JSSGIW Journal of Management

JSSGIW JOURNAL
OF
MANAGEMENT

Message from Editor-in-chief

Dear Reader,

I am pleased to present another issue of Tenth volume of bi-annual journal 'JSSGIW Journal of Management'. I express thanks to the authors who have contributed research papers for this volume along with the review panel for their patronage.

A variety of topics related to management has been explored in this issue. The current issue highlights various areas of management like work-life balance, creativity in advertisements, self-help groups, higher education and emotional intelligence.

I look forward to receive the same support from academicians and researchers for upcoming volume. Research papers, case studies and book reviews are invited. Guidelines for Authors are mentioned at the last page of the journal. All papers pass through blind review process by the expert panel.

We would always appreciate feedback for improving the quality of our journal. Soft copy of journal is available on our website www.shim.co.in

Regards,

Dr. Ashish Thakur
Director,
Sant Hirdaram Institute of Management
Bhopal (M.P.) India

Website: www.shim.co.in

Contents

Work-life balance between married unmarried female professionals in higher education institutions of Bhopal

Bhawna Sahjwani (Research Scholar)
CRIM, Barkatullah University, Bhopal

Dr. Shikha Bhargava (Director and Professor)
Oriental College of Management, Bhopal

Dr. Mamta Manshani (Associate Professor)
Oriental College of Management, Bhopal

Abstract:
In today's rapidly advancing era of technology, professionals collectively face a common challenge: how to strike the right balance between professional careers and personal family lives. This delicate equilibrium is commonly referred to as "work-life balance." The primary aim of this research paper is to gain a comprehensive understanding of the Work-Life Balance (WLB) experienced by both married and unmarried higher education teachers in Bhopal. Our study predominantly relies on a combination of primary and secondary data. The secondary data was gathered from various sources, including articles, research papers, and magazines, providing a foundation of existing knowledge. We also delve into the primary data, which has been collected through the administration of questionnaires, conducting personal interviews, and engaging in discussions with educators.

Keywords: Work life balance, Married Professional, Unmarried Professionals, Personal Life, Professional life, Technological advancement.

Introduction:

Today along with men, women are also considered as a breadwinner for the family. In recent years, there has been a notable surge in female employment within financial institutions, encompassing both public and private sector banks. While both men and women encounter similar challenges in their day-to-day activities, women often contend with greater obstacles when it comes to maintaining a balance between their professional responsibilities and family commitments. Women in the workforce have emerged as a substantial and persistent advocate group, advocating for greater flexibility in the workplace.

The concept of work-life balance is instrumental in enabling female employees to allocate their time more evenly between their personal and professional lives. However, it is becoming increasingly evident that women employees are spending more time in the office, which has a direct impact on their personal lives, making it increasingly challenging to manage household duties and responsibilities.

Work-life balance:

The term "Work-Life Balance" gained prominence in 1986 as a response to growing concerns, shared by both individuals and organizations, that the demands of work could encroach on the quality of family life and vice versa. This led to the emergence of the concepts of "family-work conflict (FWC)" and "work-family conflict (WFC)."
A proper work-life balance has a multitude of positive effects, including increased motivation at work, heightened job satisfaction, improved employee morale, enhanced productivity, more time allocated for personal and family life, and better overall health. Achieving this balance is not only beneficial for individuals but also for the organizations they work for, as it leads to more content and productive employees.

Women are the easiest target in an Indian family when it comes to blame for improper management at home, the Child's performance at school, or missing any family function. It is here where the family also needs to understand from a female's perspective. Work-life balance is a vital concern for both men and women. However, for married working women, the demand for achieving this balance can be even more pronounced. As when a woman is working from home there are a lot of family

expectations and at the same time it's difficult to satisfy both family and employer. The ongoing research underscores the significance of finding the optimal equilibrium between professional commitments and personal life and seeks to identify the key factors that facilitate the attainment of work-life balance.

Factors affecting work-life balance:
Work-life balance is influenced by a variety of factors, and achieving it can be a complex task in this technological world where an employee is expected to be available 24*7.

Here are some factors that can affect work-life balance for women:
1. **Family Responsibilities:** Women often take on significant roles in childcare, eldercare, and managing household duties. The number and age of dependents can significantly affect their ability to balance work and personal life.
2. **Workplace Policies:** The availability of family-friendly workplace policies, such as maternity leave, flexible hours, and remote work options, can greatly impact a woman's ability to balance work and family.
3. **Supportive Partner:** The degree of support and active involvement from a partner or spouse in sharing family responsibilities can be pivotal in helping women achieve work-life balance.
4. **Childcare Options:** The accessibility of affordable and reliable childcare can be a determining factor in a woman's ability to maintain a career while effectively managing family responsibilities.
5. **Societal Expectations:** Societal and cultural norms surrounding women's roles and responsibilities can significantly influence their decisions regarding careers and family life, adding another layer of complexity to work-life balance.
6. **Work Culture:** Organizational culture plays a significant role in work-life balance. A workplace that prioritizes diversity, inclusion, and work-life balance can create a more supportive environment for women.
7. **Financial Security:** Economic stability and access to financial resources can alleviate the challenges associated with balancing work and family responsibilities.

Achieving work-life balance often involves a blend of these factors, and the specific balance that works for one person may differ from another. It's a dynamic process that

requires ongoing adjustment and self-awareness to meet changing needs and circumstances.

Fig 1: Factors affecting work life balance
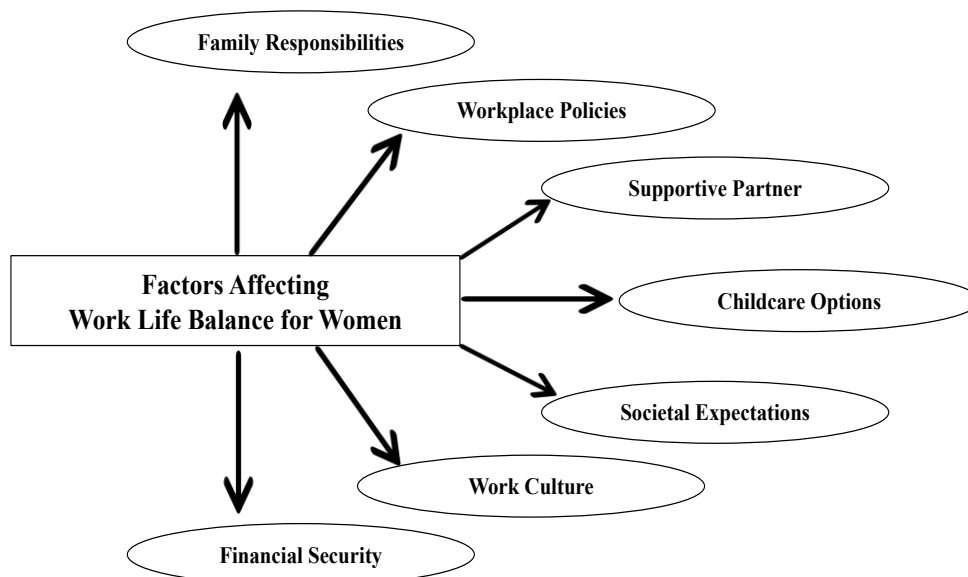
Source: Created by Researcher

Review of literature:

Hochschild (1997) noted that numerous shifts in both the workplace environment and employee demographics during the preceding decade had heightened the emphasis on the boundary between employees' professional and personal lives.

In 2012, The Indian Express published a report on a survey that encompassed approximately 1,200 married, young working women and homemakers residing in urban centers such as Ahmedabad, Delhi, Bangalore, Chennai, Hyderabad, Kolkata, and Pune. The survey's findings revealed that urban working women prioritize their careers and professional aspirations over starting a family. In fact, more than half of the married women in these cities stated that they had postponed their plans to have

children because they consider career advancement and higher education as their top priorities and are unwilling to compromise these goals to raise children.

(Tiwari, 2017) Research was done to study the work-life balance among the women working professionals of Private institutions will special references to the Gwalior District. As per the study, it was found that employees are the major assets of any organization, especially when it comes to female employees Employers have to be particular about their mental health. In today's world female employees have to perform dual roles in daily life which can have an impact on personal and professional life. This study was done both on primary and secondary data. The primary data was collected in a questionnaire by 150 respondents was filled. The findings stated that females should be given equal platforms, no female employees should be asked to work apart from office working hours, and the management should come up with flexible policies. Thus the study concluded with the statement that females are very hardworking professionals and are known for completing the work within a given time limit. So, the management of the organizations should provide a positive and supportive working environment to their female employees.

(Lankoti, 2019) In this research paper, an effort has been made to study the work-life balance in the 21st century in Business Management. This was done to understand the well-beingof Employees in the workplace. The research focused on Secondary data and entirely worked on descriptive research. Further, this researcher suggested various ways in which both men and women can balance their work lives. This research also focused on various ways that an employer and employee can together work to balance both personal and professional life.

Meenakshi and Ravichandran (2012) conducted a study that underscored the challenges faced by women teachers in attaining work-life balance (WLB). In their research, they put forth suggestions that could offer benefits to both the individual teachers and the organizations they work for. The study also unveiled that the women teachers recognized the significance of WLB and were proactive in their efforts to achieve it. They did so by meticulously scheduling their activities and practicing effective time management techniques, reflecting their commitment to balancing their professional and personal lives.

(Hardeep Singh, 2020) Research was done in Punjab to Study the impact of work-life balance among married and unmarried women among university teachers. The research was both primary and secondary based. In this research, the data of 1000 teachers of Punjab University were studied. In conclusion, it appears that unmarried university teachers tend to maintain a more favorable work-life balance compared to their married counterparts. This discrepancy arises because married university teachers often find themselves responsible for balancing the demands of three distinct families: their own, their maternal family, and their in-laws. Several factors contribute to this challenge, including household responsibilities, the level of support from their spouses, and the demands placed on them by their parents. Achieving work-life balance can be particularly complex for married university teachers due to these multifaceted family obligations.

Objectives of study:
- To study the concept of work-life balance with reference to higher education institutions of Bhopal.
- To identify factors affecting the work-life balance of female professionals working in higher education institutions of Bhopal.
- To study the work-life balance among married and unmarried female professionals.

Hypotheses
H01: There is no significant difference among the factors affecting the work-life balance of female professionals in higher education institutions of Bhopal.
H02: There is no significant difference between the work-life balance of married and unmarried female professionals.

Research Methodology:
The primary focus of this research paper is to investigate and understand the work-life balance of between married and unmarried female professionals in higher education institutions in Bhopal. The study is of an exploratory and descriptive nature. It seeks to explore and describe the impact of work-life balance on female teachers in Bhopal. Here, both primary and secondary data sources have been utilized in this research.

To collect primary data, the researchers personally conducted interviews and engaged in discussions with faculties. They employed well-structured questionnaires for this purpose. The study considered teachers from both public and private colleges.

In addition to primary data, secondary data was also collected from various sources, including previous studies, research papers, journals, articles in newspapers and magazines, prior PhD thesis, and information available on websites. This comprehensive approach allowed the research to provide a thorough analysis of the work-life balance experiences faculties in Bhopal, taking into account both their marital status and the regional variations within the city.

Research design
The data was collected from 150 married and unmarried working women through a structured questionnaire.

Sampling design:
Sampling Design Type: Stratified Random Sampling
Sampling Unit: Bhopal Region
Sampling Frame: Married & Unmarried Working Women
Sample Size: 150

Data collection
Primary Data
a. Structured Questionnaire was designed which consisted of eight parameters related to work-life balance.
b. In-Depth Interview.

Secondary Data
a. Research Papers Published in Journals and conferences (Please refer to references), Reports by various Agencies

Statistical techniques used:
In this research paper, ANOVA & t-tests have been used as inferential statistics, and further demographic analysis has been done through percentage analysis.

Data analysis & findings of the study:

Table: 1 Age

Age	Frequency	Percent
20-30 years	113	75.3
31-40 years	25	16.7
41-50 years	8	5.3
51-60 years	4	2.7
Total	**150**	**100.0**

Source: SPSS output

The above Table: 1 shows that in this research 75.3% of working women fall under the category of 20-30 years, and 16.7% of female were in category of 31-40 years of age.

Table: 2 Educational Qualification

Educational Qualification	Frequency	Percent
Undergraduate	9	6.0
Postgraduate	115	76.7
Doctorate	26	17.3
Total	**150**	**100.0**

Source: SPSS output

The above Table: 2 visibly indicates that in this research 76.7% of working women Professionals were Post Graduate while just 17.3% were Doctorate.

