered to guarantee the best is obtainable from the workforce through their performance and productivity which is displayed through their outputs. Moreover, customary staff development programmes should be promoted which will make it possible for the medical doctors and nurses to be proficient and effectual, and in addition assist them follow and support current developments in their fields of endeavours with the aim of improving the quality of service being provided. Hospital management teams must endeavour to establish a satisfactory motivational package that will encourage dedication and performance of medical doctors and nurses. Finally, government must apportion enough funds to the health sector. Nearly all countries globally have experience that several of the health personnel (mostly doctors and nurses) working in public hospitals decide to provide work hour in private hospitals after working normal work hours in public hospitals. It is a particular sort of moonlighting that often cannot be elucidated by the working of limitations in principal job. There are very few studies that examine the divergent concerns that occur from the moonlighting behaviour of doctors and nurses. The variant interests of public and private practices by them influence both services in countless dissimilar aspects.

5. Conclusion

This study concludes that moonlighting has considerable consequences on job performance and commitment of medical doctors and nurses in public sector health care institutions in Lagos, Nigeria. The study corroborates that moonlighting influences employee job satisfaction and performance. Attempts focussed at enhancing the performance of doctors and nurses in the public

sector health care services must be embedded in recognizing the suitable health care guidelines that will facilitate the attainment of required aspiration of doctors and nurses performance in the area of care for patients. Any endeavours that disregard the human resource management connotations of moonlighting among doctors and nurses might overlook vital concerns in appreciating the issues behind the performance of doctors and nurses in Nigerian public sector hospitals. Attributable to the examination of the result, this study concludes that moonlighting has significant effect on performance and job commitment of medical doctors and nurses of public sector hospitals in Lagos, Nigeria.

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NEED OF SPIRITUAL EDUCATION FOR TOMORROW'S ETHICAL WORLD/SOCIETY

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ABSTRACT

"Purify your mind, purify your thoughts". Our task is to eradicate suffering by eradicating its causes, ignorance, craving and aversions.

This is the teaching to enlighten one's life. It is clear that we should avoid actions that are harmful and perform those that are beneficial. Basically, mind is the function of the brain and thought is the function of mind. Man's progress starts with self-reliance.

As Swami Vivekananda says:

1. Every thought that we think
2. Every deed that we do
3. Our words and language
4. Our thoughts
5. Mould our life

Mind is the 'anthakarna' which shows the position of the mind in the human status. If one understands the 'swarupa' of the mind and re-orient thinking, it would help one in winning the goal of life, especially in youngsters. Spiritual purity can make your life healthy, meaningful and peaceful.

Let us start practising holistic process of health and mental development, peace through ethical values.

We are gifted by 'The Supreme Lord': the nature: say Panchamabhut. Nature is Guru Pavitra for common man's life. What does nature teach us? Let me clarify that nature works only according to fixed laws. Nature only helps the quality to grow step by step. The law of nature is 'As the seed is, so shall the tree and fruit be.' In other words, how the action is, so shall the result be. What does the farmer do? He grows the seeds of jowar with quality; he will get only good crop in return. If the farmer bows a hundred times, walks around and does prayers like "Oh god I want wheat." But the poor plant cannot give them, as he has no power to do so. This is the power of ploughing and regain. We know so much about the laws of nature, but we have not understood it and never show it through our behaviour. Understand, for human life, education is a device where, by yourself committing wrong and impulse, you defile yourself. by yourself never doing wrong, you sareen (Pure/Pavitra) yourself.

KEYWORDS: *Education, Ethical values, Spirituality.*

INTRODUCTION:

What makes me write this article? Why I myself selected this topic only where youth and education are linked with spirituality? Let me explain my views.

Throughout the course of hum history, human beings have searched for a framework of values to give meaning and direction to his life. By cultivating and consistently fostering ethical values – cultural, moral, and spiritual; man can learn to live and work in perfect peace and harmony with his atmosphere. In other words, life values or ethical sense, values are the real parents of human beings. Values add flavour, grace and security thus impart ‘lustre’ to social life. A human of spiritual values is a treasure for life. It is the need to remove our blemishes and ugly colours through the medium of his high values. This type of moral purity may open the hearts and soul of new generation to new brands, new pattern of thinking and new actions, thus a new world equipped for a more character full life.

LITERATURE REVIEW:

1. Upanishad – She says “Shanti Path is a little gate way for Upanishad. These prayers are specifically for harmony creating in the soul itself. The whole life of human being is obtained with the Punchkosha.” Dr. Shailja Ranade briefly elaborates the relation between Upnishad and peaceful mind.
2. Bharatiya Sanskruti – Hon. Pandit Satavalekar Pandit Satavalekar – Parachi – Gujarat Balsad
(Swadhya Mandal – 1987) Pandit Satavalekar was one of the most eminent authentic writer on Vedic Literature. He was a freedom fighter also. His Vedic

literature is like a ‘Deepstamba’ (Light house) for spiritual studies.

3. Right thinking – Swami Tejamayananda (2005 – Published by Central Chinmaya Mission Trust, USA). Chinmaya Trust is one of the prominent trust working for the peace and spirituality and would like to spread it, particularly among youth.
4. Vedic Reflections for the new Millennial – Vivekananda Kendra Pathika (July 2001)

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5. Values – Dr. S Paul (24 February 1999) – Indian pilgrim

India is a vast country where people belonging to different religions, regions, castes, creeds, languages and sects live together in spite of various differences. Understand, my friends, although there are geographical differences, but when we talk about Bharat, we think of one great country that is geographically well knit. There is emotional unity too in India. Which elements are there bonding Indian people together? These are as follows –

1. Indian culture believes in spirituality and follows spiritualistic rather than materialistic.
2. More stress on toleration.
3. Indian culture has the capacity or power to give space to other religions.
4. Indian philosophy has a very wide approach about other cultures.

It has got a peculiar force which is dynamic. Our kinship is due to our having a common mother and common father in the form

of heavenly and luminaries acting as our father and the Earth as our mother. The bondage has further become strong by the fact that the Supreme Lord is our father and also our mother. He is our Lord and we all are his children.

During the last hundred years, achievements of man in science are outstanding. Fastest modes of conveyance and communication which were not dreamt of earlier have become a reality. Physical comforts and luxuries are designed and manufactured. On the other hand, arms, weapons intended for the self-protection of the nation which are said to be sufficient to destroy the world many times over. There has been an alarming increase in the rate of crimes. Here I would like to mention that families which are the fundamental units of any society or nation, and which constitute the sole source of supplying good citizens are being destroyed. Respect for womanhood was one of the most cherished values of life from times immortal in India. Women were not considered as an object of physical pleasure by men, but were regarded as a divine treasure for family life. Every woman, even a small girl came to be regarded as sacred and respected as one's own mother. But many values are being eroded greatly under the influence of western materialistic ideas. The hindrances on the path of unity are regionalism, communalism, casteism, selfishness, egoistic attitude, disintegration of families and so on.

As the title says 'Need of Spirituality' or spiritual education for tomorrow's ethical world or society, the youth are to be strongly taught about these dangers and how to get rid of hindrances in the path of unity. They are to be taught on the following points -

1. Educate them for learning national history, highlighting various values of life with examples.

2. Need for good teachers.
3. Educate them by teaching the role of youth in eradicating social evils and realizing human values.
4. Teach them that society is built on 'we' factor and not on 'I' factor.

The social system of India is built on this idea of spirituality and Dharma. Her concept of Vasudhaiva Kutumbakam i.e. the whole world as one family eloquently upholds it. Her philosophy of life propped up by the principles of Dharma. Now come to the word or concept of education. According to the world, the word 'education' means schooling. But let me clear this misconception. Education and knowledge are such that apart from their dictionary meaning they have general meaning as understood by people, and also a special one as indicated in the scriptures. We send our children to educational institutions such as primary school, high school and so on. They study various subjects. Basic learning of the 3Rs (reading, writing, arithmetic) as generally understood as education. As the child goes to higher grades, we send our children to places with special facilities for learning. We say "We are sending them for higher education, or we are giving them the best education", but do not say that we are giving them the best knowledge. Friends, we can teach a child to read and write, but you cannot offer them knowledge or insight into the true nature of a thing. We may teach him pronunciation, vowels, consonants, grammar, verbs, subtraction, addition and so on. But we cannot impart to him a basic understanding of language itself.

Education is not meaningless or purposeless. Nowadays it is only used to get a degree so that one may get a good job. Today a typical student has no ideal in his life. He is without any goal, any direction. If he has no

ideal to follow then what is he going to do with that degree or the education that he has received? Then what is the purpose of true education? The purpose of true education is to lead a person to the knowledge by which he can discover himself and to train him to see life in its totality. Since we are people of learning, we should become free from all our concepts. This is the time that we should wake up from this dream. What are these wrong concepts?

The main one is that I think of myself as the physical body. When we introduce ourselves we are only referring to our physical body.

Another wrong concept is the belief that money can give me security. Modern society is hankering after wealth and gratifying its desires through wealth. Another false concept is the idea that more and more pleasures make me happier. But are wealth, pleasures the senses that can render happiness for man?

In modern times it is seen that there is too much stress on artha and kama which is responsible for the degradation of human values and ideals. Let us discuss the theory of human goals. This is known as 'purushartha' which means values which are representing the possible goals of human life. These are dharma, artha, kam, moksha. Dharma nourishes human life and is considered as a moral concept or value. Dharma means duties, virtues, social responsibility, helping nature, sharing, lineancy and so on. Upanishad states that one should speak the truth, walk along the path of right conscience. Dharma leads to self development, leading a moral life, purifies a person and elevates him from an ordinary being to a divine being. The whole universe belongs to Him. (One may name him as God, Ishwar, Parmeshwar or Nature). So Upanishad says, "He only knows about creature and creature, because the whole

universe which was in the past and future he is the only eye witness and nobody else".

Then second is Artha. The primary meaning of Artha is money, treasure, property or physical commodity. The ancient culture has given a precious space as one of the important purushartha. In the epic period, the term artha is used in the sense of social science. This purushartha occupies an important place in life. It serves as a weapon of livelihood. In Rugveda, Unnishada some suktas advocates the way of honest labour. Yajurveda commands - do not cheat or rob any other person's wealth. The third purushartha is kama. Kama is to be fulfilled with the framework of Dharma. Kama, the momentary happiness which is gained is dependent on external material objects and never come from within. Bhagvad Gita (VII-II) says there is divinity in Kama provided it is not opposite to moral values.

The last and ultimate purushartha is known as Moksha. The trace of moksha are found in the Vedas. We find in the Upanishads the concept of moksha fully developed. Upanishad addresses humanity as sons of immortality. Moksha is an ideal state which can be achieved in this same life itself. The four fold purusharthas guide a human being to decide his aims, uttam goals of life.

In this modern century highly qualified generation, new form of society is hankering after wealth and gratifying its desires through wealth. The competition of acquiring more and more becomes a part of everybody's life, in fact one can say it is deeply rooted. In such society where only two values artha and kama are cherished without their nerves root in dharma are no values at all. This rat races competitions of greeding more and deeper in life.

The question arises - Where is man making progress through education? What

about character building process in everybody's life? Why is the whole world starving for harmony?

These challenges are kept before great educationalists, thinkers, academicians of the present era. In this global market man must be perfect, all round!

All speaking is not training and listening is not training. Our physical life depends upon physical things. For hunger, food is required; for cold, warm clothing is needed. These are basic needs, satisfying them may make us comfortable but not happy. Comfort does not mean happiness. But nowadays happiness is something different. We have become comfortably sorrowful! But we have to seek happiness, not objects. This 'I' is pure consciousness, pure existence which illumines the inner body and makes it sentient.

Education, which leads to developing the hidden potentialities and character building should be broadcasted all over. For a society to prosper, the four values – dharma, artha, kama and moksha should be strived for harmoniously. The spirit of selflessness must fill the hearts of youth. Virtues such as truthfulness, harmony, non violence, purity, non-accumulation, sacrifice, devotion are to be taught to the modern generation. Dharma has to be focused to the world – over in its widest sense as meaning righteous character and performance of one's duties detachedly.

Let us cherish our life by the twin ideals of sacrifice - tyaga and satyagraha . One attains supreme bliss, the ultimate goal of human life that is moksha. The ideal state of moksha is a state incessant activity. The Vedic secrets bless us with physical, mental and intellectual powers full of piti to enable us to attain immense powers and divinity as advised in Amritasya Putra.

RESEARCH METHODOLOGY:

The study is fundamental and exploratory in nature. As the name implies, the major objective of exploratory research was to explore the importance of spirituality in the education field and its impact on social ethics. Secondary data used for the research.

FINDINGS:

“It is not important what I feel about the world, but it is more important what the world is thinking.” My dear friends, I am not a great writer, nor a philosopher or a super brilliant person. But I am a sensitive hearted creature, having a sense of thinking related to the new world. I am a teacher and would like to shape this coming generation according to my capacity. The world is vast, but more or less human wants are unlimited. We are aware about basic needs – food, shelter, and clothing. But we are not aware about mental or physical nourishment during youth. Today's young generation is full of enthusiasm and zeal and ready to win new horizons. Friends, we are all supposed to guide them in the proper direction. We are elders who can make them sensible about past rich knowledge. With modern technology, let them study ancient, wise rituals. We have to help them walk along this hard path. So this is my small step which may help the coming generation to turn towards ancient literature or Vedic Granthas. They may learn to purify their mind and soul, may get a boost to enlighten themselves.

Let them save their path,

Let them search their destiny,

Let them find the secrets of life,

Let them enjoy success with secrets.

Only be their energy to straighten their backbones.

SUGGESTIONS:

(for parents, students and society)

I am not such a great character who can pass any message to society. But from this platform I can urge all near and dear ones.

Many years ago (10-15), I fell in love with a book called 'The Art of Living' by Sir S N Goenka. From my childhood, we were taught by elders, social surrounding and own realization. I feel that all those who enjoyed the 1970s decade were getting love, purity, sufferings, lacking of luxurious objects etc. But compared with today, there was very less stress or tensions.

CONCLUSION:

Today's world is called as a technology world. The present youth has to get tuned in with this new era. But the old generation is getting confused because of the bursting of this modern education. The old have faith that 'Old is Gold' which may pull these new buds.

My appeal to all teachers, parents, culture caring members – this is the time where we all must unanimously stand behind this new creative youth with the assurance 'No fear, No tear, only world winner'.

