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FROM THE EDITOR'S DESK

BJMR is in the thirteenth year of publication of our journal. This Volume 13 No. 2 of October 2021 embraces five papers casing an assortment of topics of management research

The journal initial paper titled “Is Luggage bag buying being different for international flyers? An empirical study” lays down the exposure to increasing domestic & international travel and marketing strategies of branded luggage, consumers interest while purchase has increased. The sector is seeing permeate amount of shift from being a commodity to a conscious decision-making style. The study is focused on luggage bag purchase criterion that international flyers scrutinize while making a purchase. The results are of prime importance to the point of purchase as well as manufacturers of bags that focus upon international flyers luggage bag.

The second paper is titled as “Are COVID Survived Workplaces transforming into Zen Workplaces?”, it illustrates the futuristic Zen workplaces from the South Asian perspective. From the existing literature on the culturally rich heritage of South Asia, crucial factors like workplace ostracism, workplace belongingness, counterproductive work behavior, organizational citizenship behavior, mindfulness, and wellbeing were chosen for the study. A systematic study of 200 research papers was carried out to understand the concepts defining Zen Workplaces of Future from 2016-2020. The study then narrowed down these research articles to 50 relevant research articles to arrive at the six constructs chosen for the study. A literature review has been done systematically to understand the historical and cultural background of Zen Practices in South Asia and how can these be brought to the COVID survived futuristic workplaces. The paper studies belongingness and organizational citizenship behavior as positive organizational behavior, counterproductive work behavior and ostracism as challenges to the workplaces of the future and mindfulness and wellbeing as positive interventions in the building of futuristic Zen Workplaces.

The third paper is titled “Employee Empowerment in Power Sector”, This paper lays down that Electrical energy is a necessary energy input to maintain the financial actions of a country. This sector is one of the principal consumers of capital in the economy. Therefore, planned expansion of electricity generation, transmission and distribution at an ever growing scale has turn out to be an indispensable ingredient of the five year plans in the country. As it acting a central role in the Indian Economy, these undertakings require to initiate the contemporary concepts of Human Resources Management. Even though such concepts have emerged from the management practices of victorious commerce enterprises they do offer a meaningful structure for decision making in all sectors of financial system. The principal decision-making confront in public systems lies in achieving maximum utilisation of Human Resources and at the same time ensuring the assurance, motivation and development of Human Resources.

Fourth paper titled “Emergence of Online Food Delivery: A Descriptive Study” lay down that in the recent times, our country had experienced a tremendous growth in the internet and related services. The availability of high-speed data at cheaper rates has helped many industries to offer their services online. Indians are always known for their liking towards foods. One can find a variety of food items in India. The food and restaurant sector is also making efforts to use the opportunities available in the online sector. They have started offering the food delivery services through the online route. Online food delivery (OFD) services are growing by leaps and bounds. Share of online food delivery has increased at a rapid rate in comparison to offline food delivery in recent times, owing to strong inclination of consumers towards these services. In this paper the authors have made an attempt to review the current status of online food delivery. The authors have also tried to evaluate the growth of online food delivery market in India. Data has been collected from various secondary sources and descriptive statistics has been used to arrive on result.

The last paper in this issue is titled “An Analytical Study Of Executive Stress & It’s Impact on Employees performance In Selected Industries Of Thane District”. This paper describes the Performance & contributions to the organization of employees are base of evaluation of any employee. Today in the struggle to prove oneself, the level of executive stress are on the rise. Executive stress is one of the most important concerns in organization because increasing stress is affecting the performance of employees. This paper focuses on relationship between stress and the performance of Executive. In carrying out the study, simple random sampling technique was used .500 executives were selected from different categories of industries situated in Thane district. Out of total 500 executives the samples of 250 executives are collected from Manufacturing sector and remaining sample were collected from Service sector. Relevant data was collected using structured questionnaire. Multivariate analysis was used to test hypothesis. Multiple regression analysis step wise method was applied to test the hypothesis relationship between independent variable and dependent variable. The result showed a negative correlation between job stress and performance.

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Is Luggage bag buying being different for international flyers? An empirical study

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Abstract: *With the exposure to increasing domestic & international travel and marketing strategies of branded luggage, consumers interest while purchase has increased. The sector is seeing permeate amount of shift from being a commodity to a conscious decision-making style. The study is focused on luggage bag purchase criterion that international flyers scrutinize while making a purchase. The study was carried out in the city of Ahmedabad. After applying factor analysis, the results are obtained. The results are of prime importance to the point of purchase as well as manufacturers of bags that focus upon international flyers luggage bag.*

Keywords: International Flyers, Factor analysis, travel luggage suitcase.

Introduction

Luggage brands are realizing that changing consumer perception towards luggage bag is a difficult task (Kathaith, 2017). Various brands have entered the Indian market, it has become very competitive business off late by the entry of international brands as well as consumer reach to information through social media sources. Indian market was always dominated by indigenous brand names in the organized, but they held a fraction of the market in luggage sale. as per 2019 report, Indian luggage market is around Rs 3,000 to Rs. 4,000 crores, with more than half being dominated by organized player (Kathaith, 2017) VIP and Samsonite have been on the top of the mind recall in the generation X & Y cohort. However, the rise in studies at offshore location, increasing disposable income & nuclear family system is fueling international travel among Indian citizens. With the advent of social media & digital business (including e commerce), the horizon of business territory has widened, which is contributing to international travelers from India. Luggage bags, handbags, clutches etc. are positioned as status symbol that can be flaunted. This has led to high brand recognition (use, 2019). The luggage product market is segmented according to the material of the bag. One of the bases of segregation consists of soft shell & hard-shell Luggage (Macoveiciuc, 2015), while

the other segmentation is based on purpose of usage of the luggage bag.

Literature review

Researched (Holger Taubman ,2014) the trends that would shape future of travel, the study also examined factors responsible for the same. It consisted of factors like global trends, emerging & famous destinations, and coherent travel. (Helen Sumin ,2014) report is about Anti-theft travel bag design, luggage bags are found to be important from the viewpoint of theft of belongings for travelers & specifically international travelers that change flights in transit. The study focused on mechanism in luggage bags that can curb theft. Taking the theft variable further (Koo, 2014) researched about consumer view towards anti-theft features for safety of baggage. The perceptions of consumers were used for modification of luggage bag designs. (RIDGE,2012) researched on luggage being a decorative & sociable product, it focused more on women centric luggage designs and synchronized it with expectation from women buyers' perspective. The previous studies have focused on various dimensions of luggage bag, but the segment of international flyer centric requirements is the research gap that has been explored.

Approach:

Objectives:

The central theme of the paper is to know international flyer's opinion while purchase of travel bag in Ahmedabad.

Research method: Descriptive research Sources of Data:

Instrument: Questionnaire.

Secondary Data: Internet Secondary data is collected from blogs, papers, and internet.

Sample technique Nonprobability convenience sampling.

Sample Unit: People of age above 18

Sample size: 388

Data Collection Method: Survey

Results & Discussion

Questionnaire

Table 1

Table 1		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.667
	Approx. Chi-Square	777.342
Bartlett's Test of Sphericity	df	78
	Sig.	.000

This table shows two tests that indicate the suitability of data for structure detection. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy is a measure of variance which is caused by fundamental factors. Obtained is 0.667 ,High values (close to 1.0) indicates that factor analysis is useful for the data.

Bartlett's test of sphericity tests the hypothesis that correlation matrix is an identity matrix. Small values (less than 0.05) of the significance level indicate that a factor analysis is useful with the data, obtained value is 0.000

Table 2

	Initial	Extraction
age	1.000	.698
occupation	1.000	.636
Which Brand from the following luggage bag brand would you prefer	1.000	.351
How many wheels would you like to have in luggage bag	1.000	.369
Which material would you prefer for your luggage	1.000	.330
Preferred Price range for your Luggage	1.000	.630
Preferable Warranty Period for Luggage Bag	1.000	.317
Preferable size for luggage bag	1.000	.421
Would you like to have an Anti-theft zipper in a luggage bag for Luggage safety	1.000	.104
From where you prefer to buy luggage bag	1.000	.415
Which payment method you would prefer to buy Luggage bag	1.000	.287
gender	1.000	.271
Extraction Method: Principal Component		

From the above table it can be ascertained that price range, age and occupation are the prime factors when international flyers choose luggage bag.

Table 3

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% Of Variance	Cumulative %	Total	% Of Variance	Cumulative %	Total	% Of Variance	Cumulative %
1	2.894	22.264	22.264	2.894	22.264	22.264	2.351	18.087	18.087
2	1.388	10.675	32.939	1.388	10.675	32.939	1.654	12.722	30.809
3	1.219	9.375	42.314	1.219	9.375	42.314	1.496	11.505	42.314
4	1.168	8.984	51.297						
5	1.056	8.127	59.424						
6	1.004	7.724	67.148						
7	.854	6.572	73.720						
8	.763	5.870	79.590						
9	.712	5.474	85.064						
10	.700	5.385	90.449						
11	.533	4.098	94.547						
12	.398	3.059	97.606						
13	.311	2.394	100.000						

According to the total variance explained table, the first six factors are of prime importance for the study as the eigen values

Table 4
Rotated Component Matrix

	Component		
	1	2	3
age	-.831	.081	.008
occupation	.765	-.219	-.044
Which Brand from the following luggage bag brand would you prefer?	.487	.168	-.292
How many wheels would you like to have in luggage bag	-.246	.545	.111
Which material would you prefer for your luggage	-.069	.570	-.016
Preferred Price range for your Luggage?	-.264	.460	.591
Preferable Warranty Period for Luggage Bag	-.297	.333	.343
Preferable size for luggage bag	.107	.637	.065
Select Your choice for buying a Luggage bag.	-.030	-.137	-.807
Would you like to have an Anti -theft zipper in a luggage bag for Luggage safety	-.270	.087	.152
From where you prefer to buy luggage bag	.488	-.311	.282
Which payment method you would prefer to buy Luggage bag	.525	.064	-.089
gender	-.124	-.308	.402

a. Rotation converged in 5 iterations.

According to the table, the first factor is highly correlated to 'occupation' & 'Payment method' for international flyers. While the second factor is highly correlated by 'number of wheels & material being used for the luggage bag. 'Furthermore, the third factor is correlated to 'Price 'of the bag.

Conclusion, Future Research & Limitations:

International flyers precisely have specific needs & perspective towards luggage bag. The purpose of luggage bag is different for its very purpose. The findings of the study indicate that in the gamut of factors the prime factors that are vital to international flyers while purchase of luggage bag.

Luggage bag industry should focus on the parameters that will add value to customers purchase decision. Promotional offers can induce sales at the point of purchase. While number of wheels is an important criterion as the load of the luggage is high for international flyers during transit in travel. Raw material of the luggage bag is one of the vital factor in purchase decision. The sellers should focus on luggage bag with special material that is waterproof, tamper proof and sturdy which will ensure safety of the bag and luggage in it. The study has been conducted in Ahmedabad, but it can be extended to other cities & can be expanded to flyers of various destinations.

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“Are COVID Survived Workplaces transforming into Zen Workplaces?”

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ABSTRACT : *Are Zen workplaces the future of COVID survived workplaces? The purpose of this paper is to understand futuristic Zen workplaces from the South Asian perspective. From the existing literature on the culturally rich heritage of South Asia, crucial factors like workplace ostracism, workplace belongingness, counterproductive work behavior, organizational citizenship behavior, mindfulness, and wellbeing were chosen for the study. A systematic study of 200 research papers was carried out to understand the concepts defining Zen Workplaces of Future from 2016-2020. The study then narrowed down these research articles to 50 relevant research articles to arrive at the six constructs chosen for the study. A literature review has been done systematically to understand the historical and cultural background of Zen Practices in South Asia and how can these be brought to the COVID survived futuristic workplaces. Due to the limitation of studies in the futuristic context of Zen Workplaces, in South Asia with the chosen set of crucial factors, the research was initiated in this direction. A conceptual framework is developed based on the insights derived from the reviewed literature. The paper studies belongingness and organizational citizenship behavior as positive organizational behavior, counterproductive work behavior and ostracism as challenges to the workplaces of the future and mindfulness and wellbeing as positive interventions in the building of futuristic Zen Workplaces.*

Keywords: COVID survived workplaces, Zen workplaces, workplaces of the future, positive organizational psychology, positive organizational behavior.

Introduction:

Are the workplaces elevating towards a phase of greater consciousness? South Asia has a rich cultural heritage, with Buddhism being a prominent part of it. Buddhism emerged in South East Asia during 250 BCE. Buddhism is not a religion, but an understanding of one's self. Buddhist teachings can be linked to the interdisciplinary science of philosophy, science or psychology. South-East Asian heritage is culturally diverse. In the past few years, Buddhism has acquired a prominent place in understanding happiness at work. This is because Buddhist teachings are very practical and experiential in nature. These teachings suggest ways to improve our everyday work and personal life by bringing more harmony and balance (Yeshe 1998).