Table: 3 Marital status

Marital Status	Frequency	Percent
Unmarried	68	44.7
Married	82	54.7
Total	**150**	**100.0**

Source: SPSS output

The above Table 3 signified that 54.7 of women who participated in this research were married while 44.7% of female professionals were unmarried.

Table: 4 Family

Family	Frequency	Percent
Nuclear family	80	53.3

Joint family	70	46.7
Total	**150**	**100.0**

Source: SPSS output

The above table suggested that 53.3% of females were part of a nuclear family and only 46.7% were part of a joint family during research.

Table: 5 Place of residence

Place of residence	Frequency	Percent
Urban	130	86.7
Semi-urban	18	12.0
Rural	2	1.3
Total	**150**	**100.0**

Source: SPSS output

The above table indicated that 86.7% of females were from Urban region while only 12% female Professionals were the part of Semi-urban region.

Table: 6 How many days normally work in a week

How many days in a week do you normally work	Frequency	Percent
Less than 5	3	2.0
5 days	17	11.3
6 days	116	77.3
7 days	14	9.3
Total	**150**	**100.0**

Source: SPSS output

The above table:6 indicates that 77.3% of female are working 6 days a week on other hand 11.3% professionals is working 5 days a week while just 2% are working less than 5 days.

Table: 7 How many days normally work in a day

How many hours do you normally work in a day	Frequency	Percent
4-6 hours	8	5.3
6-8 hours	82	54.7
8-10 hours	32	21.3
More than 10 hours	28	18.7
Total	**150**	**100.0**

Source: SPSS output

The above table clearly indicates that 54.7% of female are working 6-8 hours a day while just 21.3% of professionals are working 8-10 hours a day.

H01: There is no significant difference among the factors affecting the work-life balance of female professionals in higher education institutions of Bhopal.

Table: 8 ANOVA analysis between factors and work-life balance

		N	Mean	SD	F-value	Sig.
Job related stress	Unmarried	68	3.6567	.96220	.065	.937
	Married	82	3.6341	1.12779		
	Total	150	3.6467	1.05000		
Workload	Unmarried	68	4.1343	.73640		
	Married	82	3.9634	.94862	.730	.484
	Total	150	4.0400	.85828		
Family responsibilities	Unmarried	68	3.9254	1.00474		
	Married	82	4.2195	.94313	1.695	.187
	Total	150	4.0867	.97579		
Job security	Unmarried	68	4.0299	1.12775		
	Married	82	3.3171	1.22603	7.353	.001
	Total	150	3.6467	1.23232		
Social responsibilities	Unmarried	68	3.3284	.82367		
	Married	82	3.5854	.95518	2.949	.056
	Total	150	3.4800	.91020		
Low salary/ Pay-cuts	Unmarried	68	3.5373	.95867		
	Married	82	3.0610	1.23075	4.538	.012
	Total	150	3.2867	1.14304		

Compulsory overtime	Unmarried	68	2.9104	1.29955		
	Married	82	2.8049	1.32813	.497	.609
	Total	150	2.8600	1.31092		

Source: SPSS output

- **Job-related Stress:** From the above Table it is observed that the F-value is .065 and the p-value is 0.937 at 5 percent level of significance which is more than 0.05 that is, the results are not significant.

- **Workload:** From the above Table it is observed that the F-value is .730 and the p-value is 0.484 at 5 percent level of significance which is more than 0.05 that is, the results are not significant.

- **Family Responsibility:** From the above Table: 8 it is observed that the F-value is 1.695 and the p-value is 0.187 at 5 percent level of significance which is more than 0.05 that is, the results are not significant.

- **Job Security:** From the above Table: 8 denote that the F-value is 7.353 and the p-value is 0.001 at a 5 percent level of significance which is less than 0.05 that is, the results are significant.

- **Social responsibility:** From the above Table clearly depicts that the F-value is 2.949 and the p-value is 0.56 at 5 percent level of significance which is more than 0.05 that is, the results are not significant.

- **Low salary/ Pay-cuts:** From the above Table evidently indicates that the F-value is 4.538 and the p-value is 0.12 at 5 percent level of significance which is less than 0.05 that is, the results are significant.

- **Compulsory overtime:** From the above Table undoubtedly specifies that the F-value is 0.497 and the p-value is 0.609 at 5 percent level of significance which is more than 0.05 that is, the results are not significant.

Therefore, it can be said that there is no significant difference among the factors affecting work-life balance of female professionals in higher education institutions of Bhopal. Factors like Job related stress, Workload, Family responsibilities, Social responsibilities, and Compulsory overtime has equal impact on work-life balance other than Job security and Low salary/ Pay-cuts factors. **Hence, null hypothesis i.e.** "*there is no significant difference among the factors affecting work-life balance of female professionals in higher education institutions of Bhopal* **is accepted**."

H02: There is no significant difference between the work-life balance of married and unmarried female professionals.

Table 9: t-test between work-life balance of married and unmarried females

	Marital Status	N	Mean	Std. Deviation	t-value	Sig
Work-life balance	Unmarried	68	4.0000	.77850	4.079	.000
	Married	82	3.2927	1.23216		

As per the above table the t-value is 4.079 & at 5% significance level the significance value is .000 which is less than significance level. Hence, here the **Null hypothesis is rejected.** Thus, we reject our assumption. Hence, there is a significant difference in the work-life balance of married & unmarried female employees of higher education institutions in Bhopal.

Conclusion & Suggestions:

The conclusion draws attention to critical factors influencing the work-life balance of both married and unmarried female professionals. It underscores challenges such as mandatory overtime, which can lead to a lack of time for family and children, thereby affecting personal lives. Married women, in particular, face increased social responsibilities, compelled to attend family events, children's PTMs, and religious ceremonies, even when work commitments are pressing.

The intersection of family responsibilities and workplace demands proves to be a significant hurdle for married women, leaving them yearning for personal time and peace of mind. The key recommendation in this research suggests that for a woman to balance her professional and personal life effectively, she requires understanding both at home and in the workplace. A supportive partner is identified as the initial catalyst for achieving this balance.

The research also proposes practical solutions for organizations, emphasizing the need for women-friendly policies. These could include measures like paid maternity leaves, flexible work arrangements such as work from home, and on-site childcare

facilities. Such policies are envisioned as crucial in enabling married women to navigate the intricate balance between their professional and personal lives.

References:
- Goyal K.A. (2015) Issues and Challenges of Work-Life Balance in Banking Industry of India. Pacific Business Review International.8 (05), 113-118.
- Hardeep Singh, D. R. (2020, June). Work-life balance of married and unmarried university teachers of Punjab state. International Journal of Management, 11(06), 1112-1123.
- Hochschild Arlie (1989), The second shift: working parents and the revolution at home, PP 258 – 262
- Lankoti, M. D. (September 2019). Employee Work-Life Balance with Respect To Business Management in 21st Century (Vols. Volume XI, Issue IX,). The International journal of analytical and experimental modal analysis. Retrieved December 2020
- Mani V. Work-Life Balance and Women Professionals. Global Journal of Management and Business Research Interdisciplinary 2013; 13(5): 2013.
- Meenakshi S.P. and Ravichandran, K. (2012), "A Study on Work-Life Balance among Women Teachers working in Self Financing Engineering Institutions", International Journal of Research in Commerce, IT and Management, Vol. 2 No. 3, pp.51-55
- The Indian Express (11.05.2012), Working women in urban India put career ahead of motherhood
- Tiwari, M. (2017). Work-Life Balance of Female Employees in Private Institutions, Gwalior: An Investigation. IOSR Journal of Business and Management (IOSR-JBM), 19 (5), 35-38.
- Chick, E, Fundamentals of Work Life Balance, ASTD Press
- Clutterbuck, D, Managing Work – Life Balance: A Guide for HR in Achieving Organizational and Individual Change, Chartered Institute of Personnel and Development (Hardeep Singh, 2020).

A Study on impact of creativity and humour in FM Radio advertisements on buying behaviour

Puneet Kapoor,
Research Scholar,
Barkatullah University, Bhopal

And

Dr. Mukesh Chansoriya
Professor and Director,
Lakshmi Narain College of Technology- MBA,
Bhopal

Abstract:

Radio has been a common source of audio entertainment since decades. This is the most popular and inexpensive means of communication in Indian music industry. While traveling, exercising or doing anything, one can enjoy listening to the songs based on the choice. Further, this media is also handy just like Smartphone. Means, one can be busy in other tasks while listening to his/her favourite songs. Currently there are 388 FM channels from private sector which are running in more than 100 cities in India. People may consider radio advertisements as an old-fashioned phenomenon, but it still is one of the most commonly used modes due to highly localized approach. Radio ads have interesting flavour of humour and creativity due to the presence of RJ (Radio Jockey). The paper discusses the impact of creativity and humour in fm radio advertisements on urban buying behaviour in selected cities in Madhya Pradesh

Keywords: FM radio, advertisements, impact, creativity, humour.

Introduction:

The radio as entertainment media has been very popular due to many reasons. This is background audio media, means one can listen to the songs etc. and do many things simultaneously contrary to television. Radio has been the best mode for reaching to highest people across the nation (Dogra and Srivastava, 2012). While travelling, exercising or doing anything, one can enjoy listening to the songs based on the choice. Further, this media is also handy just like Smartphone. Means, one can be busy in other tasks while listening to his/her favourite songs. One can not carry television everywhere, that's why radio is easy to manage. FM radio reaches to more crowd in no time as compared with other mass media (Baumann et al., 2023). Since it is available in Smartphone, keypad phones or smaller devices, this is a handy source of entertainment.

As per industry reports, in India, the radio has nearly 24 billion market size in Rupees. By the year 2025, it is expected to reach to nearly 35 billion. With a growth of nearly 7 percent, this market is poised to grow further. As more of the channels would come in Tier I cities and as more cities in Tier II and Tier III would be added, the growth will scale up.

The year 2021 marked nearly 30 percent growth in terms of advertisement revenues, which was earlier dropped to nearly 25 percent due to pandemic. As per industry sources, radio companies have seen two digit growth rate from previous years. By the year 2024, it is expected to reach to 44.5 billion Rupees. With growth rate of nearly 14 percent, the sector is moving with a fair speed.

Evolution of FM Radio

The Past: The listeners of radio have been very old in India since there was state-owned channel. These people were usually senior citizen who used to be fond of old songs, news and other programs which were broadcasted for limited hours. From morning prayers to afternoon and night slots, everything was fixed and people used to stick to the old large sized stationary radio sets. Gradually, television revolution came in 1980s and people got second source of entertainment, where state-owned Doordarshan was aired. Further, with the arrival of private operators and cable TV, people got more channels.

The Present:

The private FM channels have a marketing division where they created unique positioning strategy for their clients. With own studio and own RJs, the advertisements were created so as to attract the listeners in limited time frame. Customized positioning strategies are being created to cater to varying requirements. There are interesting competitions and events for the audience, where they are given sponsored discount coupons and vouchers for limited outlets.

Along with Indian media, they also promote linkages with investors and media from abroad for symbiotic deals to exchange expertise, knowledge and resources. Some of the members of AROI are: Radio City, Radio Mirchi, Club FM, Friends FM, Hello FM, Top FM, My FM, Red FM, Hit FM, Radio Chaska, Radio Dhoom, Radio One, Fever FM, Tomato FM, Tadka FM, Dhamal 24, Chennai Live, Radio Choklate, Indigo Radio etc. The radio stations were same in count in 2021 and 2022, but gradual increase was seen in 2023 as per TAM research data. Further, volume of advertisements also got increased by one-fifth in March 2023.

The Future: More than radio sets, now companies are entering into web radio, podcast and social media streaming ways so as to cater to multiple audiences. The transition from radio to new mode has been fascinating and is brining good results. The transformation has resulted into more of audience getting connected to radio in various forms either through web based radio or traditional mode.

FM radio growth boosters
- Local Approach: It has been acknowledged that television and newspapers have a broader coverage which included the entire nation of limited to particular state or region.
- Audience Engagement: Newspapers as a medium of communication need few minutes or hours to read and the impact goes for the day; for next update, the reader has to wait for next morning. Radio has got better audience engagement.
- Free Access: While one has to pay for cable TV, OTT, newspapers which may have subscription. Radio is totally free for the customers. Just tune in and enjoy the music.