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EMERGING TRENDS IN DATA DRIVEN RECRUITMENT

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ABSTRACT

The present study deals with the emerging trend of data in the field of HR. Data is known to be as facts or statistics that are collected for the purpose of reference and analysis. Every field make use of relatable data for taking better decisions and gain a competitive advantage over the competitors. The field of Human Resource is also going on the same track leaving the monotony that were in the functions of a typical HR job. Recruitment is one of the most crucial process done by HR managers. The job creates a pressure of Selecting an appropriate prospective candidate that would positively contribute towards the growth of the organisation. An employee can be an asset or a liability to the organisation therefore the recruitment should be effective. This paper studies the usage of data for effective recruitment, emerging trends in data driven recruitment, its implementation, impact as of now and its scope and prospects in future.

Keywords:

Candidate relationship management, social recruiting, HR recruitment analytics, Recruitment automation tools, applicant tracking system (ATS).

Introduction

Data-driven recruiting has the potential to transform the human resources industry. This is being accelerated by cloud-based computing solutions, more advanced software, and the overall digitization of the modern organization. Analytics is becoming crucial in Human Resource Department. Data-driven recruitment uses the technologies and techniques used to analyse a large talent pool and identify appropriate candidates with the proper skills and the right mindset to help the organization achieve its goals. It helps companies find the employees that will fit into the corporate culture and become strong team players. Data driven recruitment is in vogue and hold growing job

opportunities. Correct interpretation of data in HR and its function will give expected and fruitful results than the results that were based on intuition and judgements of the Recruiter. Recruitment in HR is one of the most vital function and selecting a suitable candidate merely through intuition and judgements increases the chances of failure. Here is when Data comes into picture

Data-driven recruiting facilitate recruiters to:

- Ask the right questions
- Navigate a large pool of candidate data
- Analyse the results

Literature Review

In a research named as “Research Participants' Perspectives on Genotype-Driven Research Recruitment” – conducted by Laura M. Beskow and Emily E it is observed through interviewing the research participants that where and how much data driven recruitment is been carried out after

According to a research by Sierra Cedar, 45% of large companies and 51% of mid-sized companies are increasing their spending on HR technology. It also highlights how technology is helpful in improving workforce productivity.

A research article named “Participant-Driven Recruitment” by Jennifer S. Tiffany reports the use of respondent-driven sampling (RDS) in participatory and community-based research.

According to research of AIHR Analytics by Academy Courses, recruiting metrics are measurements used to track hiring success and optimize the process of hiring candidates for an organization. It substantiates correct use of these metrics that helps to evaluate the recruiting process and to check if the company is hiring the right people.

Research Gaps Identified from Review of Literature:

The researcher has done extensive review of literature. The available literature hardly comments upon the Emergence of trends in data driven recruitment its implementation and its benefits. Hence it provides a research gap. Therefore, the current paper is an attempt to study the concept, implementation and benefits of different trends in Data Driven Recruitment.

Objectives

- To understand the concept of Data Driven recruitment
- To know about the implementation of current trends in Data Driven recruitment in the organisation
- To know the positive impact of trends in Data Driven Recruitment and data driven recruitment as a whole

Research Methodology

This study is descriptive in nature that aims to investigate the objectives under study.

Sample comprises of HR experts from different organisations. Snowball sampling method has been adopted. Primary Data has been collected through sending questionnaires and taking personal interview. Respondents are selected on the basis of references and suggestions. The questionnaire towards the enquiry aimed at knowing the implementation impact and preferred trend of data driven recruitment

The secondary data was collected to seek more information on aspects of current trends in data driven recruitment and its benefits over the traditional process of recruitment.

Trends in data driven recruitment

Candidate Relationship Management

With the help of this tool known as Candidate Relationship Management, the relationship with current and future potential job candidates can be managed well and improved simultaneously. One of the major deals for HR industry is to attract talent. This data driven recruitment tool serves the same purpose. HR professionals use this tool to strengthen candidate engagement through implementation of recruitment marketing strategies.

Data driven recruitment techniques are highly based on data algorithms and patterns which attempts to offer solutions that fills the organisation with pool of talented and competent candidates.

Social Recruiting

One of the most widely used data driven recruitment technique by HR professionals is Social Recruiting. Presence of the job requirement, job description, company's brand information on social media platforms such as company website, Facebook, LinkedIn etc which aims towards reaching, finding, attracting and hiring talent. This technique is cost saving and cuts off the frills that is involved in other forms of recruitment.

Recruitment Automation Tools

When data and technology both are used together to automate the recruitment process of a company, these tools are called as Recruitment Automation Tools. They are widely used in HR departments and are often combined with an Application Tracking System and CRM software so that job hiring process can be made effective. Recruitment Automation tools aids HR department with recruitment as a main task to keep a record of qualified candidates for current and future job positions and openings. It makes efficient use of artificial intelligence to identify potential and qualified candidates, verifies their email addresses and social profiles, thereafter exporting entire candidate profiles to the software application.

Internal Referral and Alumni Database

Candidate databases are managed through application tracking system by the companies, which provides a data-centric approach to carry out the recruitment process. Advantage of an internal referral database is having a ready database of potential candidates

for the required job opening as and when it may arise.

It prepares HR for current and future requirements of manpower that arises unexpectedly.

HR Recruitment Analytics

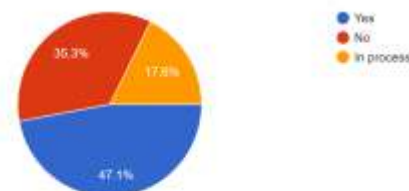
Evaluation of a candidate for a specific position is quickly done by HR analytics tools. The potential candidates can be captured from the market with the help of these tools. Data-driven and HR recruitment analytics, tracks and measures steps involved in process of Hiring. The hiring metrics such as time to hire, cost to hire and quality to hire can be improved using such analytical tools. Reliable decisions can be taken by Data predictive hiring technology while hiring talent. Predictive analytics creates turnover models that provides answers to the questions like:

- Who is likely to leave the organisation within a year or so, after joining?
- Who is not expected to join at the end, despite accepting the offer letter?
- What is the pattern of past profiles of high performers that leave?

Evolution in field of HR has been highly observed and implantation of data driven techniques to carry out functions of HR are widely accepted and used.

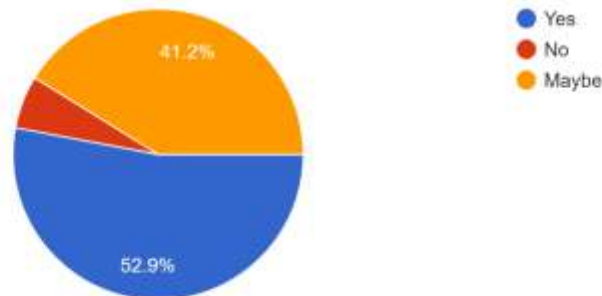
Analysis

Has the concept of data-driven recruitment implemented in your organisation?
17 responses



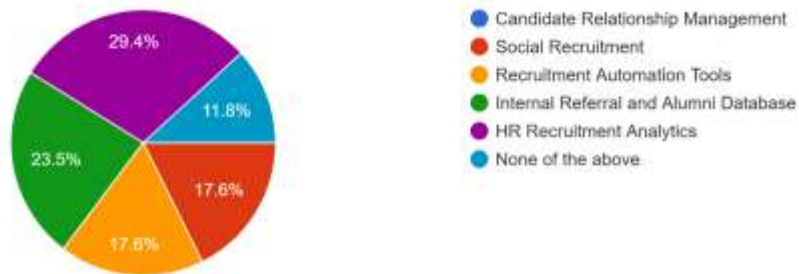
Observation: Most of the HRs states that Data Driven recruitment has been implemented in their organisation and few stated it to be in process followed by 35% who did not implement it yet.

Do you find Data Driven recruitment to be an effective choice for selecting best talents for the organisation?
17 responses



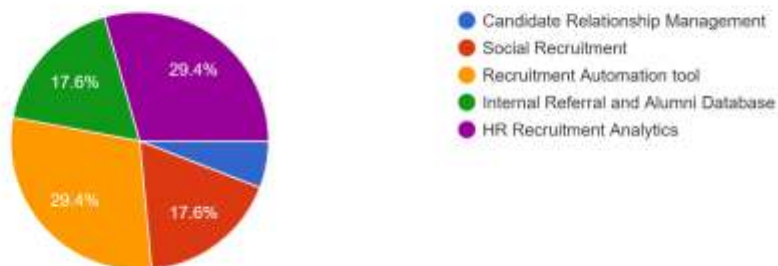
Observation: Majority of the HR feels Data Driven Recruitment to be an effective choice for selecting best talent for the organisation.

Which of the data driven recruitment trend have you infused in your recruitment process as of now?
17 responses



Observation: All the data driven trends has been more or less infused in the recruitment. The most practices trend by HRs are HR recruitment analytics followed by internal referral and alumni database, recruitment automation tools and social recruitment respectively.

Which of the data driven trend do you find to be the most significant in recruitment process?
17 responses

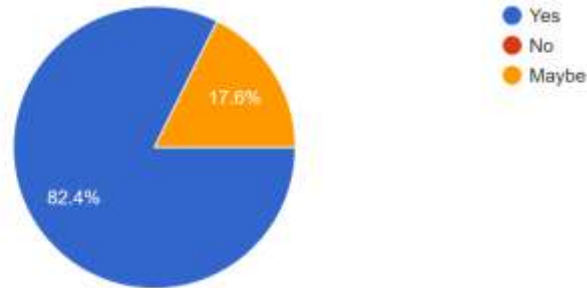


Observation: HR Recruitment Analytics and Recruitment Automation tools to be the most and equally significant trend in recruitment

process followed by social recruitment and Internal Referral and alumni database with an equal response too.

Do you believe data driven recruitment is better than the traditional recruitment process and will emerge as powerful recruitment tool in future?

17 responses



Observation: According to Majority of the HR experts Data driven recruitment is better than the traditional recruitment process and will emerge as a powerful recruitment tool in future.

Findings:

Data has deeply immersed into the field of HR and in recruitment to be particular. There has been a drastic shift from traditional process of recruitment to a data driven process. Recruiters started using data driven techniques for selecting the best candidate for the jobs. Data Driven Recruitment Techniques turned out to be a convenient and an effective approach. HR recruitment analytics is widely practiced. Recruitment Automation tools is also a significant trend in recruitment process. Data driven recruitment techniques hold a powerful scope in coming time and will be able to produce effective results and transform the function of recruitment. Data driven techniques are financially economical and time efficient unlike traditional process of recruitment which makes it a viable approach and a suitable choice for HR professionals to implement it.

Conclusion

The primary and secondary data clearly shows that Data Analytics has entered the field of HR and got implemented in the function of recruitment in the organisations. Data driven recruitment turns out to be really easy going and beneficial in hiring talented candidates for the job. HR recruitment analytics and recruitment automation to be widely used in HR

industry. Data driven HR practices turns out to hiring. Data in hiring process portrays a good quality hiring. Data-driven recruiting techniques also helps in:

- Allocation of budget
- Increasing productivity and efficiency
- Unearthing hiring issues.
- Benchmark and forecast hiring
- Making scope of improvements recruiting process

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'A COVID 19 (DISASTER) COMPELLING DIGITAL TRANSFORMATION FOR INDIAN AGRI BUSINESS'

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ABSTRACT

The goal of this research paper is to present the scope of digital transformation required in traditional agribusiness models during Covid-19 pandemic situation. Digital Transformation approach used to enhance the use of technology in agricultural services that will change the business to a more agile, implement innovations to enhance customer experience. Agribusiness stake holders are worried as anxieties on Corona continue to grow. It is creating supply chain interruptions, markets and prices of farm fresh products and causing significant impact on Indian farmers income. Researcher has used design thinking approach to led digital transformation for agribusiness. This includes examining Key elements for digital transformation to develop model and create value. This research will helpful for small farmers, traders, supply chain, logistic service providers and policy makers to understand opportunities and challenges to implement change.

Keywords:

Keywords- Digital Transformation, Covid 19 pandemic situation, Design thinking, Key elements, Agile, innovations

INTRODUCTION

Industry 4.0 with digital transformation is current trend across all industries for business transformation. Executives in all industries are using digital advances such as Internet of Things, analytics, social media and smart devices to improve traditional technologies to enhance customer experience, internal processes and create intended value.

Corona virus is spreading in Indian villages and metros. It is unclear how long this pandemic will last. COVID-19 will not be a short-term event so every sector must be prepared for this situation. Government has announced lock down. It is easy to shut factories, hotels, parks, multiplexes but not with agriculture sector as these sectors

will continue to produce. To ensure free movement of farm produce government has kept many essential services out of lockdown. At the level of implementation several problems are coming to notice such as smooth movement of agriculture products from farm to consumer, impacted supply chains. One third of population depends on agriculture sector. The agriculture marketing system plays important role to stimulate production and consumption. Farmers have realized the importance of adopting new techniques for production and marketing. Design Thinking is a customer-oriented innovation approach used to develop creative business ideas or entire business model. Design thinking consists of 4 P's people, process,

place & partnerships. The main objective of this is to explore elements of digital transformation and design business model with design thinking approach to solve current problems of agribusiness. Managers can use this when they have problems that needs creative solutions.

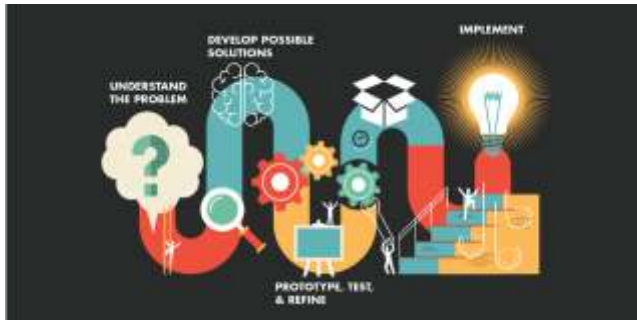


Fig1: Design Thinking Approach (Source MIT Management Sloan School)

Design Thinking phases are as follows:

Empathise - Understand who your users are and what they need. What challenges and pain-points do they face within this context?

Define- Analyze observations & synthesize to define core problems

Ideate - Create ideas, think out of the box for alternative ways to view problem and identify innovative solutions

Prototype, Test - Experimental phase to create solutions. Test solution, refine solution to get best solution

Implement- Involves detail tooling.