After the introduction of the Positive Psychology Movement, there has been an immense shift towards bringing meaning, spirituality and wellbeing to the

workplace. The year 2020 saw a massive rise in the phenomenon. Workplaces were hit by the COVID wave and the unpreparedness led them to resort to mindfulness and Zen principles at workplaces. This shift is indicative of the west culture picking up historical practices and a set of beliefs from the eastern culture. Globalization has brought with it diversification of workforces. This diversification has worked towards acceptance and adoption of eastern philosophies and spiritual practices at work (Gockel 2004). With the adoption of eastern philosophies at work, there is also an enhanced understanding of Positive Organizational Scholarship. In these past three decades, it has given way to a lot of substantial research contributing towards concepts like organizational health, excellence, meaningfulness, belongingness, organization citizenship behaviour, wellbeing and many more (Stewart et.al., 2010). Practitioners have found applicability of these concepts to solve a lot of organizational problems. Organizations

have undergone a lot of transitions in the last decade. Technological upgradation, competition, changing job demands, diversity are some of the changes that have raised concerns over the Organization's Health (Kalliath, 2018). It would be also safe to say that the futuristic Zen Workplaces that we are trying to build upon, would constitute an optimum mix of eastern philosophies along with traces of positive psychology.

To eliminate the negative impact of concepts like Ostracism and Counterproductive work behaviour, positive interventions like Mindfulness and well-being come into the picture. Lately, there have been considerable studies empirically finding out the impact of Ostracism and Mindfulness on performance variables. But what about the impact of these variables on the behavioural engagement of an employee? The organizational cost involved in workplace deviance, absenteeism, burnout and other negative behavioural outcomes is huge. Hence the paper tries to reduce the impact of counterproductive behaviour and ostracism, and enhance belongingness and organizational citizenship behaviour in 'Zen Workplaces of Future' by positive interventions of mindfulness and wellbeing.

Research Methodology

Top ten management journals were systematically reviewed to narrow down the substantial concepts in Zen Workplaces of Future. The study was refined to understand the relevance in the South Asian Context.

Retrieving Relevant Literature

Relevant literature on trends in workplaces of the future was identified. 50 research papers concerning Zen workplaces in the South Asian Context were considered for the study. These papers were chosen based on their relevance to the variables considered for the study. The chosen papers emphasize the challenges laid down by Ostracism and Counterproductive Work Behavior, the support acquired from Belongingness and Organizational Citizenship Behavior, and the need for introducing positive interventions of 'mindfulness' and 'wellbeing' in the futuristic zen workplaces.

Selection Criteria

Database of ISI Web of Knowledge was searched using the keywords "Workplaces of Future", "Zen

Workplaces" "Positive Organizational Scholarship" "Ostracism", "Counterproductive Work Behavior", "Belongingness", "Organizational Citizenship Behavior", "Mindfulness", "Wellbeing"; 200 papers were retrieved. Filtering criteria of "English" as a language was applied on the database, 152 papers were identified. Further, a filtering criteria to narrow down the research areas to "Management Science", "Organizational Behavior", "Psychology", "Behavior Science", "Social Science", "Education Research", "Operation and Management Science", "Communication", "Sociology" was applied. Fifty research papers were chosen for the study. Research papers published outside the chosen time frame and research areas were excluded from the study.

Literature Review

The field of psychology underwent a drastic transition post World War II. The focus shifted towards healing and the introduction of positive interventions that lead to happiness and meaningful life. This gave birth to Positive Psychology emerging as an important research area. Positive Psychology at individual level studies positive personal traits interpersonal skills, forgiveness, talent, wisdom and many more. On the group level, it focusses on civic virtues and responsibilities. Understanding it on an organizational level is a bit tricky (Seligman 2000). This paper tries to focus on those aspects. On an organizational level, it highlights the importance of organizational health through interventions of mindfulness and wellbeing. This paper is an attempt to study the negative behavioral outcomes at an organizational level and suggest positive interventions to promote belongingness and harmony in the organization. A step-by-step literature review to understand the constructs and the positive interventions is conducted in the following sections.

South Asian Context

There is no denial of the fact that the positive psychology movement that emerged around 1988, has its roots in eastern cultural philosophy. Positive Psychology has a primary goal of understanding and exploring happiness and life satisfaction (Seligman 2002, Ryff and Singer 2013, Keyes 2014). The key obstacle while establishing positive psychology was the difference in ideologies of

eastern and western cultural philosophies. Though positive psychology found its roots in eastern philosophy, understanding both philosophies is crucial. South Asian Culture is originated from the seeds of eastern philosophy. The basic difference in these philosophies is the understanding of mind and consciousness. Western philosophy equates consciousness with the mind, whereas eastern philosophy considers consciousness as a transcendental state where the highest form of bliss can be obtained. The mystical experiences of such a transcendental state are mentioned in the Brahmananda Valli section of the Taittirīya Upaniṣad (Indian Ancient Literature). In Indian Literature, this transcendental state is strongly linked to the state of self-realization, known as Adhyatma in Sanskrit (Paranjpe, 2014). A very important cultural aspect of eastern philosophy that is now recognized globally is Buddhism. Though Buddhism can be traced back to the 1st, 2nd and 3rd Centuries. But the global acceptance of it began in the 19th Century. It was during this time that Asian Immigrants attracted some highly acclaimed academicians and entertainers as their followers (Netland 2008). The branches of eastern philosophy have now flourished in the work culture globally. There has been so much growth and understanding about adopting Buddhist principles at work or developing Zen Workplaces. Since the arrival of Positive Psychology as a movement, there has been a shift towards finding happiness and balance in work life. A very distinct adoption of Buddhist Practices is done by Bhutan. The primary culture is defined by Buddhism followed by Hinduism. Introduction of 'Gross Happiness Index' by Bhutan in 1972 by His Majesty the Fourth King of Bhutan, Jigme Singye Wangchuck has been a global phenomenon. Bhutan, considered the happiest country in the world, measures the spiritual and material progression of an individual to arrive at this index. A one of a kind cultural adoption that values the quality of life over everything. There have been similarly remarkable adoptions of eastern philosophies at an organizational level. One of the major players in the dairy industry of India, Amul is an excellent adoption of the eastern philosophy at work. Founded in 1948 as a cooperative, Grameen and Amul joined hands to develop a community focussed organizational structure where the focus was on happiness and mutual growth (Samal and Kar 2016). The unconventional shift of focus towards wellbeing, and the mutual cooperation by Amul is a

trailblazer in the history of Organizational Philosophy in India (Bhawuk et.al, 2009). The next section explains the origin and relevance of chosen variables of study under the futuristic Zen Workplaces.

Zen Workplaces

With so much emphasis being laid on futuristic Zen Workplaces, it is important to understand: what constitutes Zen Workplaces? Zen Workplaces are environments that allow an individual to attain the highest level of consciousness and awareness in the present moment (Marques 2010). It is about an environment that promotes generating meaning out of every action you exert to attain happiness (Whyte 1994). The primary goal of Zen philosophy is happiness and content. A lot of 'Zen Practices at Work' have been derived from religion, philosophy and psychology. Though South Asian Culture religiously had a large impact on Buddhism, the adoption of Zen Principles and Philosophies at work came much recently.

Researchers have put together three basic reasons for the relevance of the adoption of Zen Principles at work. Firstly, the radical approach rather than the religious one. Zen principles do not talk about any other divine realm but a clear and objective approach to the present reality. It talks about acquiring a clear understanding of the evidence-based reality in front of us. Secondly, the Zen Philosophy focuses on the element of practice. It does not deal with any cultural obligations or theoretical limitations. Anyone who can make a sense of it can practice it without any limitations. Thirdly, Zen Philosophy has a beautiful amalgamation of being and doing. Due to this fusion, it has been able to find its applicability in various domains. Corporate business management swears by Zen Philosophy. An element of Zen Philosophy can be observed in current practices of Kaizen, Total Quality Management and Lean Production. Zen Principles are important evidence-based management techniques that have been attracting the increasing interest of researchers, philosophers and academicians in the past decade (Baccarani et.al, 2013). The following section explains how futuristic Zen Workplaces would be affected by the chosen variables namely belongingness, ostracism, mindfulness, wellbeing and their behavioral outcomes of counterproductive work behaviour and organizational citizenship behaviour.

Workplace Belongingness

Belongingness and social inclusion are crucial needs for human survival (Williams, 2007). It gives an individual a sense of self-esteem and respect as a member of a group. Belongingness has been defined as the degree to which an individual feels connected and secure to a group or social circle (Mohamed, 2013).

History of Belongingness

Humans are social animals. From ancient times, humans have been dependent on their need to belong in order to procreate and survive. With the onset of civilisation and introduction of individualism, a lot of cultural change has been observed. Despite the changing times, the need to belong still remains as one of the essential needs for human survival. The Need to Belong Theory is explained in the next section:

Need to Belong Theory (NTB)

One of the most prominent theories in the establishment of belongingness is the NTB theory by Baumeister and Leary. The theory is framed around three basic assumptions. These three substantial assumptions of identity, security, and orderliness form the core of the theory (Baumeister & Leary, 1995).

Belongingness theory suggests that humans have a fundamental need to belong to others. This includes maintaining meaningful relationships within their social group settings. (Baumeister & Leary, 1995). Ostracism is said to interfere with the need to belong and gives way to a concept called thwarted belongingness. Thwarted belongingness deprives one of perceived belongingness, which in turn leads to stress and productivity concerns. Ostracism and belongingness are both related to the self-perception of an individual. But the absence of one does not confirm the presence of another. These are not counter opposite concepts. (Reilly et.al. 2009). Before the conceptualisation of the term belongingness, studies related to the need to belong were categorized under loneliness. The earlier studies focussing on the need to belong were coined using the term loneliness (Weiss, 1974; Kohut, 1984).

South Asian Perspective

Belongingness is one of the most severely affected factors since globalization. The changing organizational structure has somehow lost the human touch it previously possessed. South Asian Organizations which are on the verge of finding their mark globally, are finding it difficult to keep the aspect of belongingness safe in a fast-paced environment (Agrawal and Farndale 2017).

Workplace Ostracism

The second job environmental factor that constitutes the study is Workplace Ostracism. To enhance positive experiences at work, it is important to understand the origin and evolution of workplace ostracism and take measures to reduce its negative impact on work outcomes.

Ostracism refers to the isolation or exclusion of a person or group (Williams, 2007). Ostracism has been defined as a concept of feeling dissociated from social groups (Gruter & Masters, 1986).

History of Ostracism

Workplace ostracism is defined by some prominent studies defining the concept. Studies defining rejection and alienation at the workplace formed the basis for conceptualization of ostracism in the later years (Schachter, 1951; Jackson and Saltzstein, 1958). Workplace ostracism was conceptualized and coined by K.D. Williams in 2001 (Ferris, 2008). Multiple behaviors define the construct of workplace ostracism. Linguistic ostracism, social rejection, organizational shunning and, social exclusion form the majority of them (Leung, 2011).

Theories of Ostracism

1. The Temporal Examination Theory

Temporal examination theory can be categorized into three stages. The painful reaction to any form of exclusion is termed the reflexive stage. The stage where the analysis to identify the source of this exclusion is conducted is the reflective stage. The third stage is when the person or group has given up hope and resorts to the feeling of helplessness. This stage is termed the resignation stage.

2. The Social Monitoring System & Sociometer Theory (Leary et al., 1995)

This theory states that when an individual's self-esteem is hampered due to social exclusion, an individual tries to enhance the quotient of social interaction.

3. Cognitive Deconstruction & Self-Regulation Impairment (Baumeister et al. 2002)

This theory states that an act of feeling ostracized may lead to cognitive deconstruction which may further impact the mental health quotient of an individual or group.

South Asian Perspective

Ostracism has been widely studied for the past decade in context to negatively impacting performance, work engagement and employee motivation. South Asian Organizations are no exception to it. Though the culturally rich heritage provides a base to overcome such challenges, the problem is penetrated deeply into the organizational machinery. The feeling of being 'left out' is playing negatively with the employee mental health at the micro-level and organizational health at a macro level (Liu 2016).

Having explained the origin and evolution of the chosen job environment variables, the positive interventions that define the equation are explained in the following section.

Mindfulness

The first positive intervention that needs to be understood is Mindfulness. Mindfulness is being present and aware in the moment (Baer, 2006). The history of Mindfulness dates back to the 5th millennium B.C.E.

Buddhism was a prominent part of the Brahmanic traditions in Indian Subcontinents (Cousins, 1996). There has been an increasing interest in mindfulness spanning practitioners, researchers, and society in the last decade. 'Mindfulness-based stress reduction' (MBSR) programme was the first milestone towards Mindfulness gaining the desired global attention. This programme was the work of Kabat-Zinn in 1982 (Lomas, 2017).

Conceptualization of mindfulness

The concept of mindfulness dates back to the 5th millennium Buddhist scripture Satipatthana Sutta. The contribution of Thich Nhat Hanh (1988) in understanding the Zen way of living cannot be overlooked. The term mindfulness was coined by Jon Kabat-Zinn in 1991.