- Interactivity: RJs are the soul of FM radio who keep on entertaining the audience with their catchy voice with modulation, accent and audience becomes fascinated. RJs engage the audience through storytelling, comedy shows etc.
- Instant Communication: Radio channels also have the advantage of instant communication which is not there with newspapers and other media. We can get updates on radio about events and alerts.

Advertising and Buying Behaviour:

Advertising stands for the paid form of non-personal mass communication which promotes a product, service or a concept (Kotler, et al., 2009). It plays vital role in competition era. The first task of advertising is communication; which is the essential component since people do not know through any other source except advertisements.

Importance of advertising:
- It is the most basic source of communication between company and public.
- It paints bright image of the company.
- It forms the promotion component of the marketing mix, which is a vital step.
- It is the testimony of the brand, its features, its overall policy and goodwill.
- It encourages brand identification and recall among the presence of many competitors.
- Distinctiveness of the brand is highlighted through advertising.

Characteristics of Urban Consumers:

Urban consumers in India have some distinctive features which may not be in prominent in rural consumers in general. Usually, the potential and size of urban customers is much bigger than rural one. Due to high density and extended urban areas, now the cities are spreading to their sub-urban areas. Further, urban people are not homogenous. For instance, a village in India will typically consist of more people with same caste, background, social status; while in cities, due to employment pattern specially in private sector, people from all states; all caste and creed are easily seen.

1. **Hedonistic approach:** Urban consumers have pleasure seeking attitude, where they believe in spending on materialistic patterns rather than spending. The rural consumers are basically into savings habit which is future-driven.

2. **Spending more than saving:** Since urban customers are present oriented rather than future-oriented, they are ready to purchase almost everything on installment basis since they don't have immediate cash. Owing to this need, now almost everything from home, automobile, electronic gazettes, furniture, and almost all consumer duration items are available on EMI basis.

3. **Nuclear family:** For the search of better employment avenues, people are migrating from villages and districts to Tier II cities and Tier I cities accordingly. Due to this, there is a huge rise in the number of nuclear family structure. There are more neighbours but no neighbourhood in terms of relationship.

4. **Readymade usage:** Urban consumers do not have much time to sort and process the items. Therefore, they resort of ready-to-use items from grocery to kitchen and this offers yet another scope for marketers.

5. **Status-consciousness:** The urban consumers of India has been more status aware than rural counterpart. They have the habit of exhibiting prestige status due to peer pressure. Social media has been the major catalyst to this.

6. **Smartphone based routine:** They do not have time to wait; therefore they have got everything to be done on their Smartphones. Whether it is entertainment, news, gaming or anything else, their Smartphone is the answer to everything.

7. **Extremely hectic lifestyle:** The urban consumers have all the facilities; but they don't have time to relax. They are always in a hurry to reach office; to cross the traffic signals; they avoid queues. They love to do multitasking every time, due to which they are not able to do much things in perfection.

Selected Review of Literature:

Nysveen and Breivik (2005) in their study explored the impact of media channel upon effectiveness of advertisements with respect to comparison of radio, print and internet media. Rational and emotional appeals were the major criteria for the purpose of evaluating the advertisements. More than radio, print ads were found to be more effective. Jaiswal et al. (2010) studied the entry of Radio Mirchi in Bangalore. Authors found that the company entered into metro city with big promotion. Authors discussed the marketing mix strategies adopted by the company in the market and found that company faced dilemma due to new product design.

Rajagopal (2011) analyzed the impact of radio ads on information diffusion with respect to sales promotions. Author found that there is strong impact of variables on

purchasing behaviour. The users are lured towards radio ads, which are entraining in nature and are specially related to sales promotion offers. Maulana et al. (2013) in their study explored FM radio station in Indonesia with special reference to Delta radio. With extensive study authors found that the major reasons for decline in listeners is that the radio managers are not able to cater to the desire of the consumers. Managers are less attentive towards the requirement of the listeners, which is causing loss of market share. Ahmed and Imam (2013) in their study explored the effectiveness of radio advertisements on various parameters like brand recall, accessibility and mass coverage. Data analysis found that radio advertisements are not highly effective in generating response.

Shamloo and Danae (2014) explored the impact of radio advertisements on arousing attention of the listeners along with creating interest, desire and finally converting it into action. It was found that there is significant impact of radio advertisements on creating attention. Further, the final task of ad campaign is to convert the interest into action. Venkatesh and Senthilkumar (2015) studied the influence of humour as an element in radio ads. Authors found that humour advertisements have more impact than non-humour advertisements in most of the cases. These ads are appealing and are able to grab the attention of the audience easily due to their comic element.

Onwubuche and Olubunmi (2017) in their study explored the involvement of women in radio ads and its implication on purchasing behaviour of youth in Nigeria. Data analysis found that radio is a part of our life since it reaches to masses. It was also found that women have the tendency to evaluate and consider various parameters for the purpose of final purchase decision. **Haider and Shakib (2017) examined the effect of** advertisements on buying behaviour. Authors framed a conceptual model and primary data was collected from 544 respondents in Bangladesh. Data analysis showed vital relation between advertisements media and final purchase.

Paul et al. (2017) in their study tried to determine the radio advertising effectiveness with respect to Delhi NCR area. Authors conducted perception survey through collection of primary data. The data analysis showed that there are a variety of factors which affect the listeners' perception for radio ads. Further, it was found that advertisement on right channel along with right time and frequency ensures better response. Modikeng (2018) explored the impact of newspaper and radio ads on purchase behaviour of people in a city in South Africa. Data analysis found that there

were nearly 57% respondents for whom radio ads did not have much impact on the overall shopping behaviour.

Kalaiselvan et al. (2019) in their research analyzed the impact of various ad media in a South Indian district. Data analysis revealed that people in general avoid advertisements in almost every media. They get irritated when there are plenty of ads in newspapers, TV or even radio. Most of the consumers tend to switch to the channel once they find many ads. Armah and Attafuah (2020) in a study explored the affect of advertisements in buying behaviour in Ghana. It was found that there are many factors which affect the purchase decision making namely personal, cultural, social and psychological. More than radio, television advertisements are more preferred by people because it has both audio as well as visual component.

Kapoor (2021) in a research explored the radio advertisements and its effectiveness on selected parameters. Author found that radio ads are very common since it is highly localized in nature catering to a limited audience. At times, it leads to cluttering of ads during a commercial break, which may lead to attention distortion. Gupta (2022) in a study explored the effect of advertisements on consumer behaviour for various channels. Data analysis showed that for the purpose of raising awareness, advertisements are highly needed. Various consumers see different advertisements media at a time to decide the purchase. Every media channel caters to the varied audience since the accessibility and audio-visual mode are different.

Khanam (2022) examined the impact of radio and TV advertisements as broadcast media vis-à-vis other media channels on various factors namely awareness of consumers, interest, conviction and final purchase along with post purchase. It was found that advertisements media has got significant impact on buying decision. Further, people are also attracted by radio advertisements since it offers a package of musical mode of fun packed message. Aaron (2023) in a study explored the promotional tools of radio advertisements. In the study authors emphasized on audio element since it is the only thing, which reaches to the audience through radio ads. When it comes to localized approach with local dialect, radio ads have an edge over other media.

Objectives:
1. To study the significant difference of creativity element that influences the buying behaviour of consumers by radio advertising.
2. To study the significant difference of humour element that influences the buying behaviour of consumers by radio advertising.

Hypotheses:
H_{01}: There is no significant difference of creativity which influences the buying behaviour of consumers by radio advertising.
H_{02}: There is no significant difference of creating desires which influence the buying behaviour of consumers by radio advertising.

Research Methodology:

Researcher used non-probability judgement sampling, also known as convenience sampling method. In this method, the researcher takes sample from the universe, which he/she believes is representative sample. In this study, universe included regular listeners of private FM channels in four cities of the state. Non-frequent and new listeners were not included in the study. Data collection process using questionnaire was done from places like market, shopping mall, offices, colleges, respondents' home and shops etc., where the respondents was comfortable with providing primary data. There were 1500 respondents selected (375 each from Bhopal, Indore, Gwalior and Jabalpur) regular listeners of private FM channels.
The data was analyzed using ANOVA (Analysis of Variance). ANOVA is used to test the differences between various data groups for its homogeneity. The ANOVA table shows the value of regression and the residual. When difference between regression and residual is higher, it shows that a single factor may not able to explain the variations found in another factor. This is a bivariate statistical technique, which is usually called as 'one way' since there is solo independent variable. The ANOVA table shows regression value and the residual. If the difference between regression and residual is higher, it shows that a single factor may not be able to clarify the variations which are found in another factor.

Data Analysis:
Results of hypotheses testing:

H$_{01}$: There is no significant difference of creativity which influences the buying behaviour of consumers by radio advertising.

Table 1: ANOVA table for purchase decision based on creativity

Purchase Decision on the Basis of Creativity of Advertisements					
	Sum of Squares	**df**	**Mean Square**	**F**	**Sig.**
Between Groups	.859	4	.215	1.215	.302
Within Groups	264.322	1495	.177		
Total	265.181	1499			

The above table shows the result of ANOVA to see the significant effect of advertisements on buying behaviour of listeners. The significance value is .302 which is greater than .05; thus the hypothesis stands accepted. Means, creativity in radio advertisements does not drive the purchase decision of the listeners to a great extent. The creative factor is not showing significant difference for purchase decision of the listeners.

H$_{02}$: There is no significant difference of humour in advertisements which influence the buying behaviour of consumers by radio advertising.

Table 2: ANOVA table for purchase decision based on humour element

Purchase Decision on the Basis of the Humour Element of Advertisements					
	Sum of Squares	**df**	**Mean Square**	**F**	**Sig.**
Between Groups	.711	3	.237	1.341	.260
Within Groups	264.470	1496	.177		
Total	265.181	1499			

The above table displays the results of humour element of advertising on the buying decision of the consumers towards any product. The significance value of ANOVA is .260 which is greater than .05; thus it can be concluded the hypothesis H$_{02}$ is accepted. Hence it can be interpreted only the humour element of the advertisements

is not much affecting the buying decisions of the listener. If the advertisement is humorous then it can not be said that it will affect the purchase decision of the consumers.

Results and Discussions:

Hypothesis testing says that there is no significant difference of creativity and humour, which influences the buying behaviour of consumers by radio advertising. The response was same in all four cities. Further, the study has few inferences.

- **Radio and Buying Behaviour:** Data analysis shows that in terms of many factors people appreciate the radio advertisements to some extent, but they get annoyed due to excessive contents.
- **Transition in Radio Advertisements:** The gamut of private FM radio market has been changed now. The consumer has got ample choice to run the programs as per his/her will. Due to the advent of Smart TV, now the viewers are the masters of the channels. Now, they can view their favourite web series, movies and other shows at their own freedom. They can pause, continue, resume and do anything.
- **Creativity in Advertisement:** Irrespective of the medium, an advertisement has to be rich in creativity in order to get the best output. Many times, direct appeal based informative advertisements are not highly useful for particular products and services. Therefore, the element of creativity is must for most of the advertisements.
- **Humour element:** The humour element adds to the spice in the dish in the way it catches the notice of the target audience. Humour element in radio comprises of audio inputs in the form of voice of RJs, their dialogues, local dialects etc.

Recommendations for Radio Broadcasters:
Looking upon data analysis, it can be said that private FM radio players in Madhya Pradesh are not doing well in terms of advertisement effectiveness. Few suggestions can be put forward for them.

Revival of Good Old Days: The private FM radio sector has witnessed its golden phase where people used to stick to their radio sets enjoying their favourite songs. In MP, the beginning of previous decade has witnessed the melodious times of radio.

Avoid Excessive Advertisements: Advertisements are the major source of revenue for private FM broadcasters, but excessive advertisements have to be avoided in most suitable manner. When a listener is fed up of the advertisements, he/she will immediately switch over to another station.

Demand Creation: Instead of forcing the audience for listening to the advertisements, radio broadcasters need to create the demand as per the demographics. Rather than 'push' approach, they have to resort to 'pull' approach.

Make it Better: The advertisements should be designed in more professional ways like it used to be in earlier decades. While newspaper and billboard advertisements are having professional approach, it seems that radio advertisements have ordinary appeal. They should always promote quality more than the revenue aspect.

Increase Emotional Appeal: The radio companies will have to revamp their policies so as to re-establish the emotional connect with the audience. Radio has been considered as a partner for spending time with music. Companies will have to create the emotional bond again by overhauling their policies.