LITERATURE REVIEW

Literature review clarifies about digital transformation and how design thinking speeds up transformation process across industries. Digital transformation is the integration of digital technology into all aspects of an organization to deliver increased value to customers. Clint Boulton CIO (May 2019) Digital transformation is a radical rethinking of how an

organization uses technology, people and processes to fundamentally change business performance. Titli Chatterjee (July 2016) at NASSCOM insight initiative has shared farmers are utilizing simpler technology platforms and social media websites. They yet to experience the digital revolution technologies like cloud, analytics, AI, ML & IoT. Key Performance Indicators (KPIs) of digital transformation includes customer experience, operational model-Agile, business model-value proposition, organizational (leadership) capability and technology-business and IT integration. Executives in all industries are using digital advances such as analytics, mobility, social media and smart embedded devices as well as improving their use of traditional technologies such as ERP to change customer relationships, internal processes and value propositions. True digital transformation involves the creation of new business models rather than business process optimization. Harvard Business Review articles, Tim Brown, CEO of IDEO and author of Change by Design, defines design thinking as “a discipline that uses the designer’s sensibility and methods to match people’s needs to what is technologically possible and a viable business strategy (to) convert into customer value and market opportunity.” Digital technologies allow to reduce costs, increase the flexibility of the production process and service delivery (Anderl and Fleischer 2015). Design thinking platform is a tool for developing creative skills of employees & providing teamwork for creating innovative solutions, this approach is taught in business schools and adapted by different industries (Plattner 2015). Ingle’s book is called “Designing a Business Strategy. Get Down to Business”, examines the application of design thinking methods in the practice of entrepreneurs and small business companies (Ingle 2013). Design thinking methods were

traditionally used for new products now today's scenarios services are becoming more important for any business as more products are sold as services (Ogilvie 2011). The COVID -19 is a unique and major for business continuity within the lockdown, social distancing and other challenges, Achin Sharma (ET CIO 2019). Businesses need to identify, evaluate and have a right mix of online collaboration tools. Social distancing altered consumer buying pattern. Agile business continuity plan should be activated with minimum worry. Most manufacturing had closed their production completely or operated on the reduced capacity in case of essential goods. Global supply chains are under pressure to meet the demands. Industry 4.0 – digital transformation will be more relevant post COVID 19.

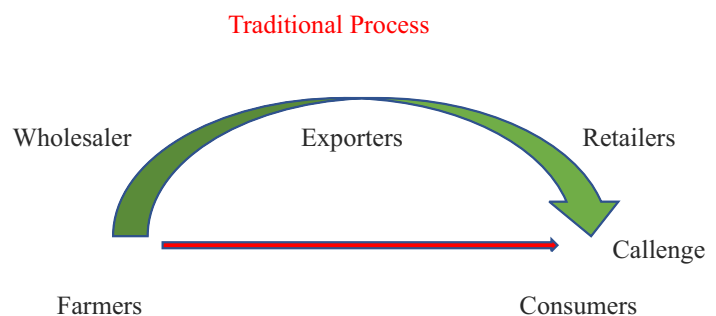
RESEARCH METHODOLOGY:

With the help of literature review this study proposes a model to examine digital transformation in Agri business with design thinking approach. The model work according to its utilization to create value and solve farmers & customers problem. Various technologies are used to adopt digitization. KPIs are used to measure successful digital transformation. Design thinking approach is used to identify transformation opportunities based on an understanding of a digital transformation in industry. This depends on the degree to which your product and services are could be digitalized. Traditional agriculture marketing model is revised with digital

transformation model. Digital model covers Agile, Innovations, Customer experience and current problem solving for farmers. Design thinking approach is used to develop digital transformation.

Research problem statement – Smooth movement of agriculture products from farm to consumer in COVID -19 pandemic (Disaster management) situation.

Traditional Agriculture Concept-



Technology Usage - No

Fig 2: Traditional Business Model

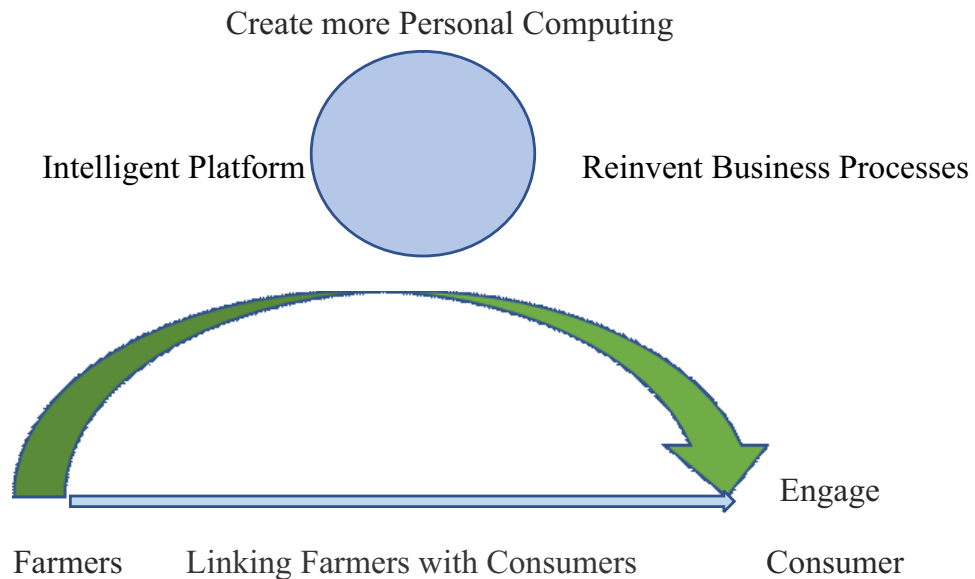
Challenges – In COVID -19

- Connecting farmers to consumer with Digital Transformation
- Closure of Agri markets for social distancing and avoid crowds
- Supply chain slowdown and shortages
- People safety involved in business
- Other disruptions- Farm product exports

Digital Transformation (Process Innovation) - Design Thinking Approach

Digital Transformation Stages (KPIs)	Design Thinking Approach	Solution
Manual operations to Digital operations	Empathise- Connecting farmers with consumers	Change Business Model-Traditional to Digital
Agile	Observations - Transportation of goods Connectivity	Logistic solutions with online vehicle appointment & Tracking system for vehicle on doud
Consumer Experience	Ideate, Innovations	B2B platforms, B2C platforms & Mobile Applications
Technology	Prototype, Test model and Implement	Automation-Digitization

Digital Transformation Model



Optimize operations with Analytics

Fig 3: Digital Transformation Model

Above model links farmers with consumers, wholesalers & retailers are detached from traditional model. Above model explains the path of your company can take to respond market changes, regulations, new technology disruptions respond to consumer demands. Company have to develop intelligent platform with more personal computing and reinvent business processes till they achieved desired vision of digital transformation. Consumer

experience can be developed with what missing in the market, improve quality of products, improve brand, serve different customers. This can be achieved with agile supply chains, operational efficiency and employee productivity. To pursue digital transformation, organizations select in regards with- products or services, business model or value chain. Organization can also work on customer segments, channels and revenue streams (methods by which money comes into company).

Government Initiative for intelligent platform –e-NAM

States are promoting virtual trading platform like e-NAM thereby reducing human intervention in the handling the produce and trading ensured through online mode. On 15 May2020, 38 new mandis were integrated with the e-NAM platform.

E-NAM was launched in 2016. It aims to network all the existing Mandis on a common online market platform as 'One Nation, One Market' for agricultural commodities in the country. It also aims at reducing transaction costs, bridging information asymmetries, and helping the expansion of market access for farmers and other stakeholders. Amid COVID-19 pandemic, Agriculture Ministry launched 3 new modules of e-NAM namely:

- FPO Module on e-NAM
- Warehouse based Electronic Negotiable Warehouse Receipts (e-NWR) trading
- Logistics Module

FINDINGS

Finding from literature review, secondary data and research consultancy services Digital Transformation enable customers to accomplish what they want, how they want and when they want. Agile supply chains improve efficiency reduce costs and inventories. Digital Transformation automates processes, records and decision making. Digital transformation improves data collection that enables companies to create decision making systems. Technology utilization driving innovations. Deign thinking helps to improve digital transformation of company as one model cannot fit for all.

SUGGESTIONS

Digital Transformation requires change to drive the innovations. Many people within an organization resist rapid change. Project leaders must have vision for the change. Leaders have to create awareness on digital transformation in organization, begin with right vision, develop capability and drive the change. There is a risk of project failure. To reduce risk managers selects KPIs to measure digital transformation and implementation. Introduction of e-commerce helped traditional companies for an internally focused business transformation. Digital Transformation have challenges around transforming businesses with IoT, big data, Cloud and analytics.

CONCLUSION

This study has covered important implications on design thinking led digital transformation. Design thinking process can be used with New technologies such as IoT, Big data, AI, Analytics and cloud computing to identify new revenue sources from current products and services. Becoming a digital transformed company identify and mitigate risks, provide insights into new revenue growth opportunities, highlight process gaps to reduce costs. Companies have to manage customer touch points to ensure consistent experience. This is required for a company to accept digital transformation. Government perspective of e- NAM briefed in the study to improve the farmers income and change traditional business to digital for COVID-19 disaster management.

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HR IN PARADIGM SHIFT: TECHNOLOGY DRIVEN TALENT ACQUISITION STRATEGY

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ABSTRACT

Technology is no longer restricted to IT, it is connected throughout any organisation and its deployment has become a mandatory skill set for the modern HR practitioner. Leading organisations are successfully using analytics to tackle some of their most challenging HR issues, such as talent acquisition, talent planning, organisational development, and many others.

The focus of the presented research is to study the opportunities that have been created through technological advancement and how it implies the behaviour of company personnel.

It also aims at how essential it is to adapt a technology that will revolutionize the human resource segment in a unique way and will help to overcome the challenges in the talent acquisition field.

Keywords: Talent Acquisitions, HR analytics, Data Driven HR, HR Revamping, Transformation of work culture.

Preface

In today's Era technology has become an Intrinsic part of human life. The intervention of technology with human resource management can make unfeasible things possible. The technologically driven talent acquisition strategy is all about the opportunities revealed after advancement in the technology in the talent acquisition industry. It mainly focuses on newly developed tools and techniques to cater to the need of HR verticals pertaining to –efficacy view for existing processes, cost effectiveness, time effectiveness and quality of hire. In a nutshell, Talent Technology is the point where systems and processes of human resources management and technology intersect. Whereas the basic functions of HR meet with technology.

Presented research aims for understanding the change through technology in the different segments of Human resource and its impact on the industry culture. It also resolves the problems that took place due to a traditionally adopted approach.

Introduction

There are immense advantages of upgrading oneself with the changing technology. It enlightens the fact that an organisation can enfold the world's leading technology and compose a unique way to overcome its challenges in talent acquisition with three core objectives- reduce time to hire, reduce cost per hire and increase the quality of hire (measured by engagement, retention, and performance).

It has been noticed with the growing chart of the technological progression that, the technology is transforming after every 3 months. As the world enters this period of truly transformational change driven by technological advances, invariably this trend also followed in the HR domain. In result the new branch of HR domain have been spur out named HR analytics. Hence the HR is now been in to the paradigm shift from the traditional to conventional techniques. The new redix of competitive advantage is concerning the candidate, understanding your candidate's need and providing them all necessary facilities to retain them in the Industry to stand through competition. To achieve this level of centricity, the data needs to be filtered precisely. It can be conveyed through people analytics and technology. The world may have moved on significant War for Talent For recruiting and retaining talented employees.

In HR Analytics, the data is used to update management decision be it in talent acquisition, retention or workforce succession planning.

Gavin Walford-Wright, William Scott-Jackson(2019)

In past few years, the magnification of talent acquisition processes has grown beyond the traditional job boards such as- (Monster, Indeed, LinkedIn and into socialMedia) outreach and applicant tracking systems. The analytical software which works driving the engine behind job-boards acquires digital footprints and identifies the skillsets matching organisation needs. Pinpointing team players based on core traits and personality matching, making it an

An effective method for taking care of cost and time-consuming preliminary screening.

The use of technology in selection techniques- The benefit of using technology to assist in the selection process enables the recruitment teams,

to focus their time and resources on the candidates with the highest potential. The processtakes into account a number of key requirements for the basis of selection decisions on different parameters like - The best fit for organisational culture, competencies, the potential candidate.

The current talent acquisition technology empowers the candidate for an interactive learning about the company, through a realistic job preview and through many validate assessments. There could be a set back if the candidate is not updated with the technical skills, they will be naturally disinterested and disadvantaged in the competitive era. However, as the companies are beToming automated, being "Tech Savvy" is the need of the our. Therefore, if an organisation is capable of screening out candidates who are unable to complete the application process, then this adds value to the process and give the applicant a transparent overview of what it all takes to work for a technology bases organisation.

Literature review

During the research for the understanding of the subject, a thorough and detailed knowledge is required, with all the relevant details to abridge the insignificant information. Also, a literature review is done in order to address an issue by taking excerpts from previous research.

Analytics-led Talent Acquisition-Springer proceedings in business and economics, Girish Keshav Rajiv Srivastava, 2019

The author has focused on the effective recruitment process through the research. The study pertains with case study approach wherein -

The authors present a set of critical functional components built for improving efficiency and

effectiveness in the recruitment process. By going through multiple real life scenarios and referring there cases, this component have been upheld for potency. Some of the major components discussed in this paper are- a resuming information extraction tool, skill computation, job description completion module for screening and enriching a JD for standard job specification [1]. The second research paper inlines the idea of talent branding.

Talent rising-Article in strategic HR Review, Gavin Walford-Wright, William Scott-Jackson, Nov 2018.

The investigation of data exhibits notable advancement in all the key matrixs linked to talent acquisition process, after the execution of "Talent Rising" model. The contribution of recruiter and talent acquisition team has apparently shifted and now became an internal strategic alliance with applied interest, as an instructor to an organisation. There is a multiplication in usage of new media/ technology to entipe candidates with the gain in millennial applicants entering the work force, social media will significantly play a role in talent branding [2]. The next research paper throws light on the concept of HR analytics for talent acquisition.

Analytics for improving the talent acquisition process-Article on Research gate -Rajiv Srivastava, Girish Keshav Palshikar, Sachin Pawar Systems April 2015.

In this paper, the author has given a thought for an analytics-based system for answering specific business questions pertaining to cost, efficiency and quality issues in Talent acquisition business processes. In particular, they have focused on predictive models for candidate selection and offer acceptance by

selected candidates, root cause analysis for offer decline. They are working on further improving the accuracy of the techniques presented [3].

Research Methodology:

The research methodology focused on the type of research one has to conduct and the implementation of their opinion about the same. The research design was developed in accordance with the standard research design process which is as follows :

Research Problem: The study was based on finding out the impact of transforming HR through analytics on Industries and their Personnel. In the whole process, it has been understood that still there are many industries that resist the "Techno changes" and the employees don't feel free to inculcate the new habit of practical implication of data.

Research Objective:

- To identify the likelihood of survival in the organisation with the transforming Era.
- To closely observe the comparative period of transformation through Data-Analytics.
- To obtain the perception of industry people about the Advancement in HR.

Research Hypothesis: As the organisations are evolving drastically into automation, it is adding more proportions and opportunities to human resource field and to entire work force it is giving a look-in to learn, adapt and upgrade themselves with changing era.