Theories of Mindfulness

Two major theories define the concept of mindfulness. The Three Axioms Theory states that intention, attention, and attitude occur concurrently to give way to the process of mindfulness (S. L. Shapiro et al. 2006). The second most prominent theory is the Attention Regulation Theory. The theory focusses on attention regulation. It states that the practice of mindfulness involves devoting your attention to a particular aspect of experience (Hölzel et al. 2011). Mindfulness is a holistic concept. Mindfulness has not just been researched to understand its impact on the behavioral aspects but the moral aspects too. Studies have identified a link between mindfulness and the moral reasoning of the individual (Pandey, 2018). Thus the understanding of Mindfulness in its entirety is essential to the application of it as an intervention.

South Asian Perspective

With major South Asian Countries trying to find their mark on the global map, there is an influence of western industrialization on the organizations. For collaboration and competitive advantage, South Asian Countries have portrayed themselves as avid followers of western practices. This has induced a sense of imbalance in work-life economics. In an era, where the West has started looking out for eastern philosophies, South Asian Organizations have started taking the route back home (D'Cruz 2012). Mindfulness comes as a positive intervention arising from the Buddhist philosophy to overcome this situation.

Well-Being

The second positive intervention undertaken in this study is wellbeing. There is a lot of misinformation regarding the difference between mental health, wellness and wellbeing. To understand wellbeing as a positive intervention, it is important to define the evolution of

these three interrelated concepts of health, wellness and wellbeing. The following section explains the same.

Evolution of Wellbeing

Well-being originated from Ancient Greece. The emphasis on individual's peace and happiness gave birth to the concept of wellbeing. Wellbeing is a more holistic concept which not only converts the positive emotions but also reflects the current state of mind. It is a state as well as a trait (Haybron, 2008). In the past decade, there has been a lot of emphasis on literature concerning mental health and wellbeing. The concept of well-being has been studied under two different classifications: the hedonic view & the eudaimonic view.

The Hedonic concept defines the capacity of an individual to experience pleasant emotions. Whereas the eudaimonic concept defines wellbeing as engaging in behavior that is meaningful and induces growth (Fisher, 2014). Eudaimonic wellbeing thrives on the principle of living a content life, not just a pleasure driven one. The focus is on unravelling the meaning of existence and progressing towards individual growth (Sheldon & Elliot, 1999). The eudaimonic tradition is derived from the Greek philosophy (Waterman, 2008).

South Asian Perspective

The South Asian Culture or rather the eastern philosophies can somewhat relate to the western philosophy of 'Eudaimonistic Tradition'. Eudaimonistic view of wellbeing focusses on finding happiness by actualizing their full potential and going beyond bodily pleasures. This school of thought is a little similar to the Eastern Philosophy of self-realization (Devettere 2002). But there are major differences between the eastern and western conceptualization of wellbeing. Eastern philosophy focusses on the attainment of a detached transcendental state of happiness or wellbeing by focussing on individual enlightenment (Joshnloo 2014). When we focus on analysing the individual internal factors, the behavioral outcomes may vary on a bandwagon of positive to negative dimensions. The next section explains the behavioural outcomes involved in the equation.

Behavioural Outcomes

This study focuses on two behavioural outcomes namely the positive outcome of organizational citizenship behavior and the negative outcome of counterproductive behavior. Counterproductive Work Behavior is the one that harms whereas Organizational Citizenship Behavior is the one that helps. Both are contradictory behavioural performance-related outcomes (Rotundo & Sackett, 2002; Sackett, 2002). Empirical studies in the past decade have suggested strong negative relationships between the two forms of behavior (Berry et.al. 2007). Researchers confirm that the absence of one does not confirm the presence of another. Hence overlapping of the concepts should be avoided and the frequency of behaviour patterns should be used to understand how individuals engage in each form of behaviour (Spector et.al. 2010). Counterproductive work behaviour can be considered as the negative outcome of the impact of job environmental factors whereas Organization Citizenship Behavior can be considered as a positive outcome of the same.

South Asian Perspective

Workplace Deviance has been a major issue in South Asian Organizations for the past decade. The fast-paced technological and global transitions have affected the outcomes in different ways. The outcomes here have been studied from the extreme of Counterproductive Work Behavior to Organization Citizenship Behavior. Though the fluctuating job environment factor could be a major reason for the variance in the behavioral outcome. But the South Asian Cultural Heritage has a different way to look at it. There is a lot of emphasis on self-regulation or atman-niyantrana. Patanjali (Indian Ancient Literature from Second Century BC) reaffirms the strong belief in internal control to deal with fluctuating conditions outside (Nagar 2017). The combination of one positive and one negative behavioral outcome makes it interesting to analyse the role of positive interventions in the equation. Having looked at the background, origin and evolution of the chosen, job environment factors, behavioral engagement factors and the positive interventions, the next section defines the equation between these variables through a proposed conceptual model which could be further empirically tested and verified.

Proposed Conceptual Framework

The dearth of studies in the South Asian context that focus on promoting futuristic Zen Workplaces and minimizing the impact of negative behavioural outcomes (counterproductive work behaviour, ostracism) gave way to this research paper. The idea behind proposing this framework is to make use of positive interventions, which could be used in the present organizational setting, to minimize the negative impact on organizational health, and promote happiness and meaningfulness in the organization. Organizations have come up with a variety of interventions such as Yoga, Cognitive Behavioral Therapy, Counselling and others to keep up the quotient of organizational health. But the constraints of time, effort, cost and specifically effectiveness and suitability of these interventions make it a point to rethink the entire scenario. Hence the need to introduce a framework that proposes mindfulness and wellbeing as positive interventions to the entire equation.

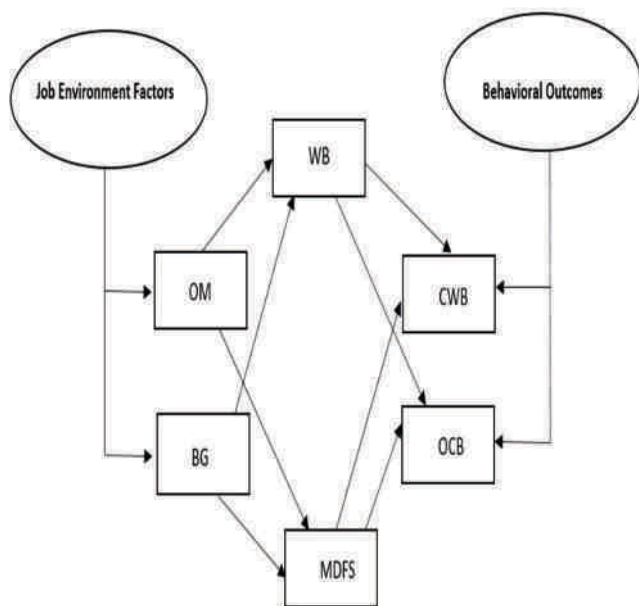


Figure 1: Conceptual Framework: Zen Workplaces

Here OM= Ostracism, BG=Belongingness, WB= Wellbeing, MDFS= Mindfulness, CWB= Counterproductive Work Behavior, OCB=Organizational Citizenship Behavior

The conceptual model indicates the job environmental factors, positive interventions and the behavioural outcome variables chosen for the study.

Future Direction of Research

South Asian Organizations are moving closer to evidence-based practices and adoption of Buddhist and Zen Principles at work every day. The futuristic approach of building Zen Workplaces and the proposed model has certain limitations attached to it. Since the paper lays down a proposed framework based on an extensive literature review, the empirical testing and validation of the model can be further researched. This is less of a limitation and more of a future opportunity for research in the area with the chosen constructs. The proposed model lays a foundation for further conducting empirical research to test and validate the relationship.

The chosen job environment factors and behavioral engagement factors both have one variable with a positive connotation whereas the other with a negative connotation. This makes it very interesting to empirically test the role of positive intervention in the equation. Also with rising stress and mental health concerns among employees, the role of mindfulness and the state of an individual's wellbeing can have a significant impact on the behaviour engagement and overall health of an organization.

To cope with the impact of the rapidly evolving future of workplaces, a lot of interventions have been researched and suggested to researchers and practitioners in the last decade. Among them, Yoga and Cognitive Behavioral Therapy have been the prominent ones. Keeping in mind, the constraints of time and resources in the organization, this framework was proposed to minimise the impact of Ostracism and Counterproductive work behavior with positive interventions of Mindfulness and Wellbeing. The study paves way for empirical research to validate the proposed model.

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EMPLOYEE EMPOWERMENT IN POWER SECTOR

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ABSTRACT : *In the present day of aggressive world excellence is the necessitate of the hour, inescapably more in achievement, i.e., excellence in production, marketing, finance, personnel & management. The companies that have achieved the most excellent ground-breaking routine are leveled as outstanding company, if they managed and provoked their possessions to achieve the best. An organization requires excellence in HR Practices so that best Human resource/workforce can be shaped, utilized and talented to encourage to get done the basic organizational goals. Now to accomplish organizational excellence a variety of administration paraphernalia and HR practices has been urban and Employee Empowerment is one of the apparatus in the hands of management. Modern organizations have to empower their employees for reasons of excellence and consumer approval. They have to put their employees on jobs that improve their capabilities to work autonomously in potential. The saying “enjoyment in the job puts excellence in the work” well describes the word Empowerment.*

Electrical energy is a necessary energy input to maintain the financial actions of a country. This sector is one of the principal consumers of capital in the economy. Therefore, planned expansion of electricity generation, transmission and distribution at an ever growing scale has turn out to be an indispensable ingredient of the five year plans in the country. As it acting a central role in the Indian Economy, these undertakings require to initiate the contemporary concepts of Human Resources Management. Even though such concepts have emerged from the management practices of victorious commerce enterprises they do offer a meaningful structure for decision making in all sectors of financial system. The principal decision-making confront in public systems lies in achieving maximum utilisation of Human Resources and at the same time ensuring the assurance, motivation and development of Human Resources.

Keywords: *Employee empowerment, Human Resource, Management, Power sector*

Introduction

The success of a industry venture in a complex and altering environment depends to a very great extent on the well-organized management of its Human Resources. A winning Human Resource Management requires mastery over its Human Resources Practices. Excellence is demanding the status quo and implementation transform by utilizing knowledge to create novelty and development. Excellent organizations incessantly learn, both from their own behavior and presentation and from that of others. It needs thoroughly standard, both within and outwardly. They incarcerate and share the information of their people in order to maximize learning crossways and within the organization. There is an honesty to believe and use thoughts from all stakeholders. People are confident to look further than nowadays and today's capability. They are cautious to protector their

thinker possessions and to develop it for profitable gain, where suitable. Excellence is running the organization through a set of mutually dependent and interrelated systems, processes and particulars. Excellent organizations have an competent management system based upon, and planned to bring, the needs and prospect of all stakeholders. The methodical completion of the policies, strategies, objectives and plans of the organization are enabled and certain from side to side a apparent and incorporated set of processes. These processes are successfully deployed, managed and enhanced on a day-to-day foundation. Electricity, now-a-days, has no supplementary remained a splendor thing only to community elite but has become a necessary ingredient of man's living, both personality and pecuniary. For efficient accomplishment of various development programmes in agriculture, industry,

science and technology, energy has been the most chief factor in the form of electricity. Electrical energy keeps life's clock ticking on the soil. It is necessary to cook our food, to light our houses, to lope tractors and pumps in the farms. Accessibility of electrical energy in enough quantities is an essential situation for achieving continuous augmentation of industries. India's power sector Electricity is an essential effectiveness in recent the social orders, with links to the whole thing from a human's unintentional fear of the mysterious to the sensible require for operational enlightenment in an industrialized world. The entire world essentially runs on electricity, in one form or another.

In today's global competitiveness, there is a enormous need on the element of the employees to participate an active role in organizational behavior and as such, every effort should be made to contain employee's views.

Employee empowerment is calculated as a noteworthy theme in human resource management organizations and it is momentous that each of the people experience about their capability. Human resources believe as planned benefit of the organization and empowerment of employees is an pioneering move forward in order to human resource development that grounds enlarge competence get superior quality, and abundance of goods and services of organizations. Contribution of power with others will get better one's hold authority. Individuals who have higher possibility for development and mobility in their profession are additional likely to have high aim and to be extra dedicated to the organization. Employee empowerment creates sense of belongingness and ownership towards the parent organization. Employee feel more confident and try to give their best to their employers, as a result, service quality improves. Better service quality usually marks into senior level of buyer's fulfilment.

An empowering organization emphasizes on autonomy, proper information and individual participation for organizational excellence. In order to achieve empowerment, the executives must ensure that employees having the right mix of information, knowledge, power and rewards to work more enthusiastically. It helps to create autonomy for employees, allows the sharing of responsibility and power at all levels, builds employee self-esteem and energizes the work force for better performance. At the individual level the personal factors which are facilitating

empowerment are: challenging jobs, enthusiasm, competence, maturity, self-esteem, etc. most of these factors can be enhanced through training and development as these are playing a catalytic role in promoting employee empowerment and involvement.