Involve the Listeners: It has been seen that radio advertisements are working in one-way manner. A deep understanding of the audience is necessary to create the demand. Once they start involving the listener into the products, the results will be fruitful. Appropriate positioning as per demography is required in all the situations to ensure listener-oriented radio channel rather than client-oriented.

Visibility: The visibility of the private radio broadcasters is getting diluted. When private FM radio brands are launched in a new city, they publicize aggressively. After the brand becomes acquainted with people, they stop promotion. There is a need for encouraging more visibility of the radio broadcaster rather than the RJs.

The crux of data analysis has made realize that private FM radio sector has been undergoing critical stage in terms of offering more advertisements to the audience which in turn does not prove to be much effective in buying behaviour in urban part of Madhya Pradesh. People are not appreciating frequent ads in spite of the fact that it has creative and humour elements. Further, there are many aspects which are

considered by the people before making final purchase. Radio advertisement is just another source of information and persuasion.

Limitation of the study:

This study was conducted with reference to effectiveness of radio advertising on buying behaviour of urban consumers in major cities of MP, which may not be able to represent the state in few parameters. The final sample size chosen for primary data collection may seem to be smaller looking upon the population of the radio listeners. There may be probability of biasness while selecting the respondents. There may be probability of prejudice from the respondents while giving the response through questionnaire. Time limitation was also a factor with the respondents. The study was confined to effectiveness of radio advertising on purchasing behaviour of urban consumers in four cities of MP. The findings of the research may not be generalized for other cities of the state and India.

Scope for Further Research:

Further research can be conducted by including more cities of the same state along with other states as well. Future studies can be performed on big sample to include more variables at large. A comparison of cities of Madhya Pradesh vis-à-vis metropolitan cities of the country can be done in terms of effectiveness of radio advertising on purchasing behaviour. More characteristics of demographic variables can be explored in further studies. Further research studies can also be conducted with respect to effectiveness of radio advertisements Vs other media advertisements.

References:

- Dogra, Nitish and Srivastava, Sangeet. (2012). Climate Change and Disease Dynamics in India. Energy and Resources Institute Publications, p409.
- Baumann, Ingo; Lesley Jane Smith and Susan-Gale Wintermuth (2023). Routledge Handbook of Commercial Space Law. Taylor & Francis Publications, p92.
- Kotler, P., Keller, K. L., Koshy, A. & Jha, M. (2009). Marketing management a South Asian perspective (13th ed.) New Delhi: Pearson Education.
- Nysveen, Herbjørn and Breivik, Einar (2005). The influence of media on advertising effectiveness: A comparison of internet, posters and radio. *International Journal of Market Research*, Vol. 47 Issue 4, pp 383-405.

- Jaiswal, A.K., Palan, H., Panday, P., Srinath, N., Sen, T. and Shenoy, S. (2010), Radio Mirchi: Marketing Strategy for the Bangalore. *Indian Institute of Management Ahmedabad Publication.*

- Rajagopal (2011), Impact of radio advertisements on buying behaviour of urban commuters, *International journal of retail & distribution management*, Vol. 39 No. 7, pp. 480-503

- Maulana, A.E., Kuncoro, P.J. and Hikmah, L.Z. (2013), 100% Great Songs, reverse positioning of Delta FM Radio, Indonesia, *Emerald Group Publishing Limited*, Vol. 3 No. 6

- Ahmed, Rukhsar and Imam-ud-din (2013). Effectiveness of radio in marketing for business. *Research journal of social science and management*, Vol. 3, No. 1, pp 1-5.

- Shamloo, Nasrin and Danae Hasan, (2014). Investigating the Effectiveness of Radio Commercials (Case Study of Mashhad). *World Journal of Environmental Biosciences*, Vol. 6, pp 39-44.

- Venkatesh, S. and N. Senthilkumar (2015). Impact of Humor Advertising in Radio and Print Advertising - A Review. *International Journal of Engineering Science and Innovative Technology*, Volume 4, Issue 2, pp 276-280.

- Priya A. and P. Kalairajan (2016). A study on radio advertisements and its impact on rural customers. *International Journal of Economic and Business Review*, Vol. 4, No. 12, pp 161-166.

- Onwubuche, Ezekiel and Dipo-Adedoyin Olubunmi (2017). Women's Involvement in Radio Advertisement and the Implication on the Buying Behaviour of Mass Communication and Social Studies Students in Nigerian Tertiary Institutions. *International Journal of Research in Education, Science and Technology*, Vol., no.1, pp 95-105.

- **Haider, Tashrifa and Shakib, Shadman (2017).** A Study on the Influences of Advertisement on Consumer Buying Behavior. *Business Studies Journal*, Vol. 9, No. 1, pp 1-13.

- Paul, M., Dihhlon, Lakhwinder., Bansal, Sanjeev and Bagga, Teena (2017). Effectiveness of radio as an advertising medium: A perception survey in Delhi/NCR. *Man in India*, Vol. 97, No. 24, pp 345-357.

- Modikeng, M.A. (2018). The influence of radio and newspaper advertisements on the buying decisions of consumers. *Interim: Interdisciplinary Journal*, Vol. 17, No.1, pp 1-17.
- Kalaiselvan D; Santhi R; Angayarkanni R and Jayaraj T. (2019). A comparative study on effectiveness of various medium of advertisement in Perambalur district. ***Consortium of Research Journals*, Vol. 8, No. 2, pp 1-17.**
- Armah, Monaliza and Attafuah, Harriet Fosua (2020). Impact of Television Advertisement on Consumer Buying Behavior of Consumer Products. *Worldwide Journal of Multi-Disciplinary Studies*, Vol. 2, No. 9, pp 20-43.
- Kapoor, Riddhi (2021) Role of Radio in Advertising and Marketing. *International Journal of Innovative Science and Research Technology,* Vol. 6, No. 8, pp 53-56.
- Gupta, Nimish (2022). Impact of Advertising on Consumer Behavior. *International Journal of Research and Analysis in Commerce and Management*, Vol. 1, No. 2, pp 1-10.
- Khanam, U.S. (2022). Influence of Advertisements on Consumer Behavior: A Study of Graduate and Postgraduate Students. *Business Perspective Review*, Vol. 4, No. 2, pp 46-57.
- Aaron, Abhilash Yegudala (2023). Radio- An underrated and powerful promotional tool. *International Journal of Creative Research Thoughts*. Volume 11, Issue 9, pp 1-5.

Roles of community resource persons in community-based institutions and livelihood promotion: Learning from self-help groups and village level federation assessment

Manoj Kumar Jain,
Research Scholar (Management),
C. Rajagopalachari Institute of Management (CRIM),
Barkatullah University, Bhopal

And

Dr. Neeraj Singh,
Supervisor and Director,
Maharana Pratap College, Bhopal

Abstract

This paper is based on the assessment of roles of Community Recourse Persons (CRPs) during the study of Self-Help Groups (SHGs) and Village Organizations (VO) promoted under various programmes and now under the umbrella of National Rural Livelihood Mission (NRLM) in the state of Madhya Pradesh. The paper draws learning from the findings on the key parameters of institutional strength of the community institutions/collectives and livelihood promotion through these CRPs. The study covered 120 CRPs of 120 SHGs in 12 districts and 96 VOs in 8 districts. Quantitative and qualitative instruments were used for the data collection which included SHG, VO survey modules, focus group discussion and interviews with CRPs. This paper examines the role played by the CRPs, interplay of community-based institutions (CBOs) with respect to the principles of institutional architecture, empowerment, engagement with social issues and livelihood promotion.

Key Words: Community Recourse Persons, Self-Help Groups (SHGs), Village Organizations (VOs), Cluster-Level Federation (CLF) ,National Rural Livelihood Mission (NRLM), Community-Based Organizations (CBOs), Institution Building & Capacity Building, Livelihood Promotion.

Introduction

The research paper draws learning from the assessment study undertaken by author from the Madhya Pradesh State Rural Livelihood Mission (MPSRLM). The assessment focused on role of CRPs and institutional &livelihood promotion aspects of the women collectives, i.e. SHGs and VOs, promoted under various programmes.
Self-Help groups (SHGs) are the base of the community-based organisation architecture under the NRLM programme. Every SHG has between 10 and 15 members, coming from a homogeneous socio-economic background in the village. Village level organisations (VOs) are the second-tier collectives in the community institution architecture. These are the federations of 10-15 SHGs and are represented by two members, i.e. President and Secretary, each from these SHGs.

All the contiguous set of VOs in the cluster is federated into a Cluster-Level Federation (CLF) and further into Block/District/State Level Federations (BLF/DLF/SLF). These CBOs are supported by community-level para-professionals known as Community Resource Person (CRPs)or community cadres under various thematic interventions.

These women collectives have been initially promoted under different programmes such as District Poverty Initiative Programme (DPIP), Tejaswini Rural Women Empowerment Project and MP Rural Livelihoods Project (MPRLP) and after implementation of National Rural Livelihood Mission (NRLM) and closure of these programmes, they were adopted under the framework of NRLM.

There are more than 4.3lakhs SHGs, 40,000 VOs and 1325 CLFsformed under NRLM in 52 districts of MP. These collectives have mobilised 65,57, 121households and have received Rs. 17227.78 Crore external funds in the form on a revolving fund, community investment fund, vulnerability reduction fund along with formal institutional finance in the form of bank linkages. These funds are aimed at strengthening the social, economic and overall well-being of the rural poor women and their households.

Literature on Community-Based Institutions &CRPs

SHGs have been considered an optimum tool for a participatory approach for poverty alleviation programmes with women empowerment as core to it. Various scholars have studied the multi-faceted dimensions of poverty along with the role played by

SHGs in poverty alleviation and women empowerment. Few of the recent studies in the context of collectives and its various roles include (Dasgupta, 2001)who analyses the role of government and formal banking institutions in rural development. (Namboodiri & Shiyani, 2001)analyse the strengths and weakness of the SHG in deepening of the rural financing system. National Institute of Rural Development (NIRD) (2003) in their report has highlighted capacity building as a tool for community-based institutions to achieve goals of sustainable development.This scapacity building is not possible without the active suppoort of CRP.

Shylendra (2004)has critically evaluated the SHG-Bank linkage programme and its approach with the observation that financial institutions have lagged behind in delivering the mandated services. De Aghion & Morduch (2004) argued that microfinance empowers women through changes in household choices, and bargaining power, by increasing overall resources, affecting the returns on human capital and influencing the attributes and norms.

Bali Swain & Wallentin (2012) find in their study that economic factors have the greatest direct impact on empowering women. Their research confirms that programs such as SHGs, which focus on the income generation by women in low-income households, have the double advantage of leading to an improved economic situation of the respondent and being the most effective factor in empowering women. Greater autonomy and changes in social attitudes also lead to the empowerment of women, although the magnitude of their impact is, relatively, smaller than the economic factor. All these researchers admired the crucial role of community resource persons in the development of community persons in many folds.

Objective of the Study:
a. To assess the role of CRPs in building SHGs' capacity on operational parameters like adherence of the panch-sutra norms and extent of group activities.
b. Make an assessment of the selection process of livelihood activities among SHG and the present status of these activities at individual and group level.
c. Carry out a perception assessment of SHG members on the extent of support provided by the VOs & CRPs.
d. Assessment of the role of CRPs particularly in the field of institution & capacity building and livelihood enhancement.

Methodology

The methodology adopted for the study focussed on covering SHGs ,VOs and their CRPsfrom all the promoting programmes to have a uniform representation. The sampling was based on the premise that a sample size of more than 500 members of 120 SHGs is adequate to arrive at justifiable inferences with a 10 per cent sampling error, irrespective of the size of the population. For the SHG phase, 120 SHGs were selected from 8 districts using stratified purposive sampling in which district, block, cluster and village forms the first, second, third and fourth stratum respectively. Whereas for the VO phase, systematic random sampling was used to select 96 VOs from 12 districts, 3 VOs from each programme, out of the 25 old districts. In each of the selected district, VOs were selected by categorising the available list according to the age of the institution. The village level federations were categorised into two age groups: between 3 to 5 years and more than 5 years. Using this criterion, 8 village level federations in each district were randomly selected.