Nature of the Study: The nature of the study in terms of its design was an exploratory study. The research has been conducted on comparing

the views of different company's personnel on the transformation of HR.

Data sources and Data collection: The data source is majorly primary, which has been collected through questionnaire surveys from HR executives and employees working in a different organisation.

Also, some secondary data is used by referring articles on Scholar. The data for the presented study collected after the structured questionnaire method. Later the observations have also been noted

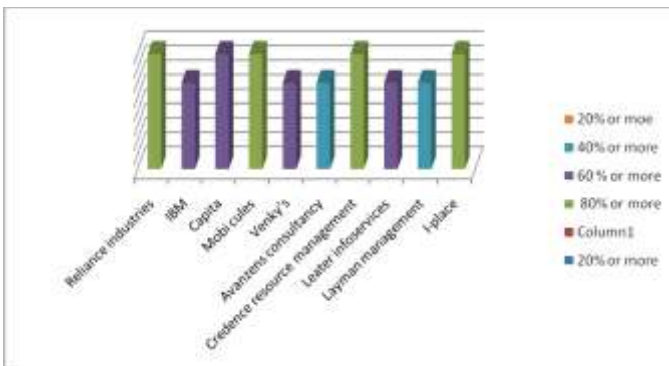
Purpose of the questionnaire:

- To obtain the perception of industry personnel (experts) about the up gradation in HR.
- To seek the prospect of HR survival in the long run through Hi-Tech elevation of data have driven work force.
- To closely observe the comparative era of transforming through data-analytics.

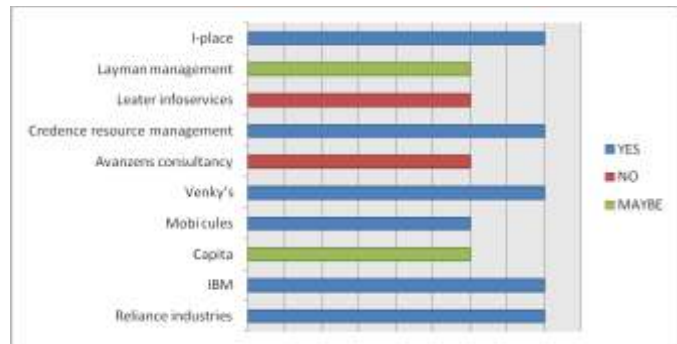
Data Analysis:

The following graphs represent statistics of the personnel working in the organisation expressing their views about the transformation of HR through analytics.

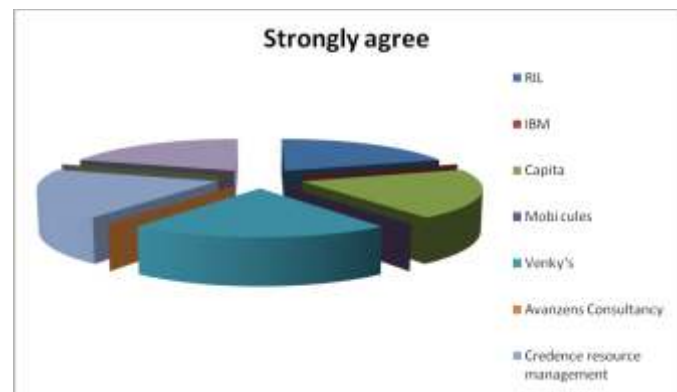
To what extent does the analytics significantly enhance performance management outcomes?



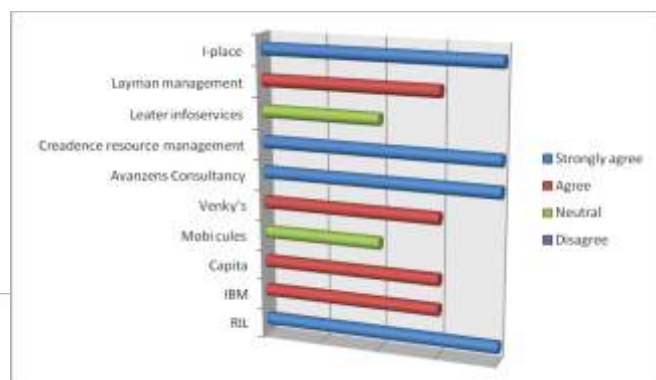
Is the company personnel feel friendly to use the analytics and adapt to the new transformation of HR?



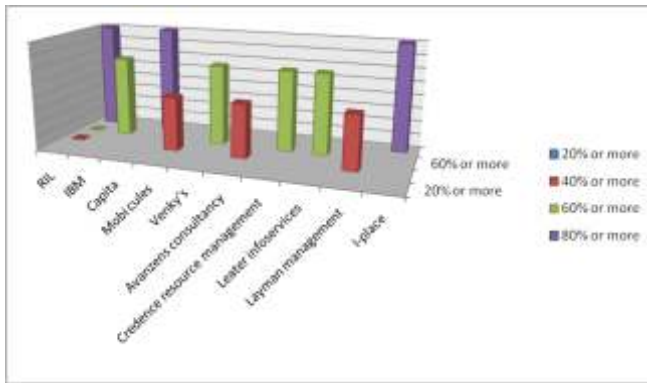
Compared to the traditional HR approach the analytics is giving more dimensions to HR.



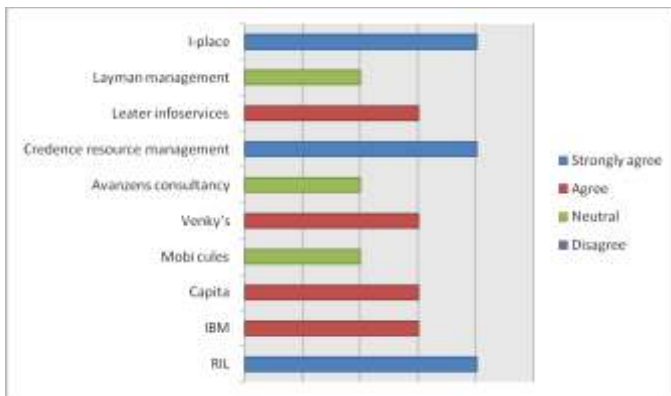
Has the predictive analysis been helpful to stop the probable losses through assumptions?



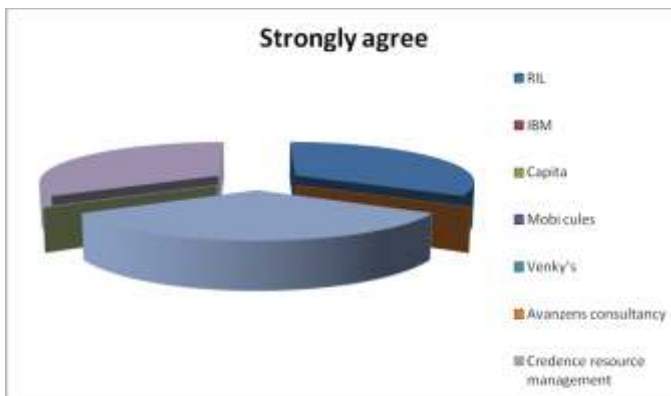
How many companies are adapting Technology Driven HR?



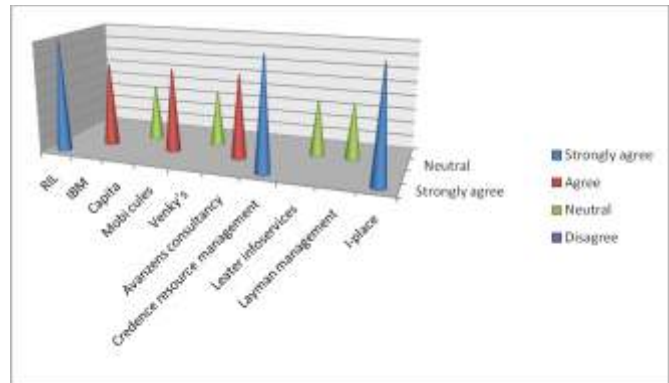
The analytics gives efficient results and provides dimensions to an industry. Do you believe it will transform HR?



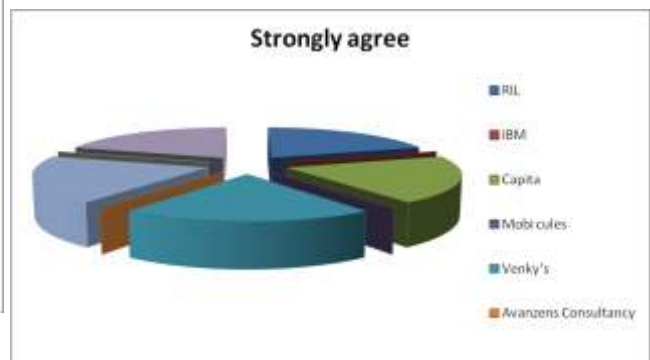
Has the analytical tool been appealing the new talents for an Industry?



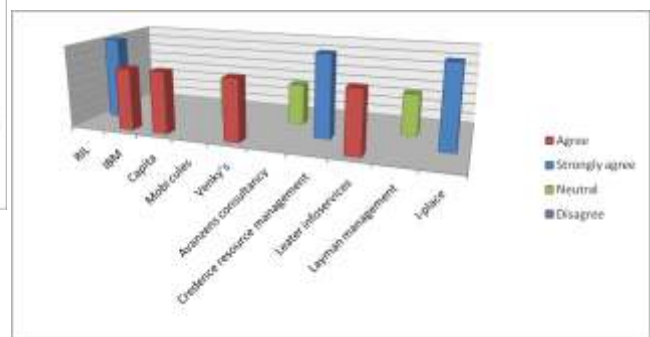
Are the talent acquired for the company has been adequately chosen through analytical measures?



Is the analytics providing visualization and predictive measures for forthcoming competencies?



HR is facing a gloom. Do you believe that analytics can transform the HR and elevate its scope?



Findings

- Out of 10 companies 8 companies believe that the analytics significantly enhance the performance management outcome.
- Approximately 50% of the company personnel of different industries feel friendly to use the analytics and adapt to new transformation of HR.
- Around 50% of the company personnel strongly agrees and approximately 30% agrees about the fact that compared to the traditional HR approach the analytics is giving more dimensions to HR.
- 40% of the survey crowd believes that predictive analysis have been helpful to stop the probable losses through assumptions and predictions.
- According to the survey results approximately 60% and more companies are adapting the data driven HR strategy.
- Most of the companies believe that using the analytics will give efficient results and provides dimensions to the company.
- Half of the industry crowd believes that new majors or tools in HR is appealing the new talents in companies and is becoming a major part in retention of employees.
- The talent acquired is chosen more effectively in cost effective manner by using 'tech savvy' tools.
- Introduction of Analytics is providing visualization for forthcoming competencies.
- There is a myth about HR gloom but through this survey it can be seen that Data driven HR is transforming the work culture and elevating the scope and survival of industry in long run.

Hypothesis testing: In reference to the descriptive analysis performed further confirmed by KS test at 5% level of significance the null hypothesis rejected significantly (p value = 0.00). therefore. It is revealed that, the industries are going through technological advancement it is adding more dimensions to the human resource field and to entire work force it is giving an opportunity of learning the adaption of upgrading themselves with changing era.

Conclusion:

The Organisation shall design a knowledge base for employers to diagnose which pond to fish in. Data could be manipulated, they must strive to filter the best match. They have given the example of LinkedIn, Indeed, Internshala and different online platforms that are creating more outputs to the business. They shall also learn to curb the attrition rate from industries. With the changing techno era the personnel. Employees shall keep their end open to learn, unlearn, relearn to adapt the new technologies and analytical tools.

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- https://www.researchgate.net/publication/281031644_Analytics_for_Improving_Talent_Acquisition_Proce
- https://www.researchgate.net/publication/328895960_Talent_Rising_people_analytics_and_technology_dr
- <https://pdfs.semanticscholar.org/0520/7e5aed0372c767520931779ca740e7fc7d36.pdf>
- <https://www.talentlyft.com/en/blog/article/233/talent-acquisition-analytics-what-it-is-why-it-matters>

IMPACT OF SOCIAL MEDIA MARKETING ON BUYER'S BEHAVIOUR

Dr. Yogesh Gurav
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ABSTRACT

Social Media Marketing has a tremendous impact on business and market; it helps in building tactics. It is the latest trend adopted by them. Social media marketing helps a brand/company to build a strong online presence by innovative social media marketing techniques, customer satisfaction and business development. Social media platforms like Facebook, Twitter, and Instagram etc, show an opportunity for businesses in different sectors to grab the attention of customers while simultaneously building a brand image. These social networks allow businesses to use tactics to build and create brand profiles like fan pages, contests etc, basically to assess the digital consumers who are the main target segment. Through Social media marketing, one can figure out the likes and preferences of customers (college students). To achieve the objectives, primary and secondary research methods has been conducted. This primary source questionnaire and interviews is done to investigate the impact on social media on purchase decisions.

Keywords: Social media marketing, social media platforms, digital consumers, purchase decisions, brand

Introduction

The research paper is aimed at identifying the influence that social media has on the minds of the college students as a platform for marketing and to find out the how many of the them are actually considering social media marketing as a reason for their purchases. The study will help us to identify the age group that is most affected by marketing on social media, the current platforms that customers and business houses prefer in the era of social media marketing and the influences on public relations and advertising.

The overall aspect is to identify the reasons and remedies to use social media as an instrument to win the market, customers' minds and hearts. Let's say that a new lead stumbles upon your

brand on social media. They may not have heard of your company before, but through your social media content, they are able to learn more about your brand and the value that you provide. This same situation can apply to your current customers.

After seeing your social media content on multiple networks, customers are able to be more loyal and attracted to your business, which may help you to grow their business and interest in repurchase.

Objectives

- To study Social Media as an effective tool for online marketing and its overall utility for the marketers.

- To find out the awareness about Social media as a platform preferred for marketing among the college students
- To analyze the influence of Social media marketing on the college students buying behavior and purchase intentions.
- To understand the effectiveness of marketing on social media on college students brand awareness and consciousness.

Review of Literature

The competition in the market and the rat race to crush each other is imminent. With the introduction of technology, the social media platforms have increased a lot of opportunities for the businesses to market their products and services on a virtual platform reaching mass of people leading to hike in profits and brand image. Marketing on social media platform is one of the most dynamic and cost saving strategies that business can use to reach their customers and grow over time. Therefore a large percentage of marketers are using social media to reach their audiences.

The trend of marketing on Social media has influenced the market year after year. The business houses are getting inclined to this new technology friendly way to get new heights in the market. The concept has enable to develop a more direct contact with people along with creating unique and engaging content and integrating all other services.