When employees are empowered, their confidence degree and self-reliance will increase. This extra confidence is a good thing because it creates job satisfaction and high levels of productivity. On the other hand, in a number of cases, confidence levels can be engaged too distant and end up passage the line into superiority. Arrogant employees are difficult to deal with, don't take direction well and can become insubordinate. Functioning in this kind of work environment takes its fee on employees and they previously over become displeased with their job and efficiency levels reduced.

Capital and skill intensive Public Organisations such as Electricity Undertakings need to initiate the modern concepts of Human Resources Management. Although such concepts have emerged from the management practices of flourishing business enterprises they do provide a meaningful structure for decision making in all sectors of economy. The principal managerial challenge in public systems lies in achieving maximum utilisation of human resources and at the same time ensuring the commitment, motivation and development of human resources.

The HRM practices of the Indian Power Sector Units has been listening carefully on the all round development of the existing as well as potential manpower for a better performance. Through efficient handling of HRM practices such as recruitment and selection, training and development, executive development programme, compensation administration, career development, employees job satisfaction and motivational programme and strategic retirement and separation policy of an organisation can mobilise and influence the vital resources and the surrounding environment towards a positive direction.

Empowering employees is the long-term process of providing the tools, training and motivate the workers to perform at the optimum level. If organization is looking for a method to speed processes and still create quality materials and services, focus on employee empowerment. When an employee trusted, and given timely information and the authority to find solutions. Employee will be able to solve problems and provide

solutions more quickly than someone without that empowerment. Empowerment offers employee with an intelligence of independence, which will boost employee job satisfaction. It will be more contented at work because it develops self-confidence and a wisdom of value. A happy worker gives the most excellent purchaser service, and leaves a good thought of company with whomever it addresses.

A prosperous empowerment endeavour, as a noteworthy organizational confront proves to be dominant in as long as employee attitude of self-efficacy, and removing atmosphere which basis restlessness and powerlessness. It also achieves job mastery by providing for role illumination, job enhancement and proper training. Empowerment also provides advance carry to its workers throughout profession, preparation, rewards and assistance, and by employing counselling, inspiration, and appraisal techniques, uses shared intensification and pressure in the organization. When empowerment approaches adopted, employees steadily would begin to feel that they are appreciated, knowledgeable and the jobs they are doing have so large meaning and blow, and, when officially empowered, they would always be in a disposition to think they have so vast opportunities to pertain their skills. In return they are predictable to modify their behaviours towards using their talents in the work place better than before, and such employee driven changes are expected to bring contribution to the effectiveness and efficiency of the organization.

Statement of the Problem

Globalization has opened up a variety of opportunities and challenges for public Utilities to fight internationally. In addition to technical progression, a developed, capable and empowered workforce will provide Public Utilities an perimeter over its competitors. Studies on empowerment have exposed that it is completely connected with organizational commitment. A fully empowered and engaged workforce is said to be reliable and committed workforce (P. Srividya, 2019).

Koon (2017), found that, job security, training and development, supervisor support and overall perceptions of HRM practices have positive and significant effect on service-oriented OCB with the exception for pay practice. On the other hand it need to understand the existence Employee Empowerment - a management tool in Public Sector Utilities, according to a study by Shoaib Raza,

Muhammad Rafique, Asim Muqaddas and Zahra, Khushtaba (2016) employee empowerment has an insignificantly relationship with employee motivation.

Studies on Employee empowerment in Public Utility however, is still lacking. As a result, this study puts forward a model to link between the HR Practices and employee empowerment. This thesis studied the influence of eleven factors on Employee Empowerment.

Relevance of the study

This study will be a significant endeavour in the area of Human Resource Management in general and employee empowerment in particular. The survival of a company does not depend on profitability alone; managers in practice have to learn the hard way that an unequal focus on the financial health of the organization too results in several irreparable adverse consequences. The main challenge before a manager is therefore two dimensional such as: empowering people, and aligning their individual goals with the objectives of the organization.

This research will therefore be very much relevant in the context of contemporary business and industry, and will be beneficial to HR professionals and executives. It will also give out as a potential reference for researchers on the topic of planned human resources and it will guide the companies to reach organizational efficiency.

Review of Literature

The idea of empowerment is defined through its a variety of aspects in researches. According to Vogt and Murrell (1990), empowerment is the period of civilizing the decision making capability of the employees through cooperation, sharing, training, education and team work. Klagge additionally, identifies empowerment as the lobby group of transmission of suitable accountability to employees and creation them increase abilities (Klagge, 1998). It is unspecified from the definitions that not only the cognitive feature of empowerment that consists the progress of the capacity of the employee within the organization, but also behavioral aspects in which employee's exuberance from his or her job and place of work environment is essential. Behavioral aspect of empowerment can be definite as the phase of cheering and autonomising employees to get improved their decision making skills and move the training power and to benefit from their potential and experiences (Cacioppe, 1998). Behavioral aspect of empowerment means

distribution of power from high levels to low levels. The cognitive aspect of empowerment can be defined as the improvement of employees' opportunity to access organizational sources and information. Another aspect of empowerment is the emotional characteristic. Through this aspect, the managers realize that the authority and the power are transferred, and makes sure empowerment applications are perceived. However, Conger and Kanungo (1988) believe empowerment as a motivational concept and define empowerment as the improvement of employees' self-competence (by Sasaka, Oct, 2016)

The times past of the first definition on empowerment backs to 1788 when empowerment was seen as authority designation in organization position which should be assigned to someone (Wilkinson, 2003). Bowen et al (2006) thought that empowerment is front-line employees' contribute to in four elements: information, knowledge, award and power. Cameron (2008) defines empowerment as the progression of giving power to people. Fry (2005) has defined empowerment as decision making power allocation to people who be deficient in it. Empowerment roots in psychology, sociology and religion studies backed to history decades and even centuries. Concerning psychology, for instance, Adler (1927) introduced the concept of subjugated motivation by importance on those individuals who attempt to obtain control in facing with their surrounding world (Whetten and Cameron, 2002). People own power by their knowledge and motivation. Empowerment is to release such power (Blanchard et al, 2008). Empowerment means to help people to improve their self – esteem and overcome their disabilities (Whetten and Cameron, 2002). (sasaka, oct, 2016)

In the dictionary of Webster, empowerment has been defined as transferring power or allocating legal power to others. The same term in Oxford dictionary has been defined as “enabling”. Empowerment refers to enabling, which means helping people to improve their self-confidence and through this can beat their sense of disability and helplessness (Fong and Snape, 2014). Moreover, it means conducting and applying inside inspiration in instruct to do a assignment. (Smith, 2000). However, empowerment can be careful as a management style, in which managers and staffs would be invited to be concerned in work processes through allowing them intrusion in decision making process. In fact, it could be in consistence with famous movements such as “human relations” and “theory of Y McGregor”.

Spritzer in his studies in a University in California State has investigated magnitude and also assessment of psychological empowerment in workplace. In management, the times gone by of using empowerment terms backs to industrial democracy and involving employees in managerial decision making under such title as team building, contribution and Total Quality Management and at last empowerment based on mainly up to date changes (Hardy, and O'Sullivan, 1998). Empowerment is not a new concept (Urei Yazdani, 2002). Through Y Theory by McGregor, managers' attention to individuals' abilities increased in organization and they finished that one should come into flower employees' capabilities for organizational splendour (Abtahi and Abbessi, 2007). The important point on employees' empowerment is the be deficient in of appropriate and ample methodical resources as well as the be short of a trusted standard in executing empowerment plans in organizations. Lack of any research in this field has caused that managers avoid entering it (Yari, 2007). According to Choi (2006), empowerment is a procedure which improve self – conception (the belief that someone can do certain activities well). By their knowledge and motivation, individuals are the owners of power. Empowerment is to discharge such power (Blanchard et al, 2002). In different to many organizational advantages which front line evaluate by a concrete way, measuring individual compensation of empowerment is too hard. Individual compensation of empowerment are too prejudiced and intricate (Cook, 1994). Smith (2000) believes that empowerment is to give confidence people to more contribution in adopting decisions which collision on their actions. In this way, we can give a possibility to show that they can create good ideas and build them into practice (Butts et al, 2009).

Allowing actions toward beyond sharing, dividing and refining the experiences, philosophy, observing and dialogue are the major essentials of empowerment (Lee, 2001). Empowerment can absorb a set of methods and initiatives by which employees' behaviour is changed and they are enables to take and conduct the best decisions respective to organizational conditions (Luo, 2003). Yoon (2001) believes that in empowerment, the employees not only necessitate authorities but also they should have adequate training, financial recognition and ample information so that they can be in charge to their decision. Kim (2002) and Iromason (1997) consider that empowerment is like participative administration

particularly subordinates' contribution in decision making and maximizing their appointment in the organization. Empowerment strategy facilitate the organization to act in a original and inventive manner and to empower the employees.

There are more than a few theories on employee empowerment which suggest that empowerment contribute a lot to motivation which in turns consequences into good performance. These theories have created a innovative way of philosophy and carrying out research on employee empowerment, specially one which is exclusively on empowerment. A large number of these theories talk about the common idea involving employees in the operations of the organization. The comprehensive theory on empowerment will furnish as a structure for putting mutually information and comprehend research confirmation.

Empowerment is a procedure to empower people, it assists them to get better their self-reliance emotion and succeed on ability and anguish of oneself (Mehdi, 2004). Employee empowerment is a policy and philosophy that enable employees to make decisions about their jobs. It helps employees have their work and take family circle household tasks for their outcome. It assists employees dole out customers at the level of the organization where the customer interface exists. (Eldon, 2009). For employee empowerment to work productively, the management team must be truly committed to allowing employees to make decisions. They may desire to define the extent of decisions made. Building a decision-making teams is time and again one of the models used in employee empowerment because it allows for managers and workers to contribute ideas toward directing the company. (Kriststi 2004).

Power Sector at a glance

The power sector in India is mainly governed by the Ministry of Power. There are three major pillars of power sector these are Generation, Transmission, and Distribution. As far as generation is concerned it is mainly divided into three sectors these are Central Sector, State Sector, and Private Sector. Central Sector or Public Sector Undertakings (PSUs), constitute 29.78% (62826.63MW) of total installed capacity i.e., 210951.72 MW (as on 31/12/2012) in India. Major PSUs involved in the generation of electricity include NHPC Ltd., NTPC Ltd., and Nuclear Power Corporation of India (NPCIL).

Electricity demand in the country has increased rapidly and is expected to rise further in the years to come. Electrification is increasing with the support of the government schemes like DDUGJY (Deendayal Upadhyaya Gram JyotiYojana) and IPDS (Integrated Power Development Scheme). The government has also delicensed the electrical machinery industry and allowed 100 per cent foreign direct investment (FDI) in the sector. The State Electricity Boards (SEBs) have in the past played a significant role in the generation and supply of power. However, the present financial health of the SEBs is not sound to say the least. This is mainly due to uneconomic tariffs for agriculture, high T & D losses which often disguise large-scale theft and low billing and collection efficiency. The financial non-viability of the SEB is at the root of the inefficient running of the organization and this is in turn because of unrealistically low tariffs. The financial crunch faced by the power industry, compounded by inefficiency and corruption, contributes significantly to the crisis of electricity distribution sector in India today.

Problems of Power Sector in India

The most important problems being faced in the power sector is the irrational and unremunerated tariff structure. Although the tariff is fixed and realized by SEBs, the State Governments have constantly interfered in tariff setting without subsidizing SEBs for the losses arising out of State Governments desire to provide power at concessional rates to certain sectors, especially agriculture. Power supply to agriculture and domestic consumers is heavily subsidized. Only a part of this subsidy is recovered by SEBs through cross subsidization of tariff from commercial and industrial consumers. The SEBs, in the process, has been incurring heavy losses. If the SEBs were to continue to operate on the same lines, their internal resources generation during the next ten years will be negative, being the order of Rs. (-) 97,000 crores. This raises serious doubts about the ability of the States to contribute their share to capacity addition during the 9th plan and thereafter. The highlights the important of initiating power sector reforms at the earliest and the need for tariff rationalization.

Power Sector in Odisha

The electricity industry is one of the largest consumers of capital in the economy. Electricity is an essential energy

input to sustain the economic activities of a country. Therefore, planned development of electricity generation, transmission and distribution at an ever increasing scale has become an essential part of the five year plans in the country.

The task of restructuring of the power sector was entrusted to the State Electricity Boards. In pursuance of the provisions of the Electricity (supply) act 1948, the state governments in India constituted the State Electricity Boards (SEBs) in their respective states. The states are charged with the duties of promoting the co-ordinated development of the generation, supply and distribution of electricity within their respective jurisdiction in the most efficient and economic manner.