Table 1 Number of SHGs Sampled Selected in Study

S.No.	District	Type of programme	Block	Villages	SHG
1	Chhatarpur	DPIP	2	5	15
2	Rewa	DPIP	2	5	15
3	Anuppur	MPRLP	2	5	15
4	Dhar	MPRLP	2	5	15
5	Chhatarpur	Tejaswini	2	5	15
6	Mandla	Tejaswini	2	5	15
7	Jhabua	NRLM	2	5	15
8	Mandla	NRLM	2	5	15
	Total		**16**	**40**	**120**

Source: Author compilation

Table 2 Sampling Plan of VO

| S. No.	District	Type of Programme	NRLM Phase	Year	Block	Cluster	Village Level Federations
1	Shivpuri	DPIP	2	2015	2	4	8
2	Sidhi	DPIP	2	2015	2	4	8
3	Tikamgarh	DPIP	2	2015	2	4	8
4	Shahdol	MPRLP	1	2012	2	4	8
5	Alirajpur	MPRLP	1	2012	2	4	8
6	Sheopur	MPRLP	1	2012	2	4	8
7	Chhatarpur	Tejaswini	2	2015	2	4	8
8	Dindori	Tejaswini	1	2015	2	4	8
9	Balaghat	Tejaswini	2	2015	2	4	8
10	Mandla	NRLM	1	2012	2	4	8
11	Badwani	NRLM	1	2012	2	4	8
12	Sagar	NRLM	2	2015	2	4	8

Source: Author Compilation

Quantitative and qualitative instruments were used for data collection; survey, interviews and focus group discussions were the methods adopted for the study. Documents such as books of records were studied, and data was taken from them for the study.

Institutional Strength of CBOs

The average age of SHGs and VOs promoted under MPSRLM is 7 years, which make them as progressing towards mature institutions (refer figure 1). The institutional architecture is supported by norms, principles and rules, which are commonly referred to as 'Panchsutras' in the context of SHGs. Regular meetings, savings, inter-lending, repayment and record-keeping are the five cardinal principles that the CBOs are prescribed to adhere to. These norms are placed to guide the CBOs to efficiently and effectively function like community institutions.

Figure 1: Age profile of SHGs and VOs
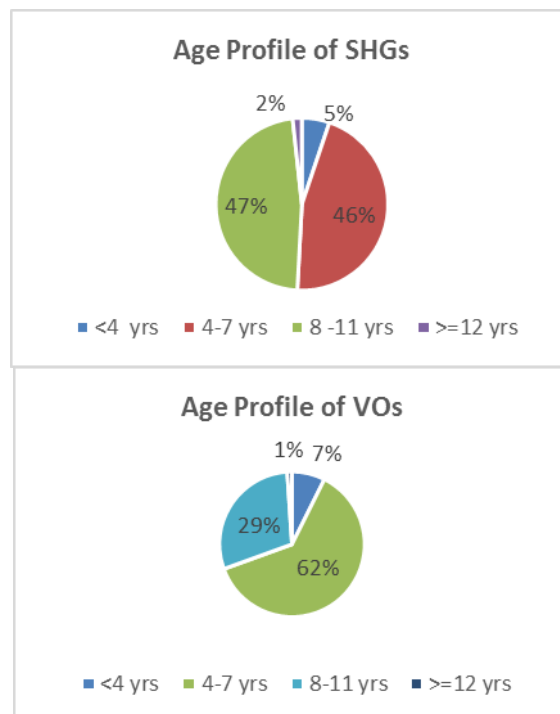
The study found that while awareness of these principles is present in the members of the collectives, but adherence is not universally observed. The collectives in the study have been promoted under different programmes before coming in the fold of NRLM. The foundations on which they have been promoted differ and hence have implications on the strength of these institutions. Internalisation and Institutionalisation of values of transparency, fairness and norms of savings and exchange within the SHGs along with the role of leadership in the SHGs are some of the factors that play a critical role in making these CBOsstrong institutions.

Figure 2a: SHG Meeting Frequency
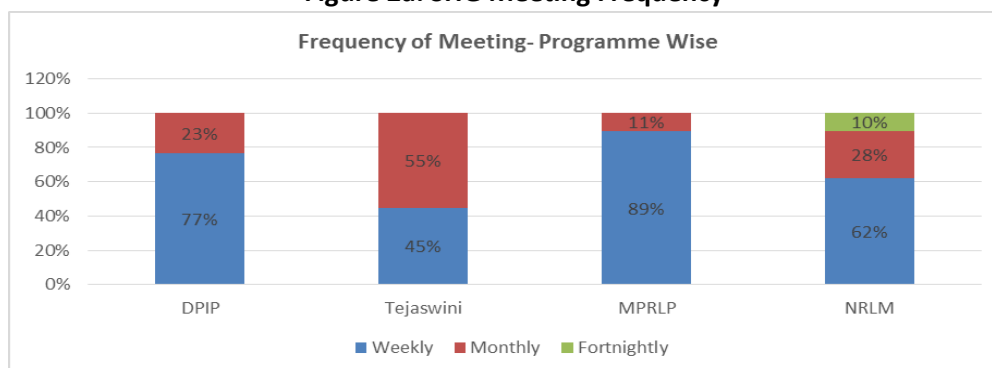
Figure 2b: VOs Meeting Frequency
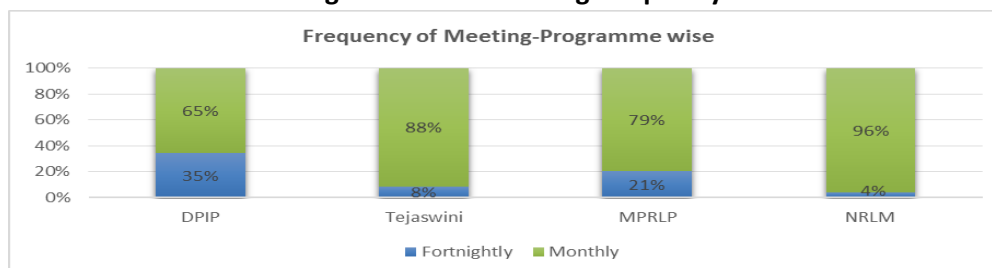
While 69 percent of SHGs conduct their meetings weekly, 29 percent monthly and 2 percent fortnightly, the incidences of zero meetings in last three months were found in 39 per cent of the sampled SHGs (refer figure 2 a). Similarly, in the case of VOs, 83 percent have a monthly meeting, 15 per cent have a fortnightly meeting and 2 per cent meet on half-year basis with incidences of zero meetings in 28 per cent of Vos (refer figure 2b). The prevalence of zero meetings has implications on the participation of women in the group, the functions of the group as well in the inter-linked activities of financial intermediation and livelihood promotion. Absence of regular meetings leads to the non-adherence of the 'panchsutras' which are the building blocks of strong institutions.

The second important aspect in the functioning of these institutions is their primary activity of financial intermediation. The SHGs are formed around the savings-credit activity, which forms the foundation of these collectives. Regularity in these activities also leads to the mounting of other interventions and programmes at the SHG/VO level, such as bank linkage, which connects these institutions to formal financial

institutions. The mainstreaming of credit function not only ensures that the women are able to broaden their capacity of taking loans for diverse activities by also helps in strengthening the structure of these institutions as another layer of operations add up. To support these activities, the promoting programmes had provisioned for placing books of records and a community resource person in the form of a book-keeper. The study has highlighted that while savings-credit and bank linkage has happened for the sampled SHGs/VO, but there is a severe lacuna when it comes to maintaining the formal records for the transactions.

Figure 3: SHGs Books of Record
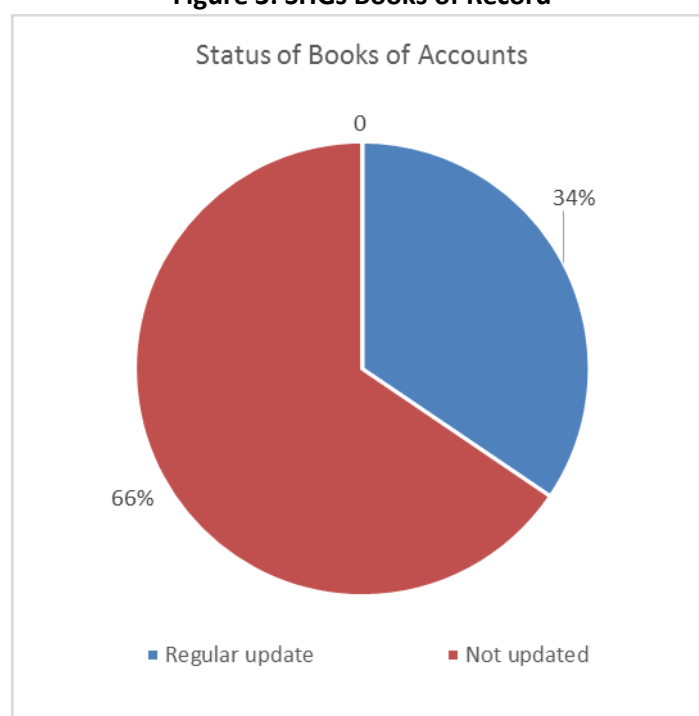
Data, such as in 66 per cent of SHGs (n=79) books of records were found to be 'not updated' and in 49 per cent (n=47) of VOs books are 'not updated', has clear implication on the financial health of the SHGs and Vos (refer figure 3). As these SHGs and VOs are promoted under different programs, the norms and principles vary when DPIP is compared with Tejaswini and MPRLP. Similarly, the community resource person as book-keeper is present in the majority of SHGs and VOs, but their

role is not being translated into delivering the task of regular maintenance of books. This is one area that the study found, needs to look into deeply and re-assess the skills and remuneration of book-keepers. Universalisation and standardisation of norms and principles all across the CBOs may be one of the strategies to strengthen the institutional architecture of these women collectives with the support of skilled resource persons.

CBOs and Empowerment

The SHG movement has brought lakhs of women in its fold in the state of Madhya Pradesh with around There are more than 4. 3lakhs SHGs and around 65.57 lakh households currently active in the programme of NRLM. The changes in the lives of women of these SHGs and role of CRPsare documented through the interactions and discussion on the qualitative aspects during the study.

Hoop, Brody, Tripathi, Vojtkova, & Warnock (2019) in their research highlight that SHGs are formed with an underlying assumption that when individuals join together to take action towards overcoming obstacles and achieving social change, the outcome can be individual and/ or collective empowerment. These group members usually use savings, credit or social involvement strategies as tools for stimulating empowerment. Empowerment is primarily measured in the context of social, economic, political and entrepreneurial. Various studies have highlighted that empowerment after becoming members of SHGs may come from improvement in income, savings, ability to take loans, and skills they gain from wider exposure to group support and access to resources(Hoop et al., 2019).

From the study findings, it was noted that becoming a member of the SHG, and there has been a change in the social normative narrative of women's position in society. Predominantly women in patriarchal societies are limited to productive and reproductive roles with no space to become independent individuals.

Many women shared that they had never stepped out of their houses until they became a member of the SHG. Wide mobilisation of SHG programme and inculcation of habit of coming out of their homes for meetings, going to banks, exposure and training programmes have helped in changing the normative positions of these women. Freedom of mobility has helped the women gain social standing in

their villages and strengthen their role within the household as well. Furthermore, the interaction with women both within the SHGs and with other members of the SHGs increases the exposure and confidence to articulate and pursue her interests.(Purushothaman, 1998)

Participation of women in the Panchayat Raj Institutions (PRIs) by attending the Gram Sabhas, election campaign rallies etc. have paved the road of inculcating an awareness of the political and governance systems around them. In 17 per cent (n=20) of the SHGs, members have contested for PRI elections, and out of that in 12 SHGs, members have won these elections. According to MPSRLM, 7549 (3.9% of total women elected) women SHG members elected in various positions shows their political empowerment out of these won 8 president & 4 vice president posts at block level and 18 Zila Panchayat members at district level in the state. CRPsmotivated and helped them to nominate for local body elections. SHG members and their upper tier federation members also supported them in public relations, publicity and local assistance during elections.

Figure 4: SHGs Engagement with PRI
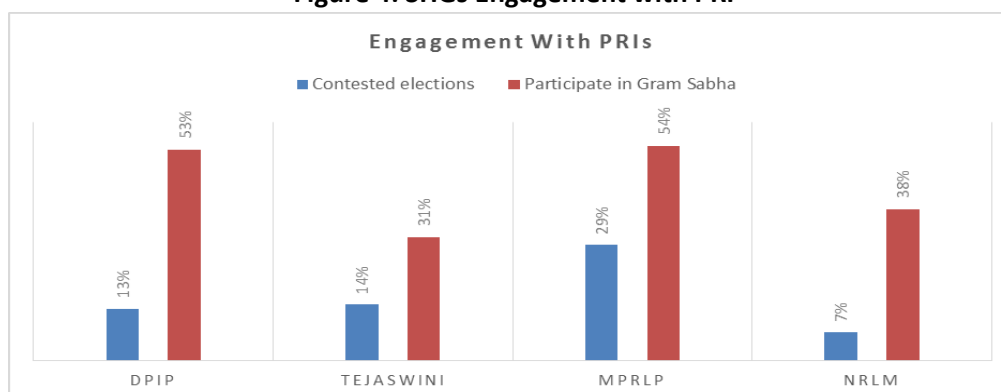
In 41 per cent of the SHGs, more than 50 per cent of the members attend the PRI meetings (Gram Sabha, Aam Sabha etc.). This increases the participation of women in governance institutions is crucial to building synergies between community-based organisations and PRIs for village development.