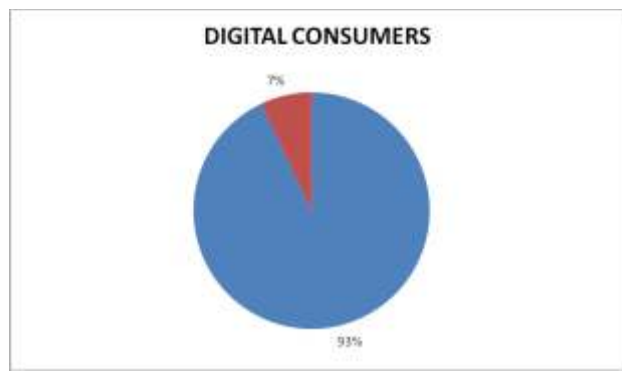
Research methodology

The questionnaire was distributed amongst the target group of age group 18-30 years in order to identify the buying behavior along with their brand consciousness and reliability of social

media as a marketing tool. The college going students were the main audience of the research in order to understand the influence on content & advertisement on social media and identify the sources that they often are in touch with, to get a count of their overall frequency of buying on social media or using it as reference to buy those products online or offline.

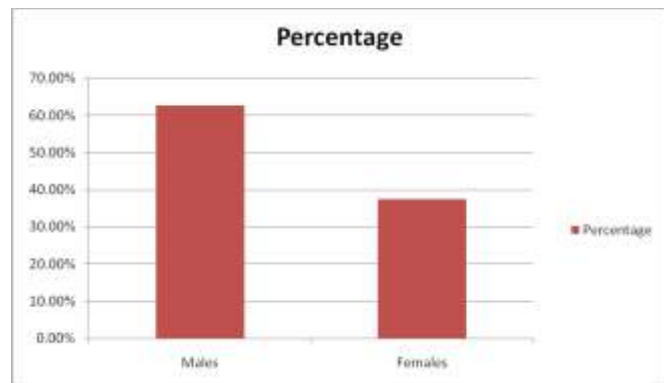
Tables and figures

- **Percentage of digital Consumers**



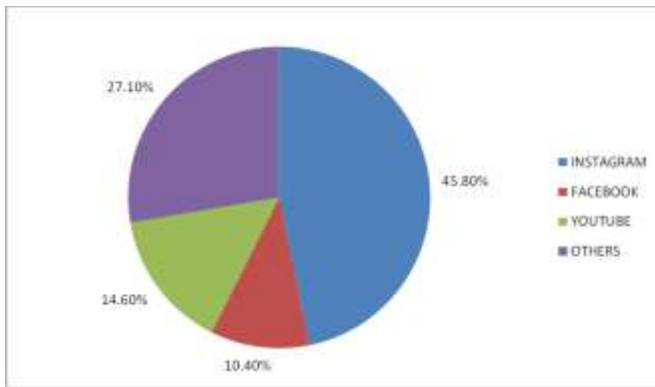
- There are total 93 percent of the digital consumers of the total targeted audience.

- **Percentage of users on basis of gender**

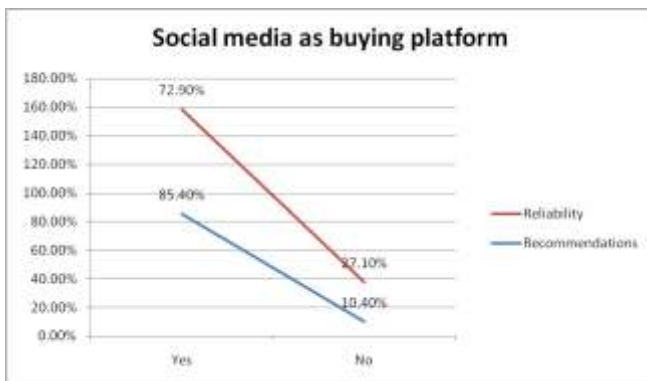


- The total percent of male population is more into the social media as a platform for buying product and services.

Percentage of most often used social platforms for getting brand information

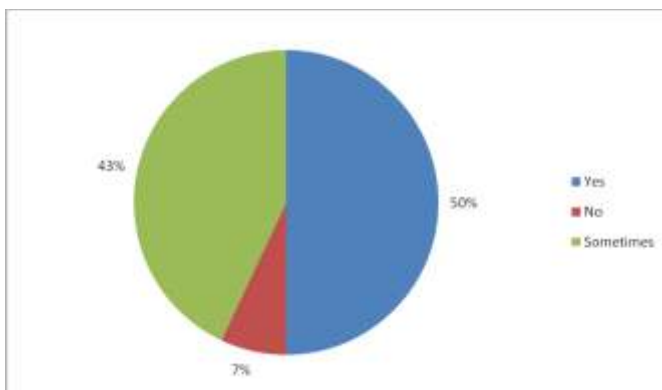


- Instagram is the widely used social media platform is used mostly for the gathering of brand information 45.80 percent while 73 percent find it reliable.



The products and services brought on social media are for personal use?

- The number of people using the social media platform as a tool for the personal use product and services purchasing are about 50 percent.

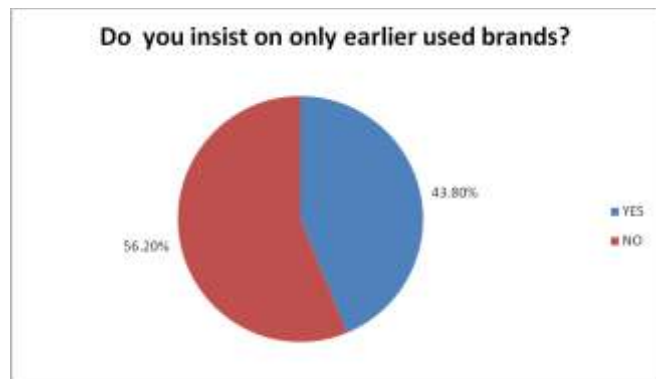


Buying accessories on social media platforms

Options	Percentage
Yes	75%
No	25%

Frequency percentage of social media content as reason for buying

Frequency	Percentage
Once a week	52.1%
Once in fifteen days	18.7%
Once a month	16.7%
Once a year	8.3%



- There is 43.80 percent users use the social media to try new brand for the buying purpose.

Frequency of buyers buying products or brands that they first came across on social media

Frequency	Percentage
Once a week	10.4%
Once a month	50%
Once a year	27.1%

Findings

The research enabled to identify the current pattern of buying that is prevalent on social media of the age group 18-30 on the social media platforms and helped to analyze the influence of marketing on it as an effective tool to identify the need of the customers.

- The total of 93% of the of people who were given the questionnaire answered to be digital consumers.
- Males are 62.5% of the total market using social media platforms as buying sites or reason for purchases.
- The frequency of buying accessories on social media or as references from it has increased to 75% of the target audience.
- Brand is also a very important aspect that is having an influence on the minds of the consumers hence it was found that only 43.8% are insisting of only earlier used brands while others are into new brands as an effect of social media marketing.
- INSTAGRAM is often used social networking site that is increasing the impact of marketing on social media the minds of the customers.

References

https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=15&cad=rja&uact=8&ved=2ahUKEwiAwffnx7_pAhXC_XMBHe_NDL8QFjAOegQIBhAB&url=https%3A%2F%2Fblog.hootsuite.com%2Fhow-to-create-a-social-media-marketing-plan%2F&usg=AOvVaw0tBlqxKANreV75sSIDRn0Y

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- While the reliability and recommendation percent on the part of the buyers suggest that yes the marketing on social media is doing well on the part of the buyer and seller at a very fine pace and is going to increase in the business in the coming time.

Conclusion

The research enabled to identify the scenario at which the social media has impacted the way of selecting and purchasing of the customers online. It is been identified that the customers are now having a frequent and trustworthy view for commodities advertised on social media. It is a key opportunity for the marketers' to retain the existing ones and develop new ways that would enable them to capture the rest of the audience.

Therefore it can be said that social media is a tool that has not only made the marketers know about the current needs of the customers but also their level of satisfaction and excepted value from the product or service.

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INSTAGRAM: BEST PLATFORM FOR CONTENT MARKETING

Dr. Yogesh Gurav
Assistant Professor

ABSTRACT

Today we live in the era of likes & dislikes, post & repost Comments & collections. Every day we come across hundreds of contents on our social media handle. Today the most trending social networking service is INSTAGRAM. Six out of every ten adult internet user are on Instagram and every business tries to cash on it. In the era of digitization, most of businesses are having their Instagram presence, which makes Instagram the best platform for content marketing.

This paper includes analysis of those factors which makes Instagram the best platform for content marketing.

Keywords: Instagram, Contents, Digitization, Content Marketing, Social Networking Service.

Introduction

Content

Content is a combination of art and information which is presented in various formats with an intention to draw attention of the audience.

Content could be in written, visual, or audible formats.

Content Marketing

Content Marketing can be defined as a technique of advertisement of creating, and disseminating valuable contents with message in order to acquire target and prospect customers with an intention of profitable Customer's action.

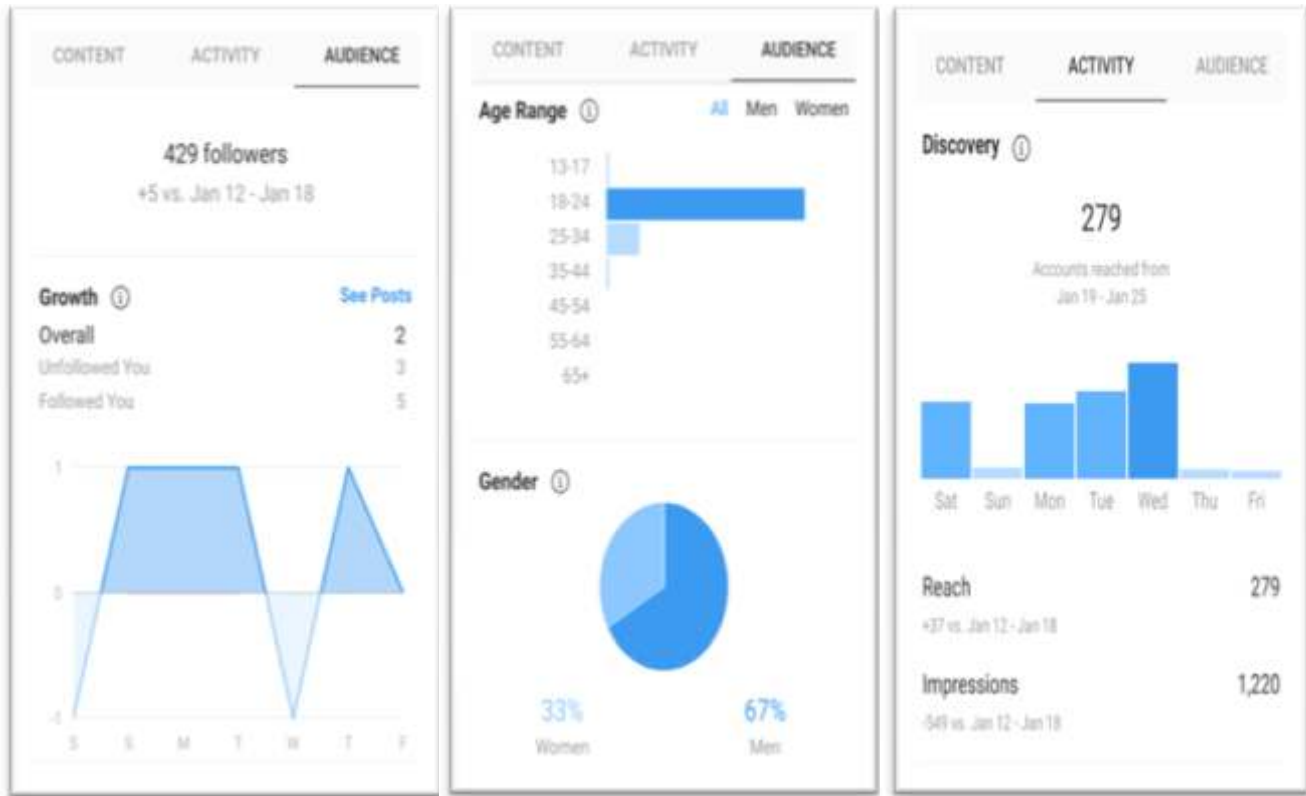
Instagram

Instagram is a Social Networking Service also known as "INSTA". Instagram was founded in USA by Kevin Systrom & Mike Krieger on 6th October, 2010. Instagram was acquired by Facebook in 2012.

Instagram is a free online photo and video sharing application which comes with 32 languages meant for users across globe which makes Instagram best for content marketing.

Content marketing and Instagram

Instagram is the second most engaged Social Networking Site after Facebook. Instagram comes with three different profile mode i.e. Private, Public, and Business profile. Instagram is not only a tool for individuals but also for businesses. It allows business to create their free business account and advertise their brand and sought-out for their products and services. Instagram not just gives a free platform for marketing but also free insights of audience engagement and impressions.



Research Methodology

Objectives:

- To know why Instagram is considered as the best app for content marketing.
- To analyze factors that makes Instagram the best app for content marketing.

Type of research:

Exploratory & Analytical Research: It is a study to explore different features of Instagram and to analyze various factors involved in making the most engaged Social Networking Service.

Data Collection:

Secondary Data

Facts and figures related to Instagram and audiences were collected from various sources like books, newspapers, publications, websites etc.

Facts and Figures

- According to the information published on STATISTA.COM in year 2018 there are more than 1 billion monthly active users on Instagram out of which 500 million users use the platform every day.



- Every active user on Instagram spends at least 53 minutes per day on the platform which is second after FB where users spend about 58 minutes daily. While Instagram generates four times greater interactions of audience than FB.

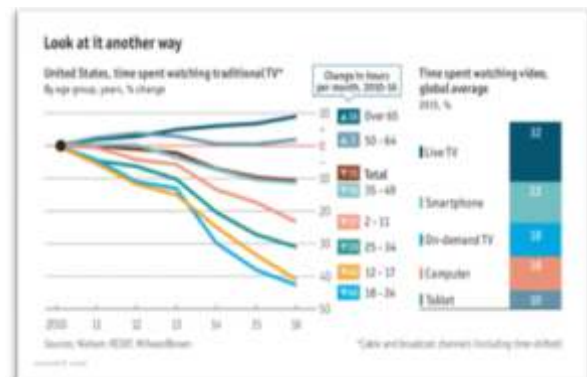
- 80 percent of the active users on Instagram are from outside US.
- 71 percent of the billion active users on the Instagram are under the age of 35 years.
- 500 million Instagram users' posts stories everyday one-third of most viewed stories are from businesses.
- There are more than 25 million businesses on Instagram.
- There are 8 million registered companies currently uses Instagram.
- According to the information published by the Facebook in year 2019, 83 percent Instagram users says they discovered new products and services on Instagram.
- 50 percent of users of Instagram follow at least one brand.
- More than 200 million Instagram users visit a brand page every day.
- Instagram helps to buy a product or service to 80 percent of users.
- 30 percent of users bought the product discovered on Instagram.
- The engagement of users to a brand on Instagram is 84 times higher than Twitter.