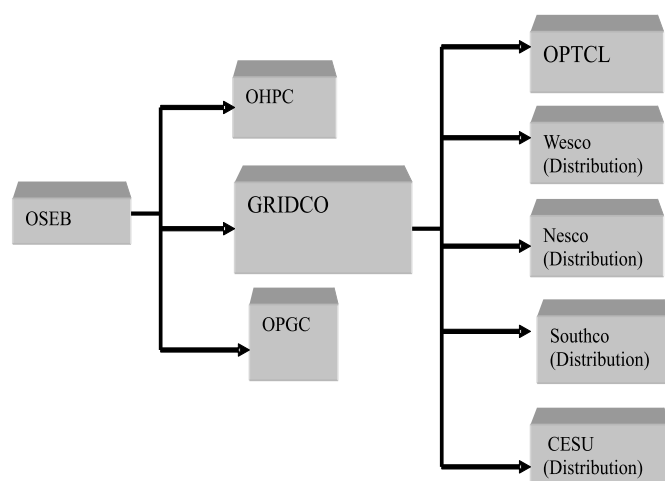


Fig.1 : Restructuring of Odisha Power Sectors

Objectives of the Study

The investigator has outlined the following as objectives of the present research:

1. To outline the concept and practice of Employee Empowerment in industry.
2. To identify the HR Policies concerning employee empowerment in the power sector.

Need of the study

Power is a critical infrastructure for economic development and important in quality of life. It is a basic input to improve the standard of living and agricultural and industrial development in the country. Electricity, now-a-days has no more remained a luxury item only to urban elites but has become an integral part of man's life, both personal and economic. For effective implementation of various development programme in agriculture, industry, science and technology, energy has

been the most important factor in the form of electricity. Electrical energy keep life's clock ticking on the earth. It is required to cook our food, to light our houses, to run tractors and pumps in the farms. Availability of electrical energy in adequate quantities is an indispensable condition for achieving sustained growth of industries. India's power sector electricity is an integral utility in modern society, with links to everything from a human subconscious fear of the dark to the practical need for working illumination in an industrialized world. The entire world essentially runs on electricity, in one form or another.

Empowerment requires an increase in 'agency' (discretionary power exercised by subordinates) within organization as employees are required to become increasingly self-regulating and to accept delegated responsibilities. Rather than making questions of managerial control less salient than before, empowerment makes them more so because freedom of discretion requires discipline to be reliable, be it surveillance, reporting systems, or self-regulation.

As the human capital takes center stage in today's economy, the HR function is becoming a strategic powerhouse in organizations. Recent times certainly have proven this maxim to be true. Starting with the Internet boom through the recent economic downturn and on today's anticipation of recovery, companies have been forced to continuously adjust their corporate strategies to keep up with the relentless pace of change in the economic environment.

The Human Resources function has been at the centre of this period of upheaval. During the economic good times, companies looked to HR to attract, retain and motivate the critical-skill workers necessary for rapid business growth. As the economy cooled, organizations depended on HR to find ways to reduce costs while getting the most from existing, limited, resources. Now, as the focus shifts to recovery, HR executives must ensure their workforces have the skills required to restore organizational competitiveness and to contribute to long-term business objectives.

The idea of empowerment is defined through its various aspects in researches. According to Vogt and Murrell (1990), empowerment is the period of improving the decision making ability of the employees through cooperation, sharing, training, education and team work. Klagge furthermore, identifies empowerment as the

movement of transmission of suitable accountability to employees and creation them increase abilities (Klagge, 1998). It is unstated from the definitions that not only the cognitive feature of empowerment that consists the development of the ability of the employee within the organization, but also behavioral aspects in which employee's happiness from his or her job and place of work environment is vital. Behavioral aspect of empowerment can be defined as the period of cheering and autotomizing employees to get better their decision making skills and move the instruction power and to benefit from their capability and experiences (Cacioppe, 1998). Behavioral aspect of empowerment means distribution of power from high levels to low levels. The cognitive aspect of empowerment can be defined as the improvement of employees' opportunity to access organizational sources and information. Another aspect of empowerment is the psychological aspect. Through this aspect, the managers realize that the authority and the power are transferred, and makes sure empowerment applications are perceived. However, Conger and Kanungo (1988) accept empowerment as a motivational concept and define empowerment as the improvement of employees' self-competence (by Sasaka, Oct, 2016)

Hypothesis modeling

(H0):Flexible HR policies have significantly failed to empower the employees

(H1):Flexible HR policies have significantly succeeded in empowering the employees.

Research Methodology

Considering the nature of the data ANOVA and Chi-Square are suitably used along with descriptive statistics. This research has been carried out to assess the employees' perception towards Human Resource Management practices for developing the greater communication linkage between the NESCO and its employees. For the successful conduction of this research, help of the people employed in selected NESCO locations were availed. For the successful commencement of the research various information were gathered from the respondents to access how far the human resource management practices are helpful to enhance the employees' perception towards advanced HR practices and it is helpful in enhancing the capabilities in their employees that will bring greater employee

satisfaction and bring employee empowerment.

By using the above structured questionnaire information were gathered from the employees of NESCO Utility. As a whole, 387 questionnaires were distributed amongst the different age group of people starting from 25 years to above 55 years. Out of 387 distributed questionnaires, total 333 were collected and rest total 54 was not considered to incorporate those responses in the analysis. Out of total 54 rejected responses 21 were never returned whereas rest 33 responses received were found to be incomplete and thus they were not considered for the study. Hence, a total of 333 responses were taken for analysis. Thus, 93.02 % of respondents were responded to the questions asked to them with 100% accuracy without any mistake.

Analysis and Interpretation of data

Table-1: Rate of Responses of Respondents

Sample Data	Responses Received	Percentage of Responses Received
Actual distributed	387	100%
Never Returned	21	5.43%
Returned	366	94.57%
Incomplete	33	9.02%
Response Received	333	86.05%
Total Non-Response	54	13.95%
Response %	86.05%	

The above table-1 followed by reveals that total 387 numbers of questionnaires were actually distributed among the various age group of both male and female respondents. The highlights out of total distributed 387 questionnaires only 21 questionnaires were not returned which accounts 5.43%. While rest 366 questionnaires came up with the mix of correct and incorrect information in which 33 were incomplete responses, which count merely 9.02%. This reflected another side of the response sheet i.e. 333 respondents come up with their responses without any error.

Table-2: Level of Seniority in NESCO

Level of Seniority	Number	Percentage
Authorised Officer	1	0.30
Chief Operating Officer	1	0.30
Sr. General Manager	3	0.90
General Manager	6	1.80
Dy. General Manager	8	2.40
Asst. General Manager	8	2.40
Manager	10	3.00
Dy. Manager	14	4.20
Asst. Manager	22	6.61
Jr. Manager	42	12.61
Non Executives	218	65.47
Total	333	100.00

From the above table 2.2 it is observed that out of 333 respondents highest 218 respondents were Non-executives who constituted the highest percentage with 65.47 responses accounting to more than 50%. While lowest percentage of respondents includes Authorised Officer, Chief Operating Officer, Sr. General Manager and they in combine constitute below 2%, counts to 5 in total. Out of total responses received the Jr. Managers were stood second with 12.61% that counts to 42 in numbers.

Table-3: Gender of the Employees

Gender	Number	Percentage
Male	236	70.87
Female	97	29.13
Total	333	100

From the above table it is felt that the gender of the employees working in different business units and shops. It is observed that out of 333 respondents 236 are the males and rest 97 belong to women category.

Table- 4: Age of the Employees

Age	Number	Percentage
Under 35	82	24.62
36-40	70	21.02
41-45	67	20.12
46-50	48	14.41
51-55	40	12.01
Above 55	26	7.81
Total	333	100

From the table 4, it is learnt that the respondents from different age group from under the 35 years to above 55 years were collected. Out of 333 total final respondents, 48 were from 46-50 age groups, 82 were from under 35 years age group, but 70 were from 36-40 years age group. The table-4 also provides the information that 14.41% of respondents were from the age group of 46-50 years while 24.62% were from under age group of 35 years. At the same time, 21.02% of respondents were from the age group of 36-40 years of age while 7.81% were from above 55 years of age.

Testing of Hypothesis

VARIABLES	ABBREVIATIONS
Delegation of Authority	DELAUTH
Communication	COMM
Trust	TRUST
Supervisory attitude and practices	SUPATT
Training and Development	TRADEV
Employee Satisfaction	EMPSAT

Table-5: CORRELATION BETWEEN AGE AND VARIABLES

Variables	AGE	DELAUTH	COMM	TRUST	SUPATT	TRADEV	EMPSAT
AGE	1.000						
DELAUTH	-0.024	1.000					
COMM	-0.017	0.509	1.000				
TRUST	0.067	0.454	0.849	1.000			
SUPATT	0.113	0.376	0.719	0.739	1.000		
TRADEV	-0.022	0.052	0.015	0.048	0.045	1.000	
EMPSAT	-0.026	0.499	0.961	0.816	0.682	-0.007	1.000

From the above table it is observed that age is negatively correlated with Delegation of Authority, Communication, Training and Development, Employee Satisfaction Correlation between Gender and Variables.

But when the correlation exists it is significantly correlated but the association is too small to rely on i.e. Trust, Supervisory attitude and practices where the values are 0.067 and 0.1113.

Table-6: CORRELATION BETWEEN GENDER AND VARIABLES

	GEN.	DELAUTH	COMM	TRUST	SUPATT	TRADEV	EMPSAT
GEN.	1						
DELAUTH	-0.020	1.000					
COMM	-0.023	0.509	1.000				
TRUST	-0.001	0.454	0.849	1.000			
SUPATT	-0.034	0.376	0.719	0.739	1.000		
TRADEV	-0.074	0.052	0.015	0.048	0.045	1.000	
EMPSAT	-0.045	0.499	0.961	0.816	0.682	-0.007	1.000

From the above table it is observed that gender is negatively correlated with all variables i.e. Delegation of Authority, Communication, Trust, Supervisory attitude

and practices, Training and Development and Employee Satisfaction.

Table-7: Expected Frequency of HR policies and empowerment,

Opinion about the Flexibility of HR policies	HR Policies									
	ECLE	WGST	TEMP	MPL	PSHW	PHW	RCEC	GPF	IMD	
Highly Successful in empowerment	8.07	7.59	10.91	9.02	6.17	7.35	12.34	8.54	9.02	79.00
Moderately Successful in empowerment	8.88	8.36	12.02	9.93	6.79	8.10	13.59	9.41	9.93	87.00
Highly unsuccessful in empowerment	7.66	7.21	10.36	8.56	5.86	6.98	11.71	8.11	8.56	75.00
Moderately unsuccessful in empowerment	9.39	8.84	12.71	10.50	7.18	8.56	14.37	9.95	10.50	92.00
TOTAL	34	32	46	38	26	31	52	36	38	333

O	E	O-E	SQUARE OF O-E	SQUARE OF O-E/E
9	8.07	0.93	0.86	0.11
8	8.88	-0.88	0.77	0.09
8	7.66	0.34	0.12	0.02
9	9.39	-0.39	0.15	0.02
6	7.59	-1.59	2.53	0.33
8	8.36	-0.36	0.13	0.02
10	7.21	2.79	7.78	1.08
8	8.84	-0.84	0.71	0.08
16	10.91	5.09	25.91	2.37
7	12.02	-5.02	25.20	2.10
12	10.36	1.64	2.69	0.26
11	12.71	-1.71	2.92	0.23
8	9.02	-1.02	1.04	0.12
14	9.93	4.07	16.56	1.67
5	8.56	-3.56	12.67	1.48
11	10.5	0.50	0.25	0.02
6	6.17	-0.17	0.03	0.00
5	6.79	-1.79	3.20	0.47
7	5.86	1.14	1.30	0.22
8	7.18	0.82	0.67	0.09
6	7.35	-1.35	1.82	0.25
9	8.1	0.90	0.81	0.10
7	6.98	0.02	0.00	0.00
9	8.56	0.44	0.19	0.02
12	12.34	-0.34	0.12	0.01
14	13.59	0.41	0.17	0.01
9	11.71	-2.71	7.34	0.63
17	14.37	2.63	6.92	0.48
9	8.54	0.46	0.21	0.02
8	9.41	-1.41	1.99	0.21
9	8.11	0.89	0.79	0.10
10	9.95	0.05	0.00	0.00
7	9.02	-2.02	4.08	0.45
14	9.93	4.07	16.56	1.67
8	8.56	-0.56	0.31	0.04
9	10.5	-1.50	2.25	0.21
Total				14.98

Chi Square Value (χ^2) = 14.98

Degree of Freedom = $(r-1)(c-1) = (4-1)(9-1) = 27$

Here, the tabulated value is 40.1, and the calculated value is 14.98. It is observed that the calculated value is lower than the tabulated value i.e. $(14.98 < 40.1)$. Thus it is to conclude that the calculated chi square (χ^2) value is smaller than the tabulated value. Therefore, the Null Hypothesis is accepted, rejecting the alternate hypothesis.

Limitations of the study

The organization taken into account for the present study is NESCO Utility, which belongs to Electricity Sector in Odisha State. The electricity sector of Odisha is categorized into three parts i.e Generation, Transmission and Distribution of Electricity. Organisations like NTPC, OHPC, OPGC etc are the major generating companies of electricity. OPTCL undertake the business of transmission and wheeling of electricity in the State. GRIDCO is carrying the business of bulk purchase from various generators and supply the same to four DISCOM Utilities in the state namely, NESCO, WESCO, SOUTHCO & CESU presently named TPCODL (Tata Power Central Odisha Distribution limited) after taken by Tata power. To regulate all this sectors OERC has formed. Now NESCO is one of the electric supply companies covered under the DISCOM portal which operates in 5 districts of Odisha with coverage of near about 28 square km of geographical area, serving 16 Lacs consumers. Research area for the present study encompasses HR Practices & employee empowerment in NESCO Utility.