CBOs and Social Issues

The strength of the community institutions lies in collective interventions as per the plans and requirements of the group as well as the more significant issues of the village where the institution is based. Decision making for the broader issues of welfare and development is also an indicator of the political empowerment of the group as well as the collective strength at the institutional level and capacity of members to undertake such activities. SHGs to become vehicles of social change are involved process and needs the SHGs/VOs to become stable first as institutions. Strong bonds of solidarity coupled with support from the promoting agency not only instil confidence in the group but also guides them to take appropriate steps. Zomeren et al., have demonstrated that such politicised identity is a pre-requisite for a sustainable mobilisation that can bring about lasting changes (van Zomeren, Postmes, & Spears, 2008)

The study focussed on identifying the engagement of these SHGs and VOs in the social issues as well as the nature of the issues they have addressed so far. In the sample, 37 per cent of the SHGs have engaged in addressing social issues, whereas, in the case of VOs, 52 per cent have engaged in addressing social issues. The issues range from domestic violence, infrastructure development in the form of road construction, sanitation facilities, alcoholism, public distribution system delivery, the revival of defunct SHGs, MGNREGA and water-related issues. All most all the SHG members as individual and VO's members collectively involved in Swachh Bharat Mission Grameen (SBM-G) implementation through construction of toilets in their own houses and other member's houses. Also take participate in swachhta rallies under SBM (G).

CBOs and Livelihood Promotion

Livelihood promotion is the key agenda mounted on these community-based organisations, which is aimed at income enhancement, diversification of existing opportunities, strengthening the economic conditions of the households and making them sustainable and self-reliant. Chambers & Conway, 1992)defines livelihoods as consisting of capabilities, assets (material and social) and activities are undertaken for a means of living while Sustainable refers to the ability to cope and recover from

stresses and shocks, maintain and enhance the capabilities and assets without reducing the natural resource base.

Figure 5: Livelihood Portfolio of SHGs
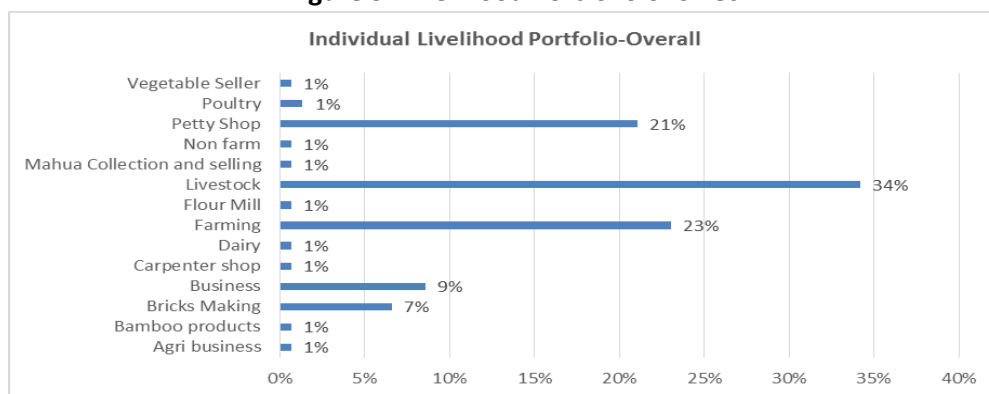
The loans taken by SHG members are aimed for greater and steadier cash flows so that they can utilise them for improving their livelihoods. Integration of finance with livelihood promotion coupled with training and support has been the approach followed for building sustainable and diverse livelihoods across the country. Livelihood promotion through collectives has been studied in two forms, one of the collective activities adopted at SHG/VO level and two, individual portfolio of activities by members.

While collective activities are less in number, both at SHG and VO level, with 18 per cent SHGs and VOs practising collective activities, the individual portfolio is comparatively extensive. The form of collective activity undertaken at SHG/VO level includes the production of non-farm products, agriculture-related procurement and distribution and packaging and sale of products. Engaging in collective activities and making them sustainable is a challenging prospect. The difficulties range from finding adequate funds to getting technical inputs and training in running a collective enterprise. Presence and identification of a suitable market along with sources for input supply pose another degree of difficulties.

At the individual member level, the critical livelihood activities that the members are engaged in include agriculture, livestock, and small business. In 116 SHGs, 406 members have taken a loan, out of which 61 per cent has been for investment

purposes and 24 per cent for consumption and 15 per cent for both. This data point indicates the extent of individual livelihood activities at the member level, where the focus in on investment rather than consumption. Even in the loans disbursed from VO to SHGs, 67per cent loans have been for investment and 33per cent for consumption, again highlighting the entrepreneurial nature of the members and a willingness to strengthen their livelihood portfolio. There has been a marked percentage change in the income from various activities at the individual level, after becoming members of SHG.

Convergence with government programmes has been another mechanism for promoting livelihood from the VO level. In 18 per cent of the VOs, such convergence activities have happened, enabling members to receive benefits of the existing government programmes. Few examples of these activities are community-led irrigation, mid-day meal, stitching of uniforms, vermi-compost, goat rearing, poultry, sanitary napkin distribution and organic vegetable garden. The strategy of making the members access the available benefits of government programmes is a critical step in ensuring that the collectives are able to engage with external stakeholders, strengthen their ties and display a model where such government programmes can be made to reach the last beneficiaries through the platform of women collectives.

The agenda of livelihood promotion through these collectives, when integrated with financial intermediation as well other interventions requires an integrated approach. Merely providing funds or training to the members with an expectation from them to run successful activities/enterprises is not fair, given the complex challenges and difficulties existing in rural areas. Comprehensive understanding of the socio-economic environment in which these collectives exist along with the resource base they have access to couple with the different asset base will be required to develop sustainable livelihoods for these women. DFID's Sustainable Livelihood Framework gives a critical insight for developing livelihood strategies and outcomes, factoring in the context of communities.

Economic empowerment happens through engaging in various interventions and accessing credit from the group, higher-order federations and banks. The basic assumptions underpinning these income-generating programmes are that giving women access to working capital and technical support, such as training, can increase their ability to 'generate choices and exercise bargaining power as well as develop a

sense of self-worth, a belief in one's ability to secure desired changes, and the right to control one's life as per the report by (Hoop et al., 2019). This has helped in changing the narrative of "appropriate place of women" in a typical rural household. Access to the credit of households through women and SHGs have made the men see them as a significant contributor to the financial health of the household. Migrant families, where males are away in towns and cities for work, are being headed by women and their decision-making role has increased manifold. From a supporter of husband, these women have changed to become active bread-winner for the family. Improved networking, better communication and greater mobility also empower women (Swain & Wallentin, 2009). This has been made possible by the various interventions promoted under the NRLM programme focussing on making these women self-reliant and strong individuals.

CBOs and Community Resource Persons

The design of community institutions architecture, as promoted under NRLM, encourages these women collectives to engage in diverse thematic interventions along with strengthening the core institution and focus on their capacity building. The design also provisions for placing skilled community resource persons within/outside these collectives to support them in achieving these objectives. As a CBO (SHG/VO) moves from savings/credit function to adopting/promoting thematic interventions such as livelihood, health, etc., their need for hand-holding and support increases as each of these interventions is multi-layered and requires interactions with multiple stakeholders. Hence, the need and requirement of resource persons become paramount in the programme design.

Figure 6: Types of CRPs at VO Level
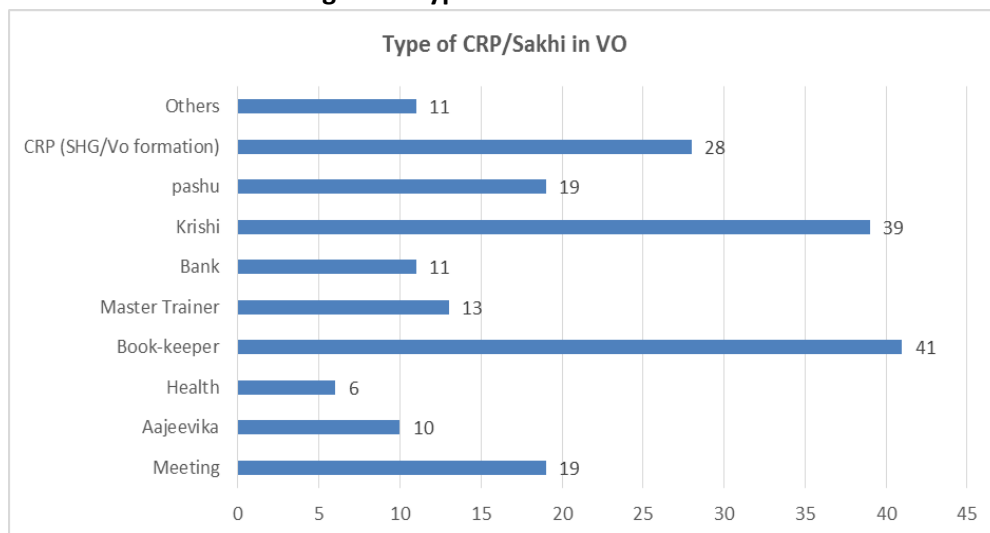
Figure 7: Status of CRPs at SHG level
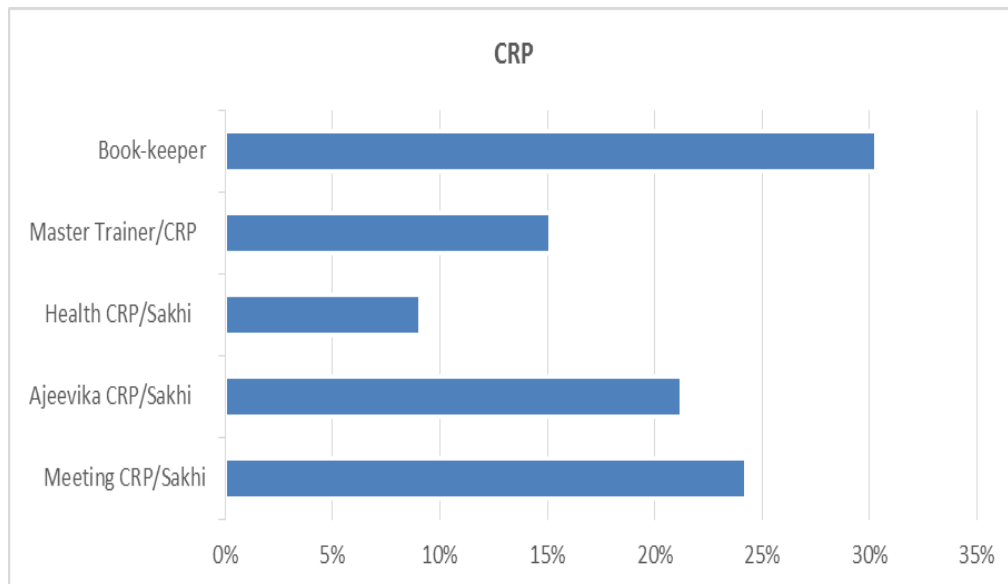
One of the objectives of the study was to assess the status of such resource persons in the sampled SHGs and VO and gather an understanding of their key roles and the challenges faced by them. Only 20 per cent of the SHGs reported being supported by CRPs, out of which majority are in the form of book-keeper and livelihood resource person (refer figure 6 and 7). The service rendered by these CRPs is primarily in the form of sharing information from higher-order federations to lower order and facilitate training programs for the members. They also support in liaising with government departments for convergence programmes and with PRI officials for village development-related work. There is a considerable gap present from taking it from 20 percent to 100 percent, which will not only help in making the interventions more successful but also ensure that all members are covered by some or other livelihood intervention. The importance of support rendered by the resource person is highlighted by the discussions with the members during the study. Their perception of making the CRPs more effective and productive included the need for regular remuneration, training and skill development, exposure visits and increased support from the cluster/block staff.