Instagram is sole platform to share visual contents i.e. photo and videos.



2. Changing trends and lifestyle

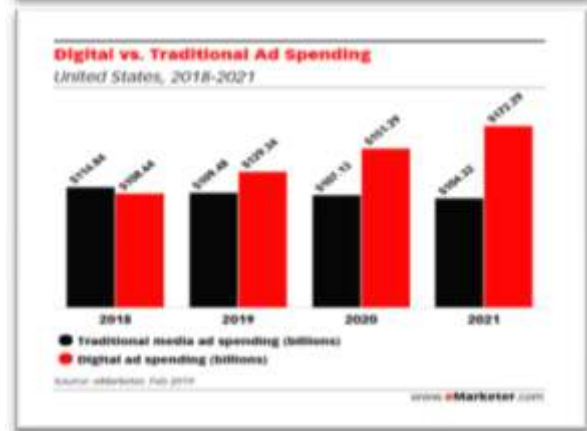
Today, very less people have time to sit before television, and so they come across very less ads broadcasted on television. It was a challenge for the companies because of the rise in cost of social advertisements and broadcasting ads on television. Instagram emerges as a cheapest way to publish visual advertisement and recall brands to their audience. So, Business houses are spending higher on digital ads as on Insta.



Factors which makes Instagram the best platform for Content Marketing

1. Visual Contents

We all know that 93% of communication is non-verbal. Our mind process visual information faster i.e. 60,000 times faster than texts. On the other hand visual information can be recalled much faster. Visual contents hold greater attention and trigger emotions in the audience. That's why visual contents get 94% higher views than texts.

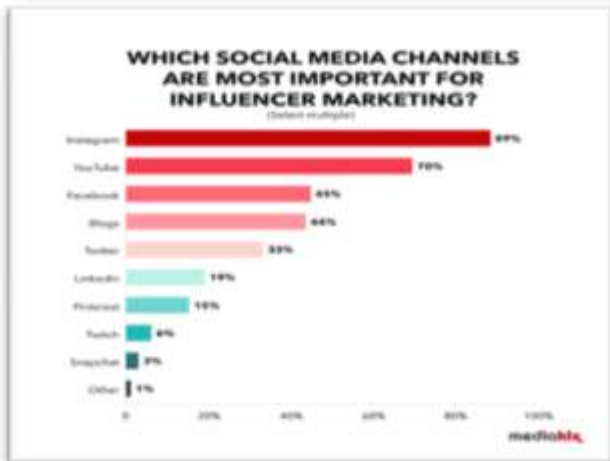
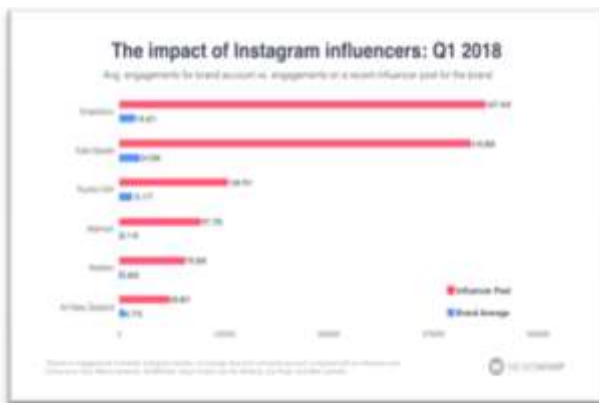


3. Affiliate Marketing

“Instagram gives the feeling of becoming a celebrity to common individuals”.

Affiliate marketing is a way in which an individual earns commission for endorsing a product, service, or a brand. These individuals are called ‘Affiliate’ or an ‘Influencer’. Companies are paying to these affiliates for endorsing their brand as these influencers brings larger engagements on their ads and common people are more likely to buy products when promoted by these influencers.

Instagram gives a platform to common people with higher connection to earn money through affiliate marketing.



4. Analytics and Matrices

Instagram comes with various matrices

which give the insights of content, activity and audience. This eliminates various tools for data analytics. This saves various costs of companies.



5. Engagements

Various features on Instagram other than comments and likes creates greater engagements on posts. Such as repost, collections, has tags, backlinks, location, tag, product tag, live TV, drag emoticons, etc.

Instagram comes with post’s comments where the publisher can recreate visuals in to the mind of audience. Storytelling creates greater brand loyalty.



6. Algorithm:

Insta's algorithm for rating the posts higher on the platform based on certain criterias such as engagements on the posts, the relevency of the posts with the user, connections with the profiles user interacts with, most recent, time spent on the post, and direct shares which makes easier for the businesses to interact with their existing and potential customes more accurately.

Instagram's Algorithm gives a global reach to the content and address a more specific customer line as compared to other social media platforms, such as Facebook which only address to the customers on the Friends-list or in Local.

Eg., Millennial across globe who likes or browse for crew-neck T-shirts is a 'Customer Line'. If a company posts a similar content, insta's algorithm will make this post visible to that 'Customer Line'.

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Conclusion

From the above discussion it may be now concluded that there are six main factors which makes Instagram the best app for content marketing i.e. visual contents, changing trends, concept of affiliate marketing, insights, and engagements. On analysis of these five factors it can be said that these are the most important reasons for a company to engage and drive their existing and prospects customers to profitable actions and Instagram is the best tool for Call-to-action. One can switch between personal and business account which gives Instagram flexibility. Both firm and a freelancer can use it a c c o r d i n g l y . There are various kinds of content can be shared, such as Instagram feed & Instagram stories that can engage audience.

A STUDY OF LEADERSHIP STYLES AND THEIR IMPACT ON EMPLOYEE LOYALTY & COMMITMENT

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ABSTRACT

This study conducted aims to discuss the different Leadership styles and their effect or impact on the overall Loyalty and Commitment of employees. Organisations often have vague and ambiguous ideas about the extent to which a leader plays a role in the overall commitment and loyalty level of employees. There have been various studies and researches conducted to gauge the relationship between these variables. This paper is a descriptive research done through various secondary sources to give enough evidence to the readers about the impact of Leadership styles with the Loyalty factor in employees. Major types of Leadership Styles have been discussed. This study is conceptual and summarises various aspects of leadership styles. The results of the study suggest that leadership style is a strong determinant and affects employee loyalty when culture of the organization represents the employees' values in the organization.

Research Type: Descriptive Literature Review

Keywords:

Leadership Style, Employee Commitment, Employee Loyalty, Transformational Leadership, Transactional Leadership, Democratic Leadership, Autocratic Leadership, Laissez Faire Leadership, Organisation Commitment

Objectives & Methodology:

This Research work has been conducted with the following aims:

- To study and understand the concept of Leadership and Prevailing styles of Leadership
- To understand the concept of Employee Loyalty and Commitment towards the Organisation
- To review existing literature written on this Topic and study the Impact of Leadership Styles on the Loyalty and Commitment factor of employees within an Organisation with reference

The Methodology used is Literature review of researches and studies conducted on these variables by various scholars. This is a descriptive Literature review and it uses secondary data to study the impact of Leadership Styles on Employee Loyalty in organisations.

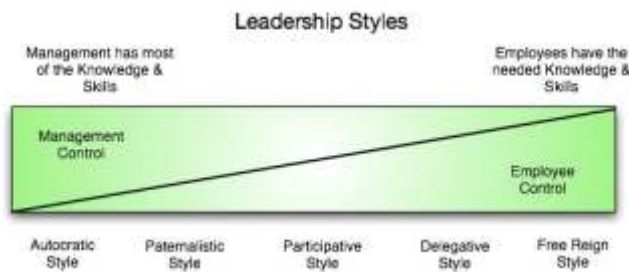
Introduction:

To begin with, this Paper discusses the different types of Leadership or Leadership styles that are prevailing in Organisations. Also, Concept of Employee Commitment and Loyalty has been described. This Paper aims to draw a positive correlation between the two Variables. Also, in

today's era. Organisations need Leaders who can help retain talent or potential employees to gain advantage in the competitive environment.

From ages, we see that different styles of Leadership evoke different responses from their followers.

There have been as many approaches to leadership as there have been leaders, from Lewin's Leadership Styles framework to the most recent ideas about Transformational leadership. All the great Leaders, right from Gandhi, Churchill and Steve Jobs have had different ways of leading and have adopted different Principles on which their Leadership approach was based.



<http://www.nwlink.com/~donclark/leader/leadstl.html>

What is leadership?

Let us first understand the concept of Leadership

“Leadership is the art of getting someone else to do something you want done because he wants to do it.” – Dwight D. Eisenhower

“Leaders are people who do the right thing; managers are people who do things right.” – Professor Warren G. Bennis

According to Keith Davis, “Leadership is the ability to persuade others to seek defined objectives enthusiastically. It is the human factor which binds a group together and motivates it towards goals.”

Clearly, a Leader has to have followers. Leadership has some important elements like having a clear Vision, Ability to Motivate others, service to the team members, ability to empathise, Creativity and Imagination, ability to Lead, Manage & Guide team members, Team Building, Risk Taking, Seeking opportunities, Continuous Improvement.

Leadership can be defined as a process of Social Influence, which aims to maximise the efforts of people towards the achievement of common goals. In Business Organisations, this could mean directing team members / subordinates / colleagues with a strategy to meet the overall needs or goals of the organisation.

True Leadership is depicted in times of crisis, when leaders are able to cope up with pressures and get the team out of difficult situations with their creativity and good Decision-Making skills.

Leadership STYLES/TYPES:

Different Leaders follow different styles of Leadership which has an impact on their followers and subordinates. A Leadership style is the unique method or way with which a Leader leads his followers. Different Leaders possess different approaches and perspectives.

Researchers have developed different theories and frameworks that allow us to identify and understand different leadership styles. Some of the more prominently defined Leadership Styles are discussed below:

In 1939, a group of researchers led by psychologist Kurt Lewin, set out to identify different styles of leadership. In his study and theory, three prominent styles of Leadership evolved, namely, The Authoritative / Autocratic Style, the Democratic / Participative Style and the Laissez-Faire Style.

Autocratic Leadership – In this style of Leadership, the leader has complete Command and Control over his followers. The leader uses his Authority and position to take charge and command the outcomes he desires from the subordinates. This Leader pushes the employees hard and which often results in lesser loyalty and no long-term commitments from the employees. He takes decisions independently, with very less or no inputs from his team members. Under this style of Leadership, the employees may feel demoralised and have no say in any decisions. One of the advantages of this style is that it helps in quick decision making as only the leader is involved in the process.

Democratic / Participative Leadership – This is a more collaborative style of Leadership, wherein the leader encourages participation and inputs from the team employees in the decision-making process, although the ultimate call of the decision rests with the leader. This style may lead to greater commitment and involvement in the functioning of the team. These leaders make their subordinates feel important and wanted in the organisation. The disadvantage of this style could be that it is time consuming and needs the team members to be proactive and participative.

Liasezz Faire Style– Under this style of Leadership, the leader gives complete freedom to the subordinates to get involved and take their decisions in the organisation. He trusts the subordinates and gives them a free hand to act as per their understanding. This style can be damaging if the subordinates lack the skills, knowhow and knowledge required to make decisions and take actions.

Transactional Leadership – This style adopts an Employer – Employee relationship, as a transaction. A transactional leader provides incentive to the subordinate for positive

performance and vice-versa. Every member of the group is given clear directions about what is expected from them and how they need to do their work and by when it is expected to be completed. This style focuses on making sure that tasks are done accurately, on time, and according to the prescribed processes and rules.

Transformational Leadership– These Leaders inspire and motivate their Team members and use them effectively to achieve the goals of the organisation. Leaders with this approach are more energetic, passionate, enthusiastic and highly creative in their overall outlook. A Transformative leader requires committed staff members who have a more detailed approach, to ensure that administrative tasks and daily chores are well taken care of. These leaders also help the team members in realising and exploiting their true potential and contribute significantly in achieving the objectives of the organisation

Employee Loyalty:

It describes the degree to which the employees or followers are committed for their work and their supervisors, including realizing their personal responsibility for the work and their intentions of seeking new job opportunities (Coughlan, 2005)

Allen and Meyer (1997) define affective commitment as the employee's emotional attachment to, identification with, and involvement in the organisation.

Employee Loyalty and Commitment can be defined as a state in which the employees have a sense of feeling attached and devoted to their organisation.

“Employee loyalty begins with employer loyalty. Your employees should know that if they do the job they were hired to do with a

reasonable amount of competence and efficiency, you will support them.” Harvey Mackay

Donald Trump says “When employees and employers, even co-workers, have a commitment to one another, everyone benefits. I have people who have been in business with me for decades. I reward their loyalty to the organization and to me. I know that they'll always be dedicated to what we're trying to accomplish.”

Therefore, we can say that Employee Loyalty is the willingness of an employee to stay with the organisation during good or bad times. The longer an employee stays with an organisation, the better results are seen through his performance. A loyal employee is the most important asset and face of any organisation. Only loyal and committed employees can give maximum productivity which in turn helps in the success of the organisation

LITERATURE REVIEW:

Various scholars and researchers have studied the subject of Leadership and its impact and effect on the loyalty of employees in various sectors of the economy in India and worldwide.

As per (Anjam M, Ali, T.Y. 2016), “Impact of leadership style on employee’s loyalty”, the correlation and regression analysis was conducted by them to study the impact of different leadership styles on employee loyalty in the banking sector. Their study shows that there exists a good and positive relationship between Transformational leadership and employee Loyalty. However, the regression analysis between the democratic style of leadership and employee loyalty show insignificant relationship and therefore it has been rejected.

Study of an explanatory research by LieliSuharti* and Dendy Suliyanto**, 2012, which was aimed to find the effects of organizational culture and leadership style toward employee engagement and whether engagement has effect on employee loyalty. Respondents were managerial and non-managerial employees from hotel industry and Saturation sampling technique was used to determine the outcome. As per the findings of this research, Leadership style does have a significant impact on Employee Engagement and the explanation of the result from multiple regression test explained, it Was also be seen that that employee engagement has effect toward employee loyalty. this research showed that organizational culture and leadership style will affect employee engagement first and then have an impact on loyalty, not like as stated in some literatures that organizational culture and leadership have direct correlation toward employees’ loyalty.