Lack of standardized reporting practices and uneven quality of data collection and also busy schedule of corporate employees, their work pressure and multiple organizational demands, one-to-one collection of survey response could not be organized with cent percent respondents Time was a constraint in collecting data from a bigger group of respondents, The small sample size of 387 respondents may limit the findings of the research. This study relied on the respondents' subjective response about the questionnaire.

The results of this research will be helpful for HRM professionals of power industry to increase the performance of employees by implementing the HRM practices. This study will be helpful in optimizing the abilities of the employees and assigning the tasks accordingly. By implementing the HRM practices,

organizations will be able to achieve its goals by making an effective and efficient workforce.

Conclusions

The following are the findings of the analysis of the descriptive and inferential statistics.

1. The flexibility of HR policies of the organization that out of 333 respondents 79 nos. of respondent feel that highly significantly successful, 87 nos., of respondents opined that it is significantly successful where as 75 of respondents viewed that it has been highly unsuccessful and 92 of persons are moderately unsuccessful about this issue (Table-7). From statistical analysis it was found that the calculated chi square (χ^2) value is smaller than the tabulated value. Hence, the Null Hypothesis i.e HR policies do not favor empowerment of employees is accepted (Table-8).

Suggestions

NESCO UTILITY is best among the Discoms of Odisha. Since its inception, it has been attracted the best of talents and brains like other large and successful organisations of India. Needless to say, NESCO UTILITY's top management personnel with years of public sector experience behind them would have left no stone unturned not to repeat the mistakes which they would have experienced in their earlier organisations. This could have been one of the major reasons for NESCO UTILITY implementing, by design or default, many of the dimensions of empowerment. Though the findings of this research reveal that the general perception about empowerment policies and practices at NESCO UTILITY by employees is positive there still remains miles to be covered before empowerment becomes a way of life at NESCO UTILITY.

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Emergence of Online Food Delivery: A Descriptive Study

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ABSTRACT : *In the recent times, our country had experienced a tremendous growth in the internet and related services. The availability of high-speed data at cheaper rates has helped many industries to offer their services online. Indians are always known for their liking towards foods. One can find a variety of food items in India. The food and restaurant sector is also making efforts to use the opportunities available in the online sector. They have started offering the food delivery services through the online route. Online food delivery (OFD) services are growing by leaps and bounds. Share of online food delivery has increased at a rapid rate in comparison to offline food delivery in recent times, owing to strong inclination of consumers towards these services. In this paper the authors have made an attempt to review the current status of online food delivery. The authors have also tried to evaluate the growth of Online food delivery market in India. Data has been collected from various secondary sources and descriptive statistics has been used to arrive on result.*

Keywords: *Online food ordering, Variety of cuisines, Ordering food online, Online food delivery.*

INTRODUCTION

The word 'Commerce' refers to the exchange of goods, services or something of value between businesses or entities. Exchange is the core of marketing. Without the exchange process, marketing cannot take place. The act of exchange of goods, services or something of value can be done in two ways- Physically or Online. The latter is referred to as e-commerce. E-commerce has become very popular these days. It is of many types- B2B, B2C, C2C & O2O. Supplier dealing with Dealers can be a good example of B2B transactions. Retailers dealing with consumers can be a good example of B2C transactions. OLX (an online platform for selling used goods) is the best example of C2C transactions. O2O channel refers to the process wherein customers order goods online and take delivery offline. Online food delivery is an example of this channel. Online food delivery refers to the process whereby food that was ordered online is prepared & delivered to the consumer. The most significant development in the field of O2O is voluminous increase

in the smartphones, which has helped in developing an infrastructure for easy payment and delivery (Li Charlene et al.).

The pace of OFD services is dependent upon internet. Services of Internet are spreading fast and have encompassed the entire society directly or indirectly. No matter, you are using your e-mails or not. Even use of WhatsApp or any other mobile gadget is completely dependent upon proper availability of Internet. Internet has become a necessity in modern life style. It is difficult to survive these days without proper Internet. The depth and breadth of the word 'Data' has been felt intensively during COVID pandemic. The pandemic hit India in 2019 and as a precautionary measure, online activities started galore owing to the guidelines/precautions related it.

Online food delivery is an innovative concept in the services sector. This term comprises of two steps. First step is 'Online food ordering' and next step is 'physical delivery of the ordered food at your doorstep'. It has

revolutionized the hospitality sector, which is witnessing serial changes. People order food online because of two primary reasons: a) Convenience associated with the entire process, b) Ease of ordering

This concept is catching pace in current scenario as it is in sync with the current requirement of consumers. People are relying upon internet heavily these days. The services of online food delivery are dependent upon internet, as the service provider develops an app on mobile phone. Users get connected to the concerned restaurant via these apps. Success of online food delivery is dependent up to a greater extent on the ease of ordering on the concerned app. The app is nothing but programmed software that allows restaurants to accept and manage orders. The individual who wants to place an order, places the order on the concerned app. The app en-routes the order to the restaurant, which in turn delivers the desired food to the customer. In this process customers get a wide variety of restaurants for the food they want to order.

CURRENT SCENARIO

Although the concept of online food delivery was started by Pizza Hut in 1994, but now the concept has been spearheaded by many online food delivery providers. Online food delivery market caught pace during the pandemic in the year 2020-21. The changing food habits have given an impetus to this industry.

The online food delivery market has undergone some drastic changes in these years. Definitely, these changes can be considered as aftermath of the effective mobile phone penetration. Food delivery business is working on many models. The different models on the basis of which food delivery business thrives upon are:

1. The traditional model of food delivery works like this:

Customers order the food on phone for local delivery and wait for a restaurant courier to deliver food to their doorstep. Pizza has long been the most common type of food to order using this traditional delivery model. But modern customers are very much accustomed to ordering food online via websites and applications on mobile phones.

2. Restaurant to Consumer model:

By taking into account the growing needs (online food ordering) of consumers, restaurants have tried

to deliver required food to consumers with the help of their own delivery channel. Famous pizza chains like Pizza Hut, Domino's have been investing heavily in food delivery software for years.

3. Platform to Consumer model:

This model is being followed by Food Aggregators. Platform-to-consumer delivery services are a combination of order-focused food delivery services (or food order aggregators) and logistics-focused food delivery services. (Source: yalantis.com)

Online food delivery companies are working upon the 2nd & 3rd models. They follow either 2nd or 3rd or, a combination of 2nd & 3rd.

Owing to the facts mentioned above a new fleet of service providers is emerging and that is of Food Aggregators. They develop apps which are quite convenient for the customers to ...

- a. Compare the services
- b. Order the desired food.

These Food Aggregators work upon the Platform to Consumer Model discussed above. The popular food aggregators are Swiggy, Zomato etc.

Food aggregators are operating on two basic models;

- a. With delivery (Logistics focused food delivery services)- In this structure the food aggregators, deliver the ordered food to the consumer; which means that in this model, aggregators have their own logistics.
- b. Without delivery (order focused food delivery services)- In this structure the food aggregators choose the logistics facility of the restaurant.

LITERATURE REVIEW:

A study done by Saad (2020) reveals about the factors affecting the choices of consumers while ordering food online. The findings of the study were- delivery time, service quality, price and condition of food delivered as factors constitute the first factor considered to be directly affecting the success of online food delivery. Variety and number of restaurants, menu, delivery tracking service and attitude of a delivery person are found to constitute the second factor and considered as indirect factors.

A study done by Beliya et al (2019) reveals that most of the people are using online food delivery services and these apps (for online food delivery) are helping digitalization, which is the most sought-after goals of the country these days. The most preferred payment method resorted to is pay-tm.

A study done by Kemp et al. (2013) A vast gamut of studies have highlighted the role of information technology in promoting and distributing products and services, besides offering transaction convenience and payment security.

A study done by Lau et al (2019) reveals that Online food delivery, which is an emerging market in Malaysia, is successful venture for the players associated with it. The paper has tried to establish a behavioral model that investigate the relationship between some selected factors (like easiness, time saving, motivation, privacy & security) and intention to buy online.

According to Chen et al. (2019), the modern consumer is more interested in food products that utilize sustainable packaging and delivery systems.

A study done by Das (2018) concludes that Zomato has proved to be a better service provider in comparison to other online food delivery service providers, because of its attractive discount vouchers and on-time delivery.

A study done by Das S. (2019) concludes that Online food delivery has created a significant impact on the restaurant business. Traditionally Restaurant business operated in offline mode but now increased online market has dragged restaurants towards online food delivery. Either restaurants are tying up with food aggregators or they themselves are resorting to online offerings.

A study done by Prabowo & Nugroho (2018) reveals that the factors which influence the attitude and behavioral intention of buyers towards online food delivery are-

- a. Hedonic motivation- refers to the influence of a person's pleasure and pain receptors on their willingness to move towards a goal or away from a threat.
- b. Prior online purchase
- c. Time saving orientation
- d. Price saving orientation
- e. Convenience motivation and Post usage usefulness.

A report prepared by McKinsey authored by Carsten, reveals that two tiers of online food delivery are operating in the market:

- a. Aggregators- Who accept orders from customers and do not indulge into actual delivery instead restaurant handles the actual delivery.
- b. New delivery players- Players in this category provide logistics for the restaurant.

A study done by Hong L. (2016) concludes that Online food delivery services are improving day by day by following the comments made by customers. Increased use of coupons is an apt example of that.

A study done by H. Jeneefa (2019) reveals that online food ordering is done because of convenience embedded in the entire process. Customer orders food online via app of Food delivery providers. The study was done to gauge consumer satisfaction. The study concluded that-

- a. majority of consumers, who order food online, avail Cash on Delivery.
- b. majority of consumers, who order food online are of age group of 21-40.
- c. majority of consumers, order food online on special occasions.
- d. majority of respondents belong to nuclear family.

A study done by Kandasivam (2017) reveals that although the food market is trillion-dollar business but the food delivery market is just a fraction of this one. Food market is flooded with delicious and innovative options and it always tries to innovate itself so as to allure new customers. Online food delivery is having all the features which make it delicious and innovative but it's share in entire food market is abysmal.

A study done by Li Charlene et al (2020) reveals the fact that Electronic commerce(e-commerce) services are spreading fast as these services thrive upon proper availability of internet. In today's era when people face dearth of time, e-commerce works as a proper fit in their busy schedule.

Panse & Rastogi (2019) in their research revealed that there is going to be a huge demand for online food delivery services. People resort to it because of the convenience involved in this process rather than saving time. They enjoy having the information at their fingerprints. Online food delivery consists of-

A. Restaurant to Consumer Model

B. Platform to Consumer Model

Food aggregators provide a complete food ordering system and delivery solution too.

The business model of Food aggregators is as good as the model of Taxi aggregators or Hotel aggregators. Cloud kitchens are the innovative concept, which can be termed as an improvisation of earlier model. These are kitchen spaces acquired by these aggregators, from where they deliver as per the orders of the customers. They can take orders from food aggregators to deliver the ordered food. These outlets are of 300-1200 sq. ft. and serve a radius of 3-10 KM.

A study done by Parashar Neha & Ghadiyali Sakina (2017) revealed that Services are intangible products where in there cannot be any transfer of possession or ownership, and they cannot be sold but come into existence at the time they are consumed or bought. Services cannot be stored or transported. Eg: accounting, banking, cleaning, consultancy, education, etc. Digital services on the other hand are services that are anything that can be delivered through an information infrastructure such as the internet, in various forms i.e. applications, web pages, social media, etc. In the paper the major focus will be on the various apps that are available either by 3rd party for delivery purpose or by restaurants themselves for various purposes like delivery, pointing system, in house app ordering, etc. Consumer behavior is the study of how individual customers, groups or organizations select, buy, use, and dispose ideas, goods, and services to satisfy their needs and wants. It refers to the actions of the consumers in the marketplace and the underlying motives for those actions. From this research paper we would understand the shift of consumer's behaviors with the introduction of technology and what are the different kinds of applications that consumers are satisfied with and what makes them happy and satisfied about the service.

A study conducted by Rathore & Chaudhary (2018) reveals that the development of the Internet augmented the e-commerce industries in a country like India. Online food delivery has become a new trend for gen X. Development of E-commerce services has made Online food ordering services, a convenient option for consumers. It helps the consumers in saving their time of visiting the restaurant physically and can order food as

and when they want it, depending upon their convenience.

A study done by Sethu and Saini (2016) reveals that online food delivery services help the students in their better time management. It was also found that ease of availability of the desired food and easy internet access are the prime reasons for selecting the online food delivery channel.