Role of CRPs to Promote community-level entrepreneurship a tenable model for livelihood:

The discussion of livelihood promotion through CRPs andCBOs is incomplete without understanding the needs of the community where the programme is being implemented. The state of Madhya Pradesh has diverse socio-economic and geographically located communities and hence given the diversity of vulnerability context as well as a resource base, a single solution that caters to all cannot be formulated. The only commonality that exists amongst this diversity is the platform of CBOs, which is spread in all 52 districts of the state. Any solution that needs to be built in will have to factor in the institutional strength of these CBOs, which can then serve as a foundation for building the intervention as well a network for taking the solutions to the members. While almost every individual member of SHG is engaged in their own traditional livelihood activities and they have strengthened these activities with the help of credit from their SHGs, very few have ventured into taking up new activities.

Promotion of enterprises necessarily factors in three components, individual entrepreneur, the idea of enterprise and the ecosystem that it operates in. For the rural

areas, where the ecosystem is complex and of unpredictable nature, it becomes imperative to have a deep understanding of the dynamics between the three components. Also, scale becomes another challenge because not all ideas are scalable and even not feasible in every location. The theory of change for promoting community-level entrepreneurship model needs to be designed on such non-linear interactions between the stakeholders and define what outcomes are envisioned from what strategies.

Given this background, the inferences from the study necessarily highlight that before delving into the creation of an entrepreneurship model for mass scale in the state, it is imperative to undertake mass-scale feasibility studies such as Local Area Analysis. This will help in categorising the communities based on their needs, resources, skills and willingness towards enterprises along with identifying the potential markets, input supply sources etc. Such an analysis will help in strengthening the community-entrepreneurship model with scope to modify it as per the context requirements. To promote such a model, along with the capacity building of the community, there would be requirements for the capacity building of the CRPsstaffs involved/engaged with the women collective promotion.

References
- Bali Swain, R., & Wallentin, F. Y. (2012). Factors empowering women in Indian self-help group programs. *International Review of Applied Economics*, *26*(4), 425–444. https://doi.org/10.1080/02692171.2011.595398
- Chambers, R., & Conway, G. (1992). Sustainable rural livelihoods: practical concepts for the 21st century. *IDS Discussion Paper*, *296*.
- Dasgupta, R. (2001). An informal journey through self-help groups. *Indian Journal of Agricultural Economics*, *56*, 370–386.
- De Aghion, B. A., & Morduch, J. (2004). Microfinance: Where do we stand? In *Financial development and economic growth* (pp. 135–148). Springer.
- Hoop, T. De, Brody, C., Tripathi, S., Vojtkova, M., & W arnock, R. (2019). *Economic self-help group programmes for improving women's empowerment*. (September). https://doi.org/10.23846/SRS011
- Namboodiri, N. V., & Shiyani, R. L. (2001). Potential role of self-help groups in rural financial deepening. *Indian Journal of Agricultural Economics*, *56*(3), 401–409.
- Purushothaman, S. (1998). Empowerment of Women in India - Grassroots

Women's Networks and the State. *Asia-Pacific Journal of Rural Development*, *8*(1), 109–111. https://doi.org/10.1177/1018529119980107

- Shylendra, H. S. (2004). The SHG-Bank linkage Programme: An assessment and future strategies. *Journal of Rural Development*, *23*(4), 411–433.

- Swain, R. B., & Wallentin, F. Y. (2009). Does microfinance empower women? Evidence from self-help groups in India. *International Review of Applied Economics*, *23*(5), 541–556. https://doi.org/10.1080/02692170903007540

- van Zomeren, M., Postmes, T., & Spears, R. (2008). Toward an Integrative Social Identity Model of Collective Action: A Quantitative Research Synthesis of Three Socio-Psychological Perspectives. *Psychological Bulletin*, *134*(4), 504–535. https://doi.org/10.1037/0033-2909.134.4.504

OCTAPACE model and its importance in higher education

Seema Nair
Research Scholar,
Barkatullah University, Bhopal

Abstract

A systematic and organized approach to ensuring the extension of employees' competences, vitality, motivation, and effectiveness is OCTAPACE. It is a continuous process. Organizational environment includes OCTAPACE culture. The Indian educational system has carved out a special place for itself among the world's best. Institutions of higher learning play a crucial role in the processes of knowledge discovery, creation, preservation, and transmission. Academics and others working in the field are still attempting to make sense of the profound changes that have taken place in higher education over the last 20 years. Examining how OCTAPACE Culture has affected educational institutions is the primary goal of this research. Professors and other college staff are a school's greatest resource for providing a high-quality education to students. In order to retain and grow workers, which would lead to greater job satisfaction, the eight components of HRD atmosphere are crucial.

Keywords: OCTAPACE Model, Higher Education, Importance, Institution, India

Introduction

A company's culture is an essential component of its overall environment. What an employee thinks about the company's potential for growth is one definition. Openness, Confrontation, Trust, Autonomy, Proactivity, Authenticity, Collaboration, and experimentation are all aspects that the OCTAPACE elements address in relation to the organization's value system. Measures the seriousness with which human

resource development techniques are put into practice; these items deal with such procedures. The Indian educational system has carved out a special place for itself among the world's best. To investigate, create, preserve, and disseminate knowledge, institutions of higher education play a crucial role. Academics and others working in the field are still attempting to make sense of the profound changes that have taken place in higher education over the last 20 years. There have been a lot of challenges for educational institutions and systems recently, including changes in demographics and the number of students enrolled, calls for more transparency and responsibility, questions about the economic and social value of universities, and the influence of technological advancements.

While universities and colleges operate on a national basis, the problems they confront are really international. The main objective of this study is to investigate how OCTAPACE Culture affects the efficiency and effectiveness of professors in educational institutions. The fundamental rationale for choosing a higher education institution is that it is student-centered and places a premium on service quality, both of which will help tomorrow's leaders get a head start. Incorporating these eight characteristics into the culture will create an environment of trust and confidence, where faculty and students work together as an interdisciplinary team to achieve organizational goals. An open-door policy and high levels of understanding are fostered by an effective internal communication strategy. Having an open, trusting, confrontational, collaborative, experimental, autonomous, and proactive work atmosphere is essential. In their relationships with one another, members are candid, respectful, helpful, and open to learning from one another. When faculty members use OCTAPACE, they are able to communicate effectively, collaborate fruitfully, and export opportunities to their full potential, all of which improves faculty performance.

Literature Review

Dhuru, Prajakta. (2019)A company's culture is the single most critical intangible factor in determining its level of success. Openness, honesty, trust, authenticity, initiative, independence, teamwork, and experimentation are essential qualities that the companies prioritize. The purpose of this research is to use the OCTAPACE framework to investigate the cultural dynamics of Indian and Middle Eastern organizations. Examining the cultural differences between Indian and Middle Eastern organizations and the elements that contribute to them is the primary goal of this

research. T.V. Rao's (1999) OCTAPACE profile questionnaire yielded 140 replies in the present investigation. Significant disparities were discovered on many interrelated characteristics of OCTAPACE culture, organizational ethos, and values, according to the research. The research delves into the subtle facets of culture, namely examining the ideas and values held by the company. In addition, it facilitates the development of the intended organizational performance and the establishment of a lasting competitive advantage. The study's findings may guide recruiting practices that are inclusive of diverse populations. Best fit is made possible by the research, which will also improve HR's fundamental operational tasks.

Andrabi, Ulfat & Chhibber, Priyanka. (2022)Discovering what constitutes corporate culture is the driving force behind this research. Eight components of an effective company culture are outlined in the OCTAPACE profile, which was developed by U.Pareek. Candor, directness, honesty, initiative, independence, teamwork, and risk-taking. By analyzing the OCTAPACE culture of a company, we can teach our workers how to keep things running smoothly and deal with any issues that crop up. Culture provides the energy needed to operate effectively by maintaining normal background flow throughout all the structures, and organizational culture plays a significant role in helping firms maximize their potential. Organizational culture and OCTAPACE culture are the topics of this research, which draws on secondary material found in books, reputable journals, and articles. How well workers mesh with the established norms and values of an organization is a factor in how prosperous that firm ultimately becomes. When we talk about how people act in the context of a company, we're talking about its organizational culture. Hidden underneath people's outward actions are their beliefs, values, and assumptions, which in turn govern their actions. The purpose of this article is to investigate the relevance of OCTAPACE culture to businesses.

Singh, Anju. (2021)"Organizational culture" and "job satisfaction" are two of the most researched topics in the realm of organizational behavior and human resource management. Organizational culture and work satisfaction have been the subject of several theories and models for quite some time. This is because these concepts have a direct bearing on human psychology and nature. Schools need to be as adaptable as their students if they are to succeed in this dynamic and unpredictable world. "Organizational Culture" is the bedrock of every great organization and exceptional workplace. Conversely, student achievement in the classroom is strongly correlated to

teachers' levels of job satisfaction, making the former a prerequisite for the latter's capacity to keep the education system running smoothly. The purpose of this research is to look at how college faculty feel about their work environment and their organization's culture. Drs. Udai Pareek and Amar Singh and T. R. Sharma's Job Satisfaction Scale and OCTAPACE Culture Scale were used in the research, which included 102 teaching staff members. According to the study's findings, both work satisfaction and organizational culture are significantly influenced by one another. The survey also found that teachers' culture scores varied significantly according to their years of experience.

Khaire, Rajiv & Sao, Ruchi & Chandak, Shravan. (2020) The ideals, beliefs, practices, and habits of a community or civilization are what make up its culture. The culture of an organization may be ethereal, yet it manifests itself in many concrete ways. Several studies have shown that company culture affects how employees behave on the job. The research aims to collect data on eight dimensions of organizational culture and was carried out in Central India. Using a four-point scale, Udai Pareek groups these factors into an OCTAPACE instrument that assesses the organization's culture on the following dimensions: openness, confrontation, trust, authenticity, pro-action, autonomy, cooperation, and experimentation. A total of 758 answers were gathered from workers in order to compare the two industries: manufacturing and service. According to the findings, there is little to no difference in company culture across the two industries on any of the eight metrics. The results on all eight factors were determined to be above average, suggesting a strong organizational culture on the OCTAPACE model, according to the standard grading provided by Udai Pareek.

Features of organisational ethos

The idea of organizational ethos is complex and includes several different but equally important elements. When businesses use the OCTAPACE model as a guide, they may better comprehend and cultivate their company's values and culture. Openness, Confrontation, Trust, Authenticity, Proactivity, Autonomy, Collaboration, and Experimentation are the acronyms that make up OCTAPACE.
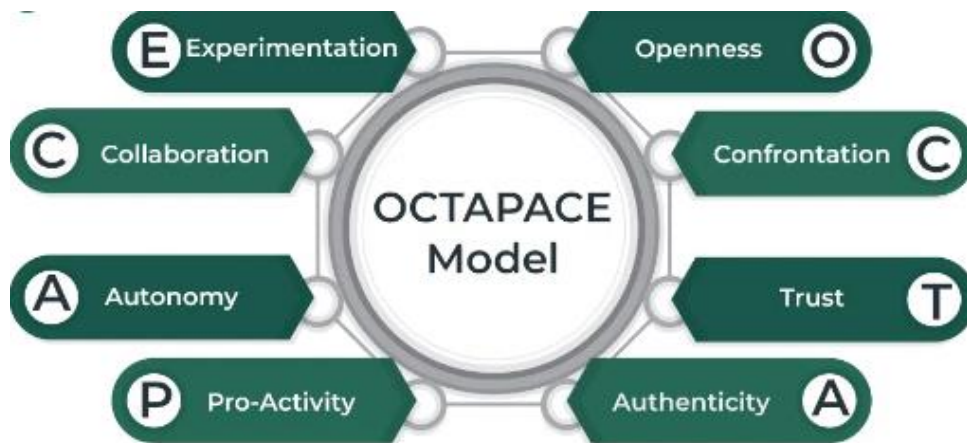
In order to develop a successful and healthy organizational ethos, these eight factors are crucial:

Openness: The ability and desire of the organization to foster openness and honesty at every level is what this term alludes to. When working for a company that promotes transparency, workers are free to voice their opinions, thoughts, and concerns. An atmosphere of openness and continual learning is promoted by the prevalence of free and open communication. Because it promotes open communication and guarantees that everyone has a say, it is fundamental to the organization's values. It promotes understanding, fosters teamwork, and bolsters an atmosphere of trust. When workers know their ideas matter, they are more invested in the company's purpose and may have a positive impact on its values.