As per research conducted by Rima Chowdhury, Nov 2014, Primary (Questionnaire), Descriptive and field survey was used as a research methodology to study the impact of Leadership style on Employee Motivation and Commitment. The study and techniques applied revealed that the correlation between Transformational Leadership styles and employee commitment is quite positive. Correlation between transactional style and employee commitment is also positive however, the degree of co-relation is less, which means that transformational style of leadership motivates employees more than transactional style. On the other side, Laissez-faire style has a negative co-relation with employee commitment. This means that employees are not satisfied under laissez-faire leadership. This comprehends with the previous studies of Bass and Avolio (1994) which also had stated that

both transformational and transactional leadership styles enhance the level of commitment and loyalty to the organization among employees.

As per Nanjundeswaraswamy T. S.* and Swamy D. R. (2014), their findings revealed that leadership style, organizational commitment and work satisfaction are interrelated. This study discussed the two leadership styles by Bass & Avolio, Transactional and Transformational and found similar relevance as discovered by Bass. In their research as per Chung-Hsiung Fang et al13, Leadership has a significant, positive and direct effect on work satisfaction and can affect organizational commitment and work performance indirectly through work satisfaction.

Research was also conducted by Mohammad Ali Hajizadeh Gashti, Simin Vatankhah Torbehbar, Bita Farhoudnia, June 2014 through Questionnaire method and then verified by Content reliability method. As per studies conducted by them Transformational & Job Loyalty score had very positive correlation, ($r / 0 = 457$) and ($P < 05/0$), which means that an increase in Transformational Leadership scores cause more job loyalty in employees. Transactional Leadership & Job Loyalty scores have a weak positive relationship ($r / 0 = 18$), and ($P < 01/0$), which states that an increase in Transactional score leads to greater job loyalty.

The study confirms that leadership styles are important organizational antecedents of job satisfaction and loyalty in Asian automobile industries.

In a study conducted by Mai Ngoc Khuong*, Nguyen Nhu Tung, and Pham Thi Hoang Trang in Vietnam, Sales personnel were researched. The study aimed to identify the relationship between leadership styles and loyalty of employees through the mediation of employees extroverted personality. the empirical findings

of path analysis used in this research indicated that organic leadership, transactional leadership, and transformational leadership positively affected employee loyalty while autocratic leadership negatively affected employee loyalty. By means of questionnaire, this research studied the relationship of leadership styles, extraversion personality and loyalty of employees in Import Export companies in Ho Chi Minh.

M u n y e k a W i z a , N g i r a n d e Hlanganipa conducted a study in South Africa to determine the impact of leadership styles on employees' organisational commitment of University academic staff at a selected South African institution. The Organisational Commitment Questionnaire (OCQ) and the Multi Factor Leadership Questionnaire (MLQ) was used to conduct the study on about 160 respondents. According to Walumbwa and Lawler (2003), "there is considerable research available suggesting that the transformational leadership style is positively associated with organisational commitment in a variety of organisational settings and cultures." The study also suggests that that employees who work under the supervision of a good leader are more likely to identify themselves as belonging to the organization and feel more committed.

As per study conducted by XI Yu in China, 2010, Multifactor Leadership Questionnaire (MLQ), 3rd edition (Bass & Avolio, 2004), with 45 items was used to measure supervisors' leadership styles and behaviours. The mentioned study examined the extent of correlation among employee loyalty and supervisor's leadership styles for improving supervisor's leadership skills and the relationships between employees and supervisors. As per their study,

Transformational leadership strongly and positively correlated with employee's loyalty to supervisor

Transactional leadership positively correlated with loyalty to supervisor

Laissez-faire leadership negatively correlated with loyalty of supervisor

Multiple regression analysis also indicated that, transformational leadership had a positive impact on the employee loyalty towards the supervisor.

Another Research was conducted by Chan Sook Leng, Chong Li Xuan, Ng Kai Sin, Wong Kit Leng, Wong Wai Yan at UNIVERSITI TUNKU ABDUL RAHMAN, 2014 to study on the impact of leadership styles on the employee commitment in retail industry. They used Questionnaire as the instrument for research and Statistical Analysis System (SAS) to test of reliability. Leadership styles were correlated with dependent variables Continuance Commitment, Affective Commitment and Normative Commitment. Discussing the results, the democratic leadership style has the highest correlation with the continuance commitment, which has a Pearson correlation coefficient value of 0.59.

The autocratic leadership style, affective commitment has the strongest

correlation with it, coefficient value of -0.44, which states that their relationship is a moderately negative relationship

In laissez-faire leadership style, normative commitment has the strongest correlation with it, coefficient value of 0.80, Stating that their relationship is a highly positive relationship. This study suggests that the affective commitment is a very important element in determining the employee loyalty in an organisation

DISCUSSIONS & FINDINGS:

Thus, from the overall literature reviewed during the course of this study, there are some observations and findings which can be highlighted.

The success of any organisation largely depends on the loyalty of its employees. If employees are committed and stay longer, they contribute significantly to the goals of the organisation. And the personnel in the organisation who pay leadership roles are very crucial as they are the ones who drive, guide and motivate the employees to exploit their full potential

It is quite evident from the above studies conducted that Transformational Leadership has a positive impact on the loyalty of employees in an organisation. this finding is also backed up by Avolio and Bass (1995) who have also said that positive correlation is expected between Transformational and Transactional Leadership styles as these styles are more inspiring, action driven and satisfying for the employees. Employees feel more accepted and enthusiastic about their work under these styles of Leadership.

Though, it is also observed in some studies that the Positive correlation between the Leadership Style and Employee Loyalty is more in Transformational style compared to the Transactional style, though both show positive correlation.

Also, a negative impact is noticed under Autocratic style of Leadership and Negative correlation exist between the two almost in all the researches studies. Employees feel neglected and unwanted and have no say in any decision-making process under this style of Leadership. It is observed that this style clearly defines the division between employees and leaders and they feel uninvolved in any important decisions in the organisation.

Insignificant relationship is also observed between Democratic style of Leadership and Employee Loyalty as employees do not find this style very challenging and task oriented as in the case of Transactional style.

The literature shows positive correlation between Transformational style of leadership and Organisational Commitment. Prior studies conducted by Garg & Ramjee, 2013; Walumbwa and Lawler, 2003 also revealed the same positive relationship between the two.

Literature study also reveals that employees who are just obliged to stay in the organisation for any forced reasons are not that positive and enthusiastic as compared to employees who willingly want to stay back due to their relationships and comfort with their Leaders.

It is also observed that when employees feel that their supervisors or leaders are using the Transformational or Transactional style of Leadership, they have a sense of belongingness and feel more committed to work with the organisation. Autocratic style negates their enthusiasm and they find the work culture very controlled or dominated.

CONCLUSION:

After all the Literature and research work studied and discussed, we can say that effective leaders can positively influence mutual trust and confidence among followers and in turn so motivate them to be willing to remain in the organization and feel part of it.

Transformational Leadership is most effective when it comes to arousing Loyalty amongst the employees and after that Transactional style also has a positive impact on the commitment and loyalty level of employees in an organisation

Also, it can be concluded that employees are not influenced or motivated and they don't feel like continuing working with a Leader under the Autocratic style of Leadership.

The findings of this study do state that transformational and transactional leadership behaviours do play important roles in determining levels of loyalty and commitment of employees in an organisation.

The Topic of employee loyalty still has the scope for detailing and Leadership styles are still evolving as a combination of two or more styles all over the world.

This is overall a generic review of the overall impact of Leadership styles on Employee Loyalty in workplaces. It can be further detailed by researching the correlation between these two variables in specific sectors or specific organisations. There is scope for further research based on the assumptions and sample sizes used the study of above researches.

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SOCIAL MEDIA ANALYTICS: ROLE IN MARKETING

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ABSTRACT

Social media is platform where the flow of data is beyond the expectation of the individual. No one ever thought that the likes, comments and shares done by people would lead to anything. But when this data was processed into meaningful information a new terminology came in force known as “social media analytics”. Hence now social media is used as a platform for collecting information for formulating decisions and marketing strategy.

There are many technical aspects to social media analytics but this research deals with the basic applicability and problems in those applications. The most basic application of social media analytics is to understand the customers on emotional level to help better targeting, customer servicing and marketing. Therefore social media analytics holds a special place in the field of marketing and for generating leads. This research clearly showcases the role of social media analytics, problems in it and the probable solutions to the problems.

Keyword: SMA (social media analytics), KPIs (key performance indicator), insights, leads, data, analytics, facebook analytics, etc.

Introduction

Deriving informational and valuable data from vast ocean of semi and unstructured data (pertaining to social media) to help in decision making process is called as social media analytics. Some refer to as recording of social media interactions that happens on daily basis for the purpose of analysis then at last presenting it in understandable format. But social media analytics is not simply recording and presenting the data. It also involves a vast line of process which is required for deriving insights. To understand the process further we need to take into consideration and understand KPIs.

Key performance indicators: “A Key Performance Indicator (KPI) is a measurable

value that demonstrates how effectively a company is achieving key business objectives. Organizations use KPIs to evaluate their success at reaching targets. Selecting the right one will depend on your industry and which part of the business you are looking to track. Each department will use different KPI types to measure success based on specific business goals and targets” - www.klipfolio.com/resources/kpi-examples

The following basic process is involved in social media analytics for analysing data

- Collection of data according to KPIs**: one must collect the data over the social media platforms for analysis purpose on the basis of the key performance indicators. The data collection is only dependent on

one thing i.e. the area of analysis of the analyst (social media analyst) of the business which in this case is the key performance indicators.

- **Identification of data relevant to your area of analysis:** the collected data is a mess. It's unorganised, irrelevant, unfiltered, vague, and not knowledgeable in nature. It is in this step where the data is categorised and turned into relevant data. The parameter differs according to the area of analysis and research.
- **Analysis of the identified data:** the data collected and identified is later enters into the phase of analysis. There are step process for analysis of data and following are the short summary of the steps involved in data analysis:

***Process in data analysis	
1	What problem or issue needs solution
2	Searching for inputs from identified data. If not available then again extend the scope of data collection
3	Creation of data model
4	Running the analysis using various analysis tools
5	Deriving useful outputs and interpreting them
6	Developing insights

- **Presenting the insights developed for decision making process:** the last step in the process is to interpret the insights into a form which is understandable by the non-technical users in the business. The insights developed can be in critical form which is hard for the non-technical users to use it further. So it becomes highly important to present the data which can be interpreted by these non-technical individuals. This helps in providing solution to the problem identified.

****The above process is followed by all or majority the social media analytics users. The process may differ in the manner of usage.

Objectives

The objectives were defined on the basis of the information gathered and the problems encountered

- To study the various insights in the process of social media analytics.
- To study a specific social media platform that helps businesses to create advertising insights and growth.
- To study which platform has the highest influence in the market on basis of conversion leads.
- To identify areas that use social media analytics in their working environment.
- To identify the problems encountered in the general working environment of social media analysts and analysis.

Review of literature

“How to Use Social Data Analytics to Inform Your Marketing Strategy” - Hannah Sears talks about the use of social media analytics in business. It gives the optimum way in which analytics should be used. “Social media analytics a primer”-Sandeep Kautish, Simrat Kaur Brar, and Rana Khudhair gives us deep knowledge about various tools used in analysis. The various websites regarding the companies using social media analytics define the ratios sales that are achieved as a result of social media analytics. But no one noted that these social media analytics drawbacks. The problems prevalent in the process of an analyst are under the purview of this research.

Research methodology

1. **Secondary data approach:** A considerable amount of secondary data is used to get appropriate information for this research. Details regarding processes, ratios, comparative data, analytical data, Google analytics, etc. are under the ambit of secondary data.
2. **Company data to understand the concept more deeply:** a case study approach i.e. real company data is used to understand the technical concepts more precisely.
3. **Provision of solutions/suggestion after identification of loopholes and problems:** The main objective of this research is to provide probable solutions to existing problems. But these solutions are within the knowledge and expertise of the researcher.

Scope of the research

Following is the scope of the research as defined by the researchers:

- It considers not only the use of social media analytics domestically but also internationally. Social media is a platform which connects two countries. It's imperative that the scope is extended beyond the ones country boundaries.
- It extends the study to various industries that uses the SMA as part of their general working environment.
- The various actionable insights are studied which are used as a medium to device specific actions.
- Also it includes the various companies that are specifically built for this purpose (social media analytics).
- The research extends its reach to the gap

that exists in the process of developing insights to the marketers claim in using those to develop specific action.

Research overview

The SMA gives a great amount of advantage to the businesses which are follows:

- **Competitive edge over other companies:** SMA helps companies to gain competitive edge over the competitors by providing a much better insights of their products/services. Views, issues faced and usage of products/ services by the customers are provided using SMA.
- **Customers as the source for any change required:** customers understand your brand. They are the best guide that can provide whether any changes are required or not. Issues regarding portals, documentation, methods of payment, innovation in products, etc. can only be understood from customers
- **Product innovation and improvement in services:** The attributes in the data could be used as a parameter for innovation. The likes, comments, shares, click, etc. can provide a great help in identifying whether the product is accepted or not. Hence any discrepancies or need can be satisfied through innovation / changes.

Social media to derive actionable insights

After analysing and interpreting the organisation can gain certain actionable insights. Following are some:

- **Go/no go for launching new product:** the SMA can provide the data for launching a new product. It gives him favourable environment for product. It is all done

through various parameters that are available on the social media.

- **Identification of set of influences:** these insights provide the parameters which are the influencers of the product/services /organisation. This can also be called as the revised key performance indicators after analysis.
- **Devising a competitive strategy:** SMA provides deep insights about the strategy and actions to be adopted. As it give a competitive edge over other but to achieve the set goals a strategy is required. The implementation of it is dependent on the insights gained.
- **Creation of content that helps in customer growth and loyalty:** it gives us an insight about whether an engaging content is required to be prepared or not.
- And many more insights which differs according to needs of the organisation.

In every case, it will provide the organization with a specific action to take that will positively influence the impact of your social media efforts or any other function within the organization. The specific action is variable in nature. It highly depends on the understanding, knowledge of analyst in the organisation and also the market or customer condition/situation.

Why social media is a biggest place for data mining?

What makes social media such a goldmine of stats and data is that every action on social media (likes, comments, favourites, retweets, etc.) can be recorded and stored which can be used by the analysts to make sense of it and use it for their organization.

Zillion and zillion bytes of user data are available of social media every day. By 2013 Facebook itself was handling 300 petabytes of

data everyday (1 petabyte = 1000terabytes) and it is a number which has grown exponentially since then.

Social media analytics used by various industries

Government and governmental bodies: Data is in constant use by the government and governmental organisations. They use data to prevent future things from happening, prediction of future happenings, for taking measures in a most effective manner, etc. SMA is used to monitor citizens. Mainly this is done by dictatorial and oppressive regimes who want to check for state of the country and control people. They also use it for understanding the needs of citizens, their need, trending topic that need resolution, to check on the fake data, etc.