A study done by Srivastava & Srivastava (2021) reveals that Food aggregators have become extremely popular because of their app which makes the entire process of ordering food easy. Age & Educational qualification have the strong association with the habit of ordering food online. Consumers belonging to the age group of 15-25 order food online very frequently. The primary reasons for ordering food through the food aggregators are convenience, variety of cuisines, etc.

A study done by Lan (2016) reveals that the online food delivery market is not properly developed. Many modifications are still required.

A study done by Teas R.K. (1993) revealed about conceptual and operational issues associated with the "perceptions-minus-expectations" (P-E) perceived service quality model. The examination indicates that the P-E framework is of questionable validity because of a number of conceptual and definitional problems involving the (1) conceptual definition of expectations, (2) theoretical justification of the expectations component of the P-E framework, and (3) measurement validity of the expectation (E) and revised expectation (E*) measures specified in the published service quality literature. Consequently, alternative perceived quality models that address the problems of the traditional framework are developed and empirically tested.

One of the primary consideration food consumers take into account when making a purchase decision online involves packaging and delivery.

A study done by Yeo et al. (2017) reveals that there is a structural relationship between convenience motivation, post-usage usefulness, hedonic motivation, price saving orientation, time saving orientation, prior online purchase experience, consumer attitude and behavioral intention towards OFD services. The study proposes an integrative theoretical research model based on the Contingency Framework and Extended Model of IT Continuance. The results imply that the proposed

hypotheses were supported, except for the relationship between prior online purchase experience and post-usage usefulness.

OBJECTIVES OF THE STUDY

- To study the status of online business with special reference to online food delivery market in India.
- To evaluate the potential of Online food delivery market in India.

DATA AND METHODOLOGY

The data used in this research is secondary in nature and the research type is descriptive. Data has been collected from various sources like BCG report 2021, McKinsey Report 2021, reports published by Reserve Bank of India etc. on online food delivery.

RESULTS AND DISCUSSIONS

TABLE 1: Gross National Disposable Income

Year	Gross National Disposable Income	Year on Year percentage change
2012-13	10177331	-
2013-14	11489556	13
2014-15	12725683	11
2015-16	14025178	10
2016-17	15565424	11
2017-18	17315933	11
2018-19	19237943	11

(Source: <https://www.rbi.org.in/Scripts/PublicationsView.aspx?id=18992>)

Chart 1 clearly reveals the fact that Gross National Disposable income has increased in each year approximately by 11%. Increased Disposable Income is a healthy signal for any economy as it indicates the increased purchasing power of its citizen.

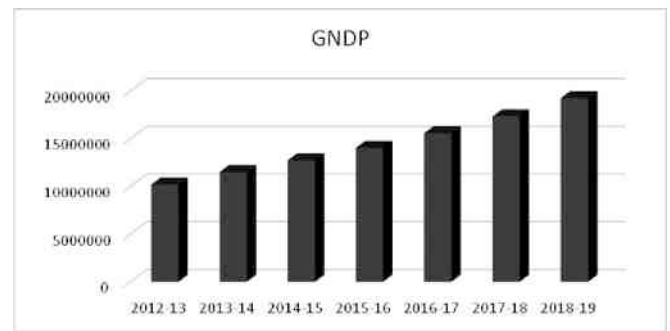


TABLE 2: Household Spending

Particulars	Amount (Rs. In trillion)	Change (in percent)
2019	73.5	-
2021	72.6	-1
2022*	77.7	7

(Source: <https://www.livemint.com/economy/fitch-solutions-pares-down-its-2021-household-spending-forecast-for-india-11629963267927.html>)

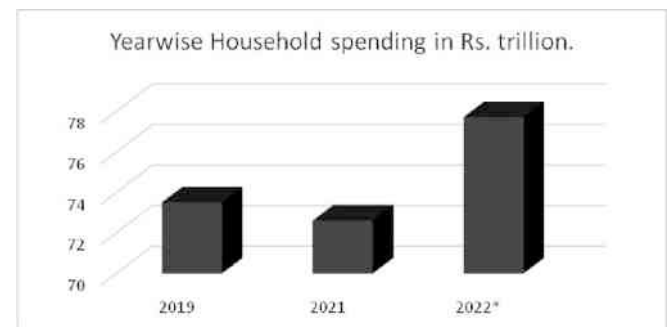


Chart 2 vividly explains that household spending has registered a downfall of 1% in the covid effected year 2021 but it is expected that the household spending will increase by 7% in the year 2022

TABLE 3: Cost of 1 GB Mobile Data (in \$)

Country	November 2018	February 2020
India	0.3	0.09
USA	12.4	0.8
UK	6.7	1.4
China	9.9	0.6

Source: Cable.co.uk

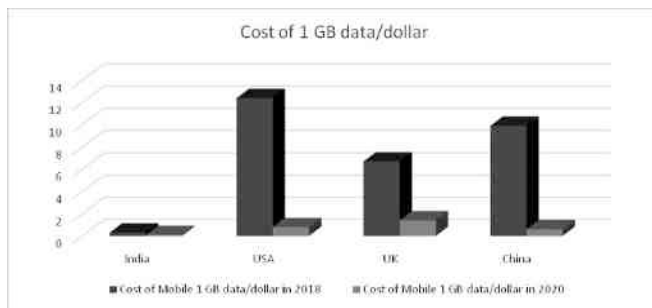
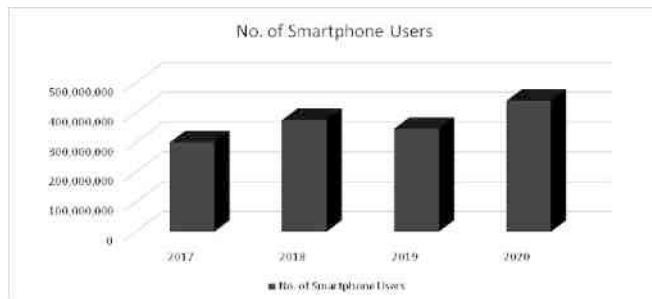


Chart 3 reveals the fact that Data price is lowest in India as compared to some of the major economies of the world. It has decreased substantially in the year 2020 as compared to the year 2018. It is also one of the decisive factors responsible for consumer's inclination towards online shopping as well as online food delivery.

TABLE 4: Smartphone Penetration in India

YEAR	No. of Smartphone Users	Smartphone Penetration (in percentage)
2017	300,124,000	22.3%
2018	374,893,000	27.7%
2019	345,900,000	25.3%
2020	439,420,000	31.8%

(Source: https://en.wikipedia.org/wiki/List_of_countries_by_smartphone_penetration)

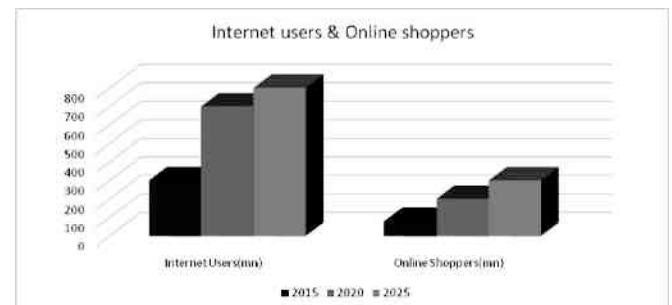


Smartphone is a portable device that combines mobile telephone and computing functions into one unit. They are distinguished from feature phones by their stronger hardware capabilities and extensive mobile operating systems, which facilitate wider software, internet and multimedia functionality. Table 4 clearly explains the fact that smartphone penetration has drastically increased from 22.3% in the year 2017 to 31.8% in the year 2020. It can be said that the decrease in the internet (data) charges may be one of the reasons for the enhanced smartphone penetration in India.

TABLE 5: Internet Users & Online Shoppers

Year	Internet Users	Online Shoppers	Online Shoppers (%)
2015	300 mn+	80mn+	27
2020	700 mn+	200mn+	29
2025	800 mn+	300mn+	38

Source: BCG CCI digital influence study, 2017

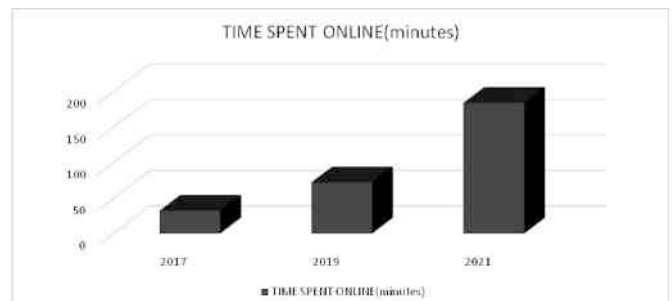


As per the Table 5, the internet subscribers are increasing year on year & number of online shoppers is also increasing year on year. The percentage of online shoppers had increased from 27% in the year 2015 to 29% in the year 2020. It is expected to reach 38% in the year 2025. It is a highly positive signal for online shopping business.

TABLE 6: Average Time Spent Online

YEAR	TIME SPENT ONLINE
2017	32 minutes
2019	72 minutes
2021	184 minutes

(Source: BCG report titled 'Demystifying online food delivery 2021' and Ericsson Consumer Lab report)



The time spent by consumers to explore and order online has increased from 32 minutes per month in 2017 to 184 minutes per month in 2021, which is indicative of increased time spending online and is very much instrumental in ordering food online. (Table 6).

TABLE 7: E-Commerce Players Expanded Delivery Network

Year	PIN CODES
2020	10,660
2021	19,220

(Source: BCG report titled 'Demystifying online food delivery 2021')

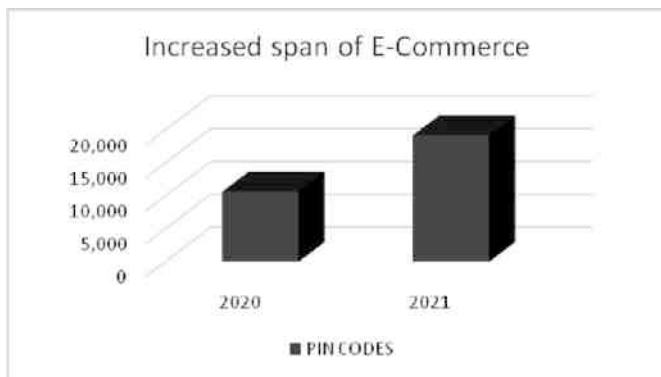


Table 7 clarifies that E-Commerce services have increased their coverage by more than 9000 pin codes. Many areas which lie at outskirts of established cities/towns are also being catered to by the E-Commerce service providers seeing the huge increase in online shopping habits of the consumers.

TABLE 8: Funding attracted by the Internet-Led Unicorns in India (2017-2019)

SECTOR	FUNDING RECEIVED (in %)
E-Commerce	34
Food Tech & Online grocery	14
Logistics	13
FinTech	10

(Source: BCG report titled 'Demystifying online food delivery 2021')

It is clear from the Table 8, that E-Commerce has received highest funding amongst the internet-led Unicorns in the years ranging from 2017 to 2019. 70% of Unicorn startups in last three years are internet-led business.

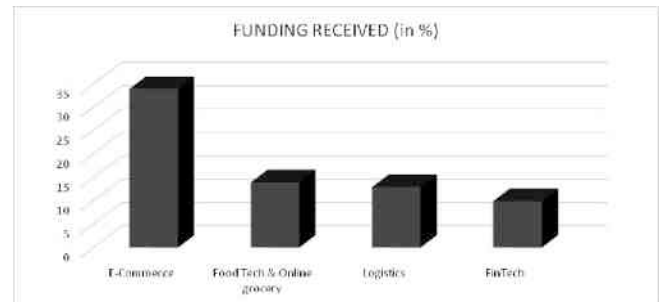
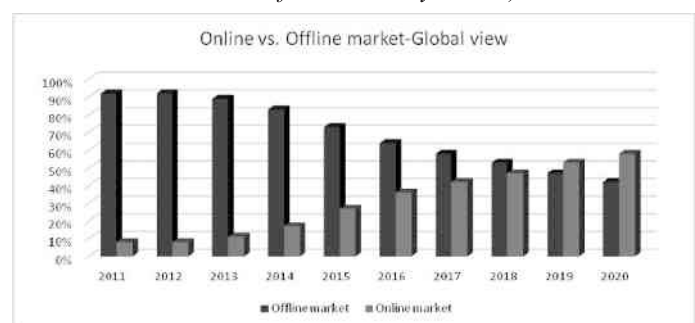


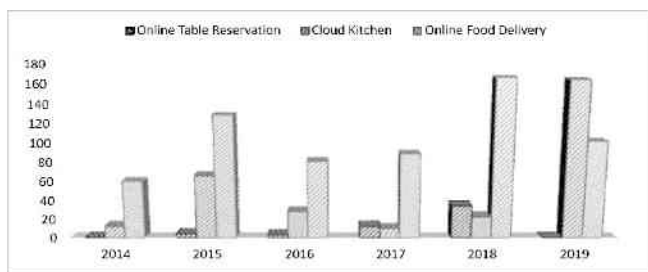
TABLE 9: Online Vs. Offline Food Delivery Market- A Global Outlook

Year	Offline market	Online market
2011	92%	8%
2012	92%	8%
2013	89%	11%
2014	83%	17%
2015	73%	27%
2016	64%	36%
2017	58%	42%
2018	53%	47%
2019	47%	53%
2020	42%	58%

(Source: BCG report titled 'Demystifying online food delivery 2021')



As evident from Table 9 that online food delivery market is rapidly. The current status is that online market has



already surpassed offline market, and if the trend continues then it will grab a major portion of offline food delivery in times to come.