Edward Snowden made some startling revelations about how the US government has been snooping on its own citizens

- \$11.5 billion of the (proposed) CIA budget – which overall was 56% since 2004 was allotted to data collection expenses alone
- Of the National Reconnaissance office's \$10.3 billion, \$6 billion were bifurcated and allocated for data collection.

It can be seen that data (especially social media data) is providing a goldmine of information for governments to cull, analyse and predict future events and take corrective actions

Corporations/companies

Government aside even corporate companies are also looking at this data and analysing it for their own advantage

- **For customer sentiments**

Unilever analyses data not only to just track product reviews but also on consumer sentiments on the new ads that they are releasing. It is the effect of

advertisement on the thinking process of the consumer. The reaction either negative or positive is recorded and analysed.

Social media analytics revealed to Dell that sentiments went negative suddenly for a specific product of theirs. This was sudden and unexpected.

Dell dug into details and conducted internal review and made a global price change that reversed the sentiment in just 24 hours. Definitely social media analysis helped them to identify this sentimental drop and eventually mend it to avoid further damage to the product.

- **For customer retention**

An UK based sports apparel brand 'Zaggora' ran a challenge contest on Facebook where participants have to share content to be eligible for the prize and the contest post on Facebook also included links to a landing page where people could enter their details and start receiving offers and other communication from Zaggora.

- **Tracking conversion rate and clicks on ads**

Now the marketing team at Zaggora tracked the data received from Facebook quite closely and they saw that Facebook led to about 5300 clicks through their website and there was about a 41% conversion rate. Now they are refining their content regarding the contest.

- **Social media effect on return on investment**

3X Return on investment (ROI) for summer 2013 campaign.

4X Return on investment (ROI) for winter campaign 2013.

They were now able to get 17% of their sales directly through Facebook.

Companies providing platform for SMA (social media analytics)

Companies that have tools and products especially for social media data analytics:

- Big corporates: IBM, HP, ORACLE, Adobe, SAP, SAS, sales force, etc.
- Start-ups: Simply measured, brand watch, sysomos, netbase, socialbakers, etc.
- Indian companies: Simplify 360*, blueocean, germin8, abzooba, unmetric, thoughtbuzz, etc

Indian companies have actually been on the forefront of SMA. Google is synonymous with data analytics but from 2012 even Google has started providing data from various social media platforms as well.

Social media X web analytics

Convergence between social media analytics and web analytics is well known in today's virtual world. E.g.: a popular web analytics platform 'Hubspot' has started providing social media data.

Data analysis

(On the basis of Facebook analytics)

For business decision makers, the median amount of time spent (for various reasons) on Facebook per day was 74% higher than other users on the platform. Business decision makers spend 15% of their time using desktop, whereas the average person/user spent only 10% of their time. In the IT industry, that number ramps up to 23%. This indicates that these people are using Facebook at work.

However, while they may heavily prefer mobile, they may have Facebook running on

their work desktop throughout the day.

VISA success story of using facebook analytics

The in-stream test promoting awareness of Visa's digital payment options, which ran from June 22–July 6 2017, was most successful when it combined both News Feed and in-stream video ad placements:

- 7-point lift in ad recall for in-stream video and News Feed video ads (versus control group)
- 4.7X video views with in-stream video ads compared to News Feed ad placements alone
- 7X lower cost per video view with in-stream video ads compared to News Feed ad placements alone
- 83% of video watched when using in-stream video ads, on average

Video Ads: Capture attention with engaging video ads.

Instagram: Promote business to an engaged/persistent audience.

Core Audiences: Select the right target audience for your ads.

One Plus India facebook as a tool for gaining insights

The playable ads were well-received by customers and had a positive impact on business results. From September 17–26, 2019, One Plus scored:

- 3.9-point lift in brand awareness over previous campaign
- 4.7-point lift in ad recall over previous campaign

Playable ads: Give users an interactive preview or tour of your app.

Core Audiences: Select the right target audience and respondents for your ads.

Measurement: Make better marketing decisions based on insights.

HP campaign on facebook and a platform for gaining advertising insights

HP's extensive testing for its October 2016–April 2017 Sprocket campaign allowed it to effectively and efficiently reach a millennial audience. The campaign achieved:

- 15.7X more efficient cost per order at the end of the campaign compared to launch
- 26.6 million people reached

Video Ads: Capture attention with engaging and appealing video ads.

Core Audiences: Select the right and accurate target audience for your ads.

Custom Audiences: Reach your customers, contacts and new audience on Facebook.

Findings/problems

Marketers are not able to see a direct Return of Investment from whatever they are investing into social media. This is because:

- Social media does not always result in a specific user action.
- The mix of products (videos, pictures, payable ads, core audience, etc.) for in stream test of ads is hard to choose for different social media platform: As seen in the data analysis, the companies used many combinations of products for in stream testing. But they didn't use one in stream product because only one cannot be able to provide them with good people

insights for user action. Choosing a wrong combo of products for in stream testing can cause hazardous impact on the sustenance of the product.

- The sources of data are very disparate: Big organizations run their campaigns on different platforms at one time
- Sentiment analysis has not fully yet evolved to the level where they would make a significant difference or give a real picture. (Sentiment analysis is at 70% accuracy right now)
- Strategic issues within an organization: As the team behind social media is running on a different track and the organization is running on a different track altogether.

These kinds of gaps exist due to which marketers while seeing the benefits of the social media and understanding it a crucial part of the mix makes everyone in the organization believe that is a value for them.

Despite these drawbacks and flaws that exist there are evidence that suggest that organizations using social media effectively are performing better on several business parameters than those that are not,

For example small businesses that blog regularly are generating 125% more leads than similar organizations that are not blogging regularly.

80% of sales people that are active on social media outperform those that are not.

Over 75% of the B2C companies and over 40% of the B2B companies have acquired customers through facebook.

Solutions/suggestions

- Proper filtering of data must be taken place.

- Running data over multiple platforms will club all the data. Instead they should separate out all the social media data according their platform. The greater insight provider must be used for the next project as the first choice of social media platform to launch the ads.
- Sentiments are highly subjective in nature and SMA cannot precisely measure it. But segmenting a certain amount of parameters of sentiments can be helpful. It also is dependent on which ads are u running and measuring. Segmentation of sentiments will definitely help to lessen the deviation that is seen in sentiment analysis.
- Clubbing of social media task force and goals of organisation should take place. This can be done in reverse mechanism wherein the best insight provider (social media) should be selected which runs parallel with organisation's goal and strategies.

Conclusions

The research paper itself provided us with an insight about the usage of SMA (social media analytics) and its importance in field of marketing. We found out that may be the insights do not always provide with a specific action but it definitely helps us to study customer sentiments to a particular ads or promotional instruments. Any discrepancies can be immediately mended and circulated amongst the customers before they lose the interest. This correction takes a deep working in the area of SMA (social media analytics). This phenomenon is new to old marketers and new marketers too find it taxing. But if understood well it can provide solutions to all the problems of marketing and hopefully to entire

sentimental variability in customers.

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It is Time... "For Change"

(Life in lockdown situation and best utilization of time for well-being)

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ABSTRACT

Social media is platform where the flow of data is beyond the expectation of the individual. No one ever thought that the likes, comments and shares done by people would lead to anything. But when this data was processed into meaningful information a new terminology came in force known as "social media analytics". Hence now social media is used as a platform for collecting information for formulating decisions and marketing strategy.

There are many technical aspects to social media analytics but this research deals with the basic applicability and problems in those applications. The most basic application of social media analytics is to understand the customers on emotional level to help better targeting, customer servicing and marketing. Therefore social media analytics holds a special place in the field of marketing and for generating leads. This research clearly showcases the role of social media analytics, problems in it and the probable solutions to the problems.

Keyword: SMA (social media analytics), KPIs (key performance indicator), insights, leads, data, analytics, facebook analytics, etc.

INTRODUCTION

To survive and flourish in this pandemic and turbulent world we need peace and power. Not the power that is political or used to control others or the peace that is just the absence of a few stresses. The internal peace and power that makes one relentless even with the challenge. The peace and power that originates from the profound inward happiness and inner being. We all need that inner peace and power to overcome this difficult situation going around the world

There's a TIME for everything – and everything

has its own TIME. Across the world, there is a desire for change, and this is the ideal opportunity. Individuals are searching for change at an external level, be it political, social, or ecological. People are searching for positive change in associations, and relationships inner as well as external. Mostly all individuals are searching for change in oneself. A superior or better way of living, feeling and being.

Background

We live in an age when we have a remarkable capacity to get to boundless data in a second. We

can communicate every day with handfuls, even a huge number of individuals around the globe. We have unbelievable force readily available at our fingertips. However, as we progressively look 'out there' for our satisfaction, fulfillment and even our relationships, are we actually giving our power away? When we are caught up in a web of activity overload, we cannot find our personal truth or the time to live it. As we make progress toward the material and the intellectual person, maybe we have dismissed our inward wisdom.

RESEARCH METHODOLOGY

The research follows a secondary approach of executing the study. For the same purpose various materials have been used.

- Books and
- Online articles
- o related to the use of smartphones and
- o technology,
- o inner peace,
- o health,
- o happiness,
- o soul power,
- o From sources mentioned in references.

It's time for Change -

The most significant and enduring change starts inside each one of us that is longing for freshness and for something new chapters in life. It begins slowly and gradually, yet inevitably we will see a tsunami of change. People all over the place start awakening to the acknowledgment that adjustment on the planet is conceivable, and it begins with oneself.

As Spiritual beings we have voyage far from our true self, yet when we change course and can

return profoundly to who we genuinely are, the point at which we can truly act naturally, that is the essence of genuine change. Life becomes simpler and progressively charming, relationships improve, and achievement is estimated by our degree of inner happiness and fulfillment, rather than opposed by material accomplishments.

That sentiment of being continually connected can make it hard to make limits between your home life and work life. In any event, when you are at home or on a vacation, it very well may be difficult to oppose the compulsion to browse your email, react to a text from a colleague, or monitor your web-based social networking accounts. The utilization of web and mobile innovations impacted general occupation fulfillment, work pressure, and sentiments of exhaust.

In the American Psychological Associations' annual Stress in America survey, a fifth of U.S. adults (around 18%) cited technology use as a significant source of stress in their life. For many, it is the ever-present digital connection and constant need to keep checking emails, texts, and social media that accounted for the majority of this tech stress.

Thoughts that can be opted

- To be able to choose and initiate change in one's life is a very empowering feeling because it confirms that I am in control of my tomorrow. And make the best use of this lockdown or time available at use for focus on the inner self.
- If time transforms us, at a point of time then TIME is my master, however, if I change before time, then I am the master.
- Individuals around us: As we change, we find that individuals around us start to

react to us in a different way. I have encountered these various occasions. At whatever point I choose to proceed onward, or to give up, or to change, I notice a move around me.

- Stop living in Past: We all are, to a more prominent or lesser degree, stuck in old examples of thinking and behaviour, and this blinds us to horde chances of learning and developing. Or on the other hand, we may even know about our inadequacies and want to change. However, we simply don't exactly have the recipe.
- Answer your difficulties: To have a rigid attitude is a painful way of being. Living in confusion, fear or low confidence isn't happy either. However, there are answers for these difficulties on the off chance that we look to discover them. At the point when we have the will, and we apply some understanding and effort, at that point we can truly start to shape and direct our life.
- Take charge of your tomorrow: To have the option to pick and start a change in one's life is a very enabling inclination since it affirms that I am in charge of my tomorrow. This is an authority over oneself - and the genuine importance and reason for Raja Yoga meditation. one of the most powerful techniques practised and taught by Brahma kumaris world spiritual university. Sister Shivani is one of the global face on the organization, changes thought process and spreading peace, love across continents.
- Spirituality which defines you: I feel extraordinarily honoured to be carrying on with this life, simultaneously I realize that, had I not done the 'inward work', things would not be as they may be.

Veritable transformative change must be started from inside. Being part of this beautiful spiritual organization has helped me a lot in almost all walks of life and shaped my thinking with a positive outlook and belief in myself to be a more peaceful, happy, loveful soul. I got the opportunity to attend many workshops and conferences worldwide being a lifetime member of this spiritual organization and help me be a motivational speaker and counsellor for youth and rural India which taught me many good qualities and approach toward life in happy ways.

The human race is passing through a critical period in its journey, as evidenced by increasing conflict on a domestic to a global scale. We can either be unfavourably influenced by this atmosphere of tension and stress, or we can be specialists for change. With each decision we make, there is a result that changes the world regardless.

I believe that at this special time we are being called to emerge our higher potential. It just takes a couple to make light in the midst of the dimness similarly as one little flame in an obscured room is sufficient to show the exit plan.

Thoughts that might also be considered:

- **A digital fast:**
 - Try giving up every single digital gadget for a brief timeframe, for example, a day or as long as seven days. Pick one day of the week to go device-free
- **A specific detox:**
 - If one application, site, game, or

computerized instrument is taking up a lot of your time, center around confining your utilization of that thing.

- **A social media detox:**
- Focus on confining or even totally killing your online life use for a particular timeframe

To add a few more, here are 6 different ways to encounter inward harmony and appreciate life on a more profound, all the more fulfilling level:

1. Focus your attention on those things you can control
2. Invest time in nature and meditate
3. Be consistent with yourself
4. Mind What you Eat
5. Exercise with a routine
6. Abstain from attempting to transform others

CONCLUSION

We appreciate the best well-being when we are cautious about what we eat, the company we keep, the pictures we ingest, the time we respect and the people we respect. Such immortal exhortation has been a piece of legends for a considerable length of time however in these advanced occasions a large number of us have deserted this intelligence.

You become a master when you get vitality. Be aware of the nourishments you eat, the amount you eat and how quick you eat it. Meat is stacked with hormones that the body needn't bother with. Liquor can have more harming results than we may envision. Slow food is one choice.

A plant put together eating routine spots lighter burdens with respect to body organs and spare lives. To discover progressively about Wholesome fixings and Vegetarian plans.

Think keen. Eat smart and move smart. Your body and brain will reward you with better rest and more clear focus. Truth be told, you may need to plan for the additional time!

There is a choice to make. Have real food, with energy. Have real face-to-face time with family and friends. Use real-time with the self, sitting quietly in the garden or in the park to enjoy some sunshine and fresh air.

We are human beings, not human doings. At the point when we drop our dependence on activity, to being occupied and 'accomplishing' and simply be - just sit and inhale - we allow our body to mend and reset the parity.

It is acceptable to see what comes after the 'lockdown' has been lifted. We should put forth an attempt to keep up the positives that we have taken from this time.

Let the peace of mind be your motto for life. Let your activities reflect excellencies throughout your life. Now is the ideal time... to develop our inward versatility. To become bosses of our excellencies and powers and not captives to our indecencies.

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