TABLE 10: Emergence of Online food delivery & Cloud kitchens.

Year	Online Table Reservation	Cloud Kitchen	Online Food Delivery
2014	-	12	60
2015	4	66	129
2016	3	28	81
2017	12	10	89
2018	34	22	167
2019	-	165	102

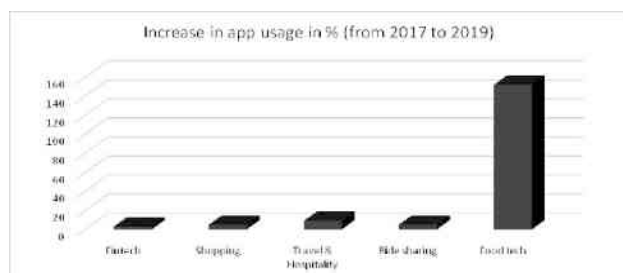
(Source: BCG report titled 'Demystifying online food delivery 2021')

Table 10 reveals that Online food delivery is increasing and share of cloud kitchens is also increasing year on year.

TABLE 11: Reach of Food Tech Apps

(Source: BCG report titled 'Demystifying online food delivery 2021')

App	Increase in app usage in % (from 2017 to 2019)
Fintech	3
Shopping	5
Travel & Hospitality	9
Ride sharing	5
Food tech	152



The use of food tech apps has increased by 152% in the year 2019 as compared to 2017 (Table 11).

CONCLUSION

The online business is growing at a rapid rate. Most of the marketers are trying to adapt themselves as per the changing business environment and so are trying to use the tremendous potential which internet technology can bring in their businesses. Food and Restaurant businesses are also trying to make use of internet technology. Online food delivery is rapidly overpowering the offline food delivery market and that is happening because of convenience involved in the entire process and cheaper data. Online buyer base is increasing which is supplementing the phenomenal growth of online food delivery. So, it can be concluded that Online food delivery has a very bright future and is here to stay for a long time.

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An Analytical Study Of Executive Stress & It's Impact on Employees performance In Selected Industries Of Thane District

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ABSTRACT: Performance & contribution to the organization of employees are base of evaluation of any employee. Today in the struggle to prove oneself, the level of executive stress are on the rise. Executive stress is one of the most important concern in organization because increasing stress is affecting the performance of employees. This paper focuses on relationship between stress and the performance of Executive. In carrying out the study, simple random sampling technique was used .500 executives were selected from different categories of industries situated in Thane district. Out of total 500 executives the sample of 250 executives are collected from Manufacturing sector and remaining sample were collected from Service sector. Relevant data was collected using structured questionnaire. Multivariate analysis was used to test hypothesis. Multiple regression analysis step wise method was applied to test the hypothesis relationship between independent variable and dependent variable. The result showed a negative correlation between job stress and performance.

Keywords: Executives stress, Health, Performance

Introduction

Life in the 21st century is certainly more complex than it has ever been. The present era of globalization has brought forth many issues related to development and social balance of human society. Organizational and its environmental set up depend on higher level employees who are mostly involved in decision making for the development of organization. For the development of organization employees interaction towards the organization fulfils the objective of organization which generally count for the nation's development. In this situation stress is essential factor affecting work & performance at organization. Increased occupational stress and burnout have been identified as reason to lower performance. Climate within organization, irrational deadlines, unpleasant and hazardous working condition creates a stress which affects the work and performance of organization. Universal phenomenon of operational behaviour of the organizations differs from place to place and varies from sector to sector. Stress finds it's deeply rooted with workplace environment, Structure of job. Unfortunately the nonstop stress of modern life means that our alarm system rarely shuts off. This research topic is an analytical study of Executive stress management in

selected industries. A study is carrying under the frame work of THANE district.

LITERATURE REVIEW

Contemporary life is fraught with issues of varied types. These issues vary from totally personal matters to issues that the result of conflicts in an organization. Irrespective of the character of the issues, they impact the human beings adversely. The direct impact is what we commonly refer to as stress.

Occupational stress is one of the important predictor of job performance , Stress can be either helpful or detrimental to job performance concluded by Hossain (1997)¹

Anton (2009)² identified role ambiguity as a critical predictor of work performance & job satisfaction.

Joy A & Kumar G (2018)³ found inverse relationship between sources of job stress and performance , study concluded that government should take action policy to decrease detrimental effect of job stress on the performance of Kerala's software professionals ,which is need of an hour. Role ambiguity is major stressor, study found.

In public sector of Kenya ,Kitole A & Ibula M (2019)⁴ found correlation between work overload, work conflict , work ambiguity & job security with the employee performance . Findings of this study indicated that work place conflict affects on employees performance in Public sector.

Ismail A & Noorshafin S (2015)⁵, found positive & significant correlation between physiological & psychological stress and job performance. Study revealed that both stress act an important predictor of job performance.

Karunanithy K. & Ponnampalam A (2013)⁶ found negative relationship between stress & PLC commercial bank employees performance, study also added that influence of organizational stress is more than job & individual stress.

Murali S. & Basit A (2017)⁷ after analysing the impact of job stress on employee performance in various sector in Malaysia, study found that time pressure, role ambiguity have significant & negative impact on performance of employee. To avoid time pressure, study suggested that manager should discuss the time allotment, target completion dates & its duration with their subordinates to avert time pressure.

Dar L. & Akmal A. et.al (2011)⁸ negative relationship found between job stress & performance of 143 employees of different multinational companies & banks of Pakistan , study showed that job stress significantly reduces the employees job performance. It also explored that Male employees are highly stressed than female counterpart.

Empirical study on job performance and stress of Kapoor D. & Khanka (2013)⁹ showed executive with higher stress, levels of performance is also less, study also observed, performance of executives more with increase in the stress level but did not cross the optimum level.

Anderson (1977)¹⁰ examined the relationship between perceived stresses & found that perceived stress & performance displays an inverted U –relationship.

According to Porter & Lawler (1968)¹¹ there are three types of performance-one is the measure of output rates, amount of sales over a given period of time. Second type of measure of performance involves rating of individuals by someone other than the person whose performance is being considered. The type of

performance measure the level of achievement of business & social objective & response from the perspective of the judging party.

Sullivan and Bhagat (1992)¹² observed four possible situations regarding performance and stress:

1. Stress may increase performance. 2. Stress may decrease performance. 3. Stress may have no effect on performance. 4. The relationship between stress and performance may represent an inverted-U. Findings suggests an inverse relationship between stress and performance.

Objective of the Study

To assess the impact of stress of the executives and their performances on the job in both the sectors.

To find the stress level and the performances of the executives in both the sectors.

To find out the relationship between stress and performance.

Hypothesis

HA1: Stress level does impact on performance of Executives in both the sectors.

RESEARCH METHODOLOGY

A. PRIMARY DATA:

The primary data is collected through questionnaire method and interviews. Data has been collected through the questionnaire method by distributing and collecting data from executives of manufacturing and service sector in Thane district. Pre-test questionnaire (30 respondents from both the sectors) had been conducted to test its validity. After getting appropriate result ,questionnaire has been finalized.

B. SECONDARY DATA:

It is collected through Research papers available on Internet and other relevant articles and papers published in various business magazines like Journal of General Management, Management Today, International Journal for Human Resource Management Harvard Business Review, Journal for Industrial psychology, Human

Resource Management Journal, Journal of Business Excellence, Management Review etc. Other type of written information such as company Policies, Rules, Procedure. Publication of renowned institution who works on stress management is used to support the study.

SAMPLE

Industries taken for the analysis were from Chemical, Pharmaceutical and power station industry. And from service sector the samples were taken from Bank sector, I.T sector and Hotel Industries.

SAMPLE SIZE: The sample size of 500 respondents from the said sectors were taken for the analysis on

random basis. Out of the total 500 executives the sample of 250 executives are collected from Chemical, Pharmaceutical and power station industry & the remaining sample were collected from service sector industries. The service sector industries that were taken for consideration are Bank, Information Technology and Hotel.

Results

Ha1: Stress level impact on performance of executives in both sector.

H01: Stress level does not impact on performance of executives in both sector.

Table 1.1
Correlation

		Illness	Job stress	Perceived Stress	Performance
Illness score	Pearson Correlation	1	.180**	.188**	-.227**
	Sig. (1-tailed)	0.00	0.00	0.00	0.00
	N	500	500	500	500
Job Stress	Pearson Correlation	.255**	1	0.01	-.274**
	Sig. (1-tailed)	0.00	0.00	0.413	0.00
	N	500	500	500	500
Perceived Stress	Pearson Correlation	.266**	-0.033	1	-.276**
	Sig. (1-tailed)	0.00	0.228	0.00	0.00
	N	500	500	500	500
Performance	Pearson Correlation	-.274**	-.276**	-0.028	1
	Sig. (1-tailed)	0.00	0.00	0.262	0.00
	N	500	500	500	500
**. Correlation is significant at the 0.01 level (1-tailed).					

As per correlation table (1.1) the illness score had negative and significant correlation with performance also Job stress and perceived stress had negative and significant correlation with performance. That means correlation result showing that if executives had more

stress, than it will impact on health and performance. I.e. more illness less performance and more stress less performance. Job stress and perceived stress had positive and significant relationship with illness. i.e. more stress more illness and less performance.

Table 1.2
ANOVAa

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1680.024	1	1680.024	40.909	.000 ^b
	Residual	20451.454	498	41.067		
	Total	22131.478	499			
2	Regression	2638.631	2	1319.315	33.638	.000 ^c
	Residual	19492.847	497	39.221		
	Total	22131.478	499			
3	Regression	3060.294	3	1020.098	26.531	.000 ^d
	Residual	19071.184	496	38.450		
	Total	22131.478	499			

- a. **Dependent Variable:** Performance
b. **Predictors:** (Constant), Perceived Stress Score
c. **Predictors:** (Constant), Perceived Stress Score), Job Stress score
e. **Predictors:** (Constant), Perceived Stress Score, Job Stress score

Table 1.3
Coefficient

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	57.019	1.768		32.256	.000
	Perceived Stress Score	-.381	.060	-.276	-6.396	.000
2	(Constant)	59.585	1.804		33.033	.000
	Perceived Stress Score	-.302	.060	-.218	-4.992	.000
	Job Stress score	-.486	.098	-.216	-4.944	.000
3	(Constant)	59.562	1.786		33.349	.000
	Perceived Stress Score	-.278	.060	-.201	-4.606	.000
	Job Stress score	-.414	.100	-.184	-4.149	.000
	Illness score	-.444	.134	-.144	-3.312	.001

- a. Dependent Variable: Performance (Range 14 to 70) (High score better Performance)

Multiple regression analysis step wise method was applied to test the hypothesis relationship between independent variable and dependent variable. Here three independent variables (Job stress, Perceived stress and illness) and dependent variable job performance were considered for the study.

Average Job Performance of an employee is 59.562. If a person has Personal Stress then the Performance is reduced by $0.278 \times \text{PerStress Score}$. Similarly Job Stress and Illness also reduce Job Performance. As per above findings 't' value and 'beta' values are negative of Job stress, perceived stress and illness and it is having significant relation with performance of executives. The result shows that more stress will lead to less performance. Hence, null hypothesis is rejected and alternate hypothesis is accepted.

$$\text{Performance} = 59.562 - 0.278 \times \text{Per Stress} - 0.414 \times \text{Job Stress} - 0.444 \times \text{Illness}$$

Conclusion

Performance of employees (Manufacturing as well as Service sector) is influenced by job stress. If employee is highly stressed then there is a negative outcome, which reflects in the performance. So organization should develop strategies for the development of their human resources. It is need to provide guidelines for designing better personnel policies and mitigate the health hazard anticipated by the stressful lives of the executives.

It is implied that employees especially the respondents of Thane whom researcher have studied could achieve greater work-life balance with the help of various personnel policies and positive working environment in terms of participative decision making, well developed communication between peer group. Such policies would reap the higher efficiency and performance at work, increased job satisfaction and better work-life integration. Thus making positive contribution to the organization, industry and nation as a whole.

Suggestions

For enhancing performance, organization should periodically review whether there is need of any stress

management for executive or not. Apart from that frequent ESLS (Employee Stress Level Survey) can be carried out.

While assessing the stressor in the work environment, it is necessary to understand the 'stress- health' dynamics. Organization should implements various stress intervention program for their employees with respect to work environment.

Limitations of the study :

This work is limited to Thane district only. While conducting study, the influence of mind-set of Executives & working pressure made difficult to conduct interviews. At first Executives found to be reluctant to disclose any personal information due to confidentiality. Sometimes, it took long time to convince them for interview or sharing details.

Scope for Further Research

Area of present study can be increased from district to state level.

Research can be conducted in other sectors also.

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