Confrontation: Non-hostile disagreements and conflicts are not what the second OCTAPACE component is alluding to. On the contrary, it is about how well the organization deals with problems and disputes. Confrontation refers to the practice of encouraging people and groups to deal with issues, disputes, and difficulties directly rather than ignoring or repressing them. Cultures that encourage conflict resolution and new ideas tend to be more innovative. A voice may be heard, the existing quo can be challenged, and novel approaches to problems can be developed. Acknowledging and successfully tackling obstacles, rather than sweeping them under the rug, leads to flexibility and resilience, which is a feature of organizational ethos.

Trust: Trust is the bedrock of a strong company culture. Belief in the honesty, skill, and dependability of one's coworkers and superiors is essential to the development of trust. When there is trust, workers are more comfortable interacting with one other. They have faith that their superiors and coworkers will always do what's right by them and be forthright and honest. As it promotes collaboration, teamwork, and a supportive work environment, trust is essential for a strong organizational ethos. People are more inclined to cooperate, exchange information, and accomplish common goals when they trust one another. As consumers, partners, and investors are more inclined to interact with and support organizations they have faith in, trust is also essential in stakeholder interactions.

Authenticity: Authenticity, number four Being one's real self in a work setting is the focus of the fourth dimension, authenticity. Individuals are encouraged to be themselves at work by authenticity. It entails being forthright and honest about one's ideals, views, and values. Organizational ethos relies on it because it fosters a setting where workers may harmonize their own principles with those of the company. It helps people feel safe enough to be themselves while also fostering a stronger connection between them and their job. Employees are more invested in their work and like their jobs more when their own values fit with those of the company.

Pro-Activity: The fifth component of the OCTAPACE paradigm is pro-activity. It stresses the significance of being proactive and taking the lead in one's position. Being proactive is more than just doing your work; it's also about looking for ways to make things better, be creative, and help your company succeed. Being a driving force behind innovation and continual progress, it is an essential part of the organizational culture. Workers are more likely to suggest changes, take initiative, and seek out better solutions when they work in an environment that promotes initiative. The organization may flourish in the ever-changing commercial world thanks to this component, which promotes an attitude of development and adaptation.

Autonomy: The sixth component, autonomy, is all about giving workers the leeway and responsibility to make their own judgments while doing their jobs. It provides people with a measure of autonomy and control by letting them own their job. Autonomy promotes innovation, independence, and responsibility, all of which are

essential components of an organization's culture. Workers who are given discretionary authority are more inclined to own up to their mistakes and come up with creative solutions to issues. Autonomy encourages faith in workers' skills and discretion.

Collaboration: The seventh component, collaboration, emphasizes the value of internal cooperation and teamwork. It entails bringing people's unique abilities and experiences together to accomplish shared objectives. Organizational ethos relies on it because it encourages a culture where employees value helping one another and exchanging information. Cohesiveness and a shared drive to accomplish the organization's goals are fostered by a culture that values and rewards teamwork. The capacity of the organization to respond to changes and seize opportunities is bolstered by this aspect.

Experimentation: The last component of the OCTAPACE paradigm is experimentation. It promotes a mindset of curiosity and openness to new ideas by giving people the freedom to try out different things. Being willing to try new things and learn from your mistakes is what it means to experiment. Because it encourages change and progress, it is an important part of the company's culture. It gives workers the freedom to try new things and take smart risks. An organization's capacity to innovate and adapt is driven by a culture that encourages experimentation, which values creativity and learning from experience.

OCTAPACE culture

Skills, values, and dedication are the three pillars upon which human resource devolvement rests. Some cultures make it possible to consistently improve one's skills and level of dedication. A lot may transpire in an ideal setting. Therefore, it is critical for any organization to establish a culture. The ideal HRD culture would have these traits:
- Learning culture should be its focus.
- It needs to be continuously assisting in the discovery of new competences of individuals, dyads, and teams.
- People's latent abilities and untapped potential should be easier to discover and develop.
- It ought to be useful for learning new skills.

- There need to be intrinsic motivating value in it. To rephrase, it ought to be intrinsically motivating. People are dedicated to their work and seldom need prompting to get things done. They take action.
- It ought to provide individuals the freedom to try new things and be creative. As stepping stones to advancement, initiative and experimentation are essential. As a result, people, groups, and businesses are able to unlock their full potential.
- It ought to make one's job more enjoyable and fulfilling. Nothing should turn work into a chore. When there is a positive work culture, it becomes fun. The power to enable is inherent in meaningful relationships.
- People's capacity for original thought and addressing problems has to be boosted.
- Team spirit and morale should be fostered.
- It ought to make people, pairs, and teams more focused on taking action.

Growth of India's Higher Education System

Classrooms, labs, libraries, and athletic fields are the foundation upon which a country rest. It is the duty of our nation's educational institutions to foster innovation, creativity, and intelligence while simultaneously producing the educated and engaged workforce essential to its political, economic, and social progress and growth. The educator is fundamental to everything that we learn, as well as the creator and builder of human civilization. When citizens in a country have access to quality education, the country as a whole benefit. Teachers play a pivotal role in molding society and implementing game-changing reforms in the nation's progress in this regard. If we want to make the most of our resources and help society as a whole by preparing the next generation of workers, we need to keep this population enrolled in school, particularly at individual institutions. Given that India is a developing nation, this presents a chance for the country to improve the quality of its universities. An educated or knowledgeable populace is necessary for any country's economy to thrive; however, India's higher education rate is lower than that of other emerging nations. The idea of establishing criteria for assessing the quality of higher education is being revolutionized by total quality in higher education. Because of their intangible character, standards and boundaries for services are difficult to set. There are problems with quality management at India's universities.

Because of its enormous pool of highly skilled workers, India is poised to become a global leader in the knowledge economy, just after China and the United States. There is a great deal of room for improvement in terms of efficiency, sufficiency, and equality, although this is negligible in comparison to our population (1210.19 million-2011 census). In India, vocational education has taken a back seat to general education. This supports the case for vocational education as it has led to a high unemployment rate among college graduates. To thrive in the modern knowledge economy, Indians need a versatile education and training system that can help them acquire the professional, managerial, operational, behavioral, interpersonal, and cross-functional skills they'll need. This system must also lay the groundwork for students to develop the moral, credible, and accountable (MCA) competencies that will set them apart from their global competitors. We have the power to change the course of events by just shifting our thinking. Overcoming religious divides requires a spiritual revolution that opens the doors of the mind and soul. There has been a dramatic shift in India's higher education system. Over 600 million Indians are under the age of 25, putting immense strain on the system to grow. Millions of Indians are finding the means to satisfy their insatiable need for knowledge as the country's middle class continues to grow. Opportunities for the United Kingdom to interact with India via education are enormous, given that India will have the world's biggest tertiary-age population by 2020 and the second-largest graduate talent pipeline internationally, after China and ahead of the United States. There will be a five-year government initiative to revamp the industry. Funding, administration, quality control, responsibility, partnerships with businesses, global cooperation, and pedagogy are all undergoing radical transformation in the world of higher education. There will be profound and far-reaching changes if these reforms are successful. There has been a meteoric rise in both the number of colleges and universities offering degree programs and the number of students enrolling in these institutions since independence.

The role of top management styles and their role in culture development

Only progressive upper management can establish an OCTAPACE culture. Everyone in an organization who has the power to make decisions and set the agenda is considered top management. The owners, directors, unit heads, department heads, and even section heads are all part of this. Members of unions and other groups' executive boards are also included. A top-level manager is someone who has the authority to

direct the operations of an organization, its units, subsystems, or functions, whether they work for a formal or informal group. The tone for establishing an OCTAPACE culture is established by these powerful individuals. They achieve this via their performance techniques and the parts they play or don't play. The way they operate has a greater bearing on the process of cultural production. The following styles are often seen among Indian managers (Rao, 1986):

- **Behevolent or paternalistic style:**

This management style is characterized by a belief and behavior that treats all subordinates with the same level of affection as a parent or father figure would toward his own children. The manager in this style is very relationship-oriented, which means that he or she is protective, generous with resources, and treats subordinates with affection and care. His overarching view is that the most effective method of motivating employees is a paternalistic one. He thinks that praising oneself and being afraid to lose his favor are the best ways to inspire devotion and get things done. Despite the importance of tasks, his guiding principles are based on relationships, and he is always there for his employees to fix their mistakes and save the day. In conflicts involving multiple parties, he decides who is right and wrong and makes his judgments known. He also provides resources for his employees and doesle out favors based on his personal preferences.

- **Critical Style:**

The second-most-common style is this one. Theory X types are characterized by this style. Their belief is that there should be continual monitoring and strict supervision. They have a strong sense of monitoring since they think their staff are avoiding work. They have a focus on achieving objectives in the near future. They are eager and expect results now. In an effort to manage and shape employee conduct, they are more likely to criticize, punish, and provide orders. When disagreements emerge, they whine angrily because they cannot stand to see things done wrong. The wrongdoers will even face consequences from them. They don't take criticism well. They are more likely to rely on intimidation and punishment than praise and kindness. They have a really commanding stance. Their staff are under continual surveillance. Researchers have shown that these types of leadership approaches lead to low morale and lack of motivation. Under the guidance of such individuals, the OCTAPACE culture flourished the least.

- **Developmental style:**

Thirdly, there is the developmental style of management. You can say it's the genuine deal when it comes to HRD management; it's that mature. Although most Indian organizations' upper echelons claim to follow this strategy, research suggests that only a small percentage really do so. Managers who adopt this approach believe in giving their subordinates or workers a great deal of freedom so that they may develop their skills and expertise on their own. The greatest method to gain people's commitment, according to these managers, is to help them become more competent. People are typically responsible, after all. Managers that hold this view see developing their employees' skills as vital to their role. Building competence, culture, and dedication takes up a lot of their time. Professionalism and a focus on systems characterize these managers. They prioritize the organization's or unit's long-term objectives above immediate gains. They would rather have workers figure out how to handle disagreements and learn from their errors independently. Empowerment is another area that they focus on. Research has shown that this approach has a significant impact on OCTAPACE culture.

Conclusion

We can say that a balanced organizational philosophy is enhanced by including the OCTAPACE model's elements. Embracing a mindset of openness, conflict, trust, authenticity, initiative, autonomy, teamwork, and experimentation fosters a culture that prioritizes honesty, collaboration, creativity, and problem-solving. The results show that OCTAPACE Culture strongly correlates with Faculty Performance in Higher Education Institutions. Higher education institutions' faculty performance is significantly impacted by OCTAPACE culture. The study found that higher education institutions strive to foster a welcoming work environment for their employees, but that as their organizations grow larger and more complex, they are beginning to think about adopting an OCTAPACE culture. This is because, in the present day, fostering an OCTAPACE culture is crucial to ensuring organizational effectiveness and good governance.

Due to the fact that the character of business and operations differs among sectors, further research on organizational culture outside of academic institutions is required. Also, up to now, the researcher has just looked at the OCTAPACE aspects of organizational culture; but, as the complexity of company operations continues to rise

and employee behavior continues to evolve, new dimensions may emerge in this field. Organizations must consistently prioritize their culture if they want to be competitive in this age of rapid change.

References

- Dhuru, Prajakta. (2019). A Study on Cultural Differences of Organizations Based in India and Middle East. 7. 16-30.
- Andrabi, Ulfat & Chhibber, Priyanka. (2022). A Study of Organizational Culture with special Reference to OCTAPACE culture.
- Singh, Anju. (2021). A study of organizational culture and job satisfaction among teaching staff in higher education institution. 24. 81-87.
- Khaire, Rajiv & Sao, Ruchi & Chandak, Shravan. (2020). A comparative study of manufacturing and service sector with respect to organization culture through OCTAPACE Model. Journal of Critical Reviews. 7. 1066-1074.
- Fatima, Ms. (2017). A Study of Organizational Culture: OCTAPACE-Profile. IOSR Journal of Business and Management. 19. 87-92. 10.9790/487X-1902038792.
- Sheetal Yadav (2014) OCTAPACE Culture Profile in Universities of Delhi-NCR: A Comparative Study between Prevailing and Desired Level of OCTAPACE. International Journal of Management and Commerce Innovations. (Online) Vol. 2, Issue 1, pp: (79-85).
- Shine David, Mayur, Bhakre & Pragya Dubey (2015) Role of OCTAPACE Culture in Knowledge Management. International Journal of Core Engineering & Management (IJCEM) Volume 2, Issue 1, April, 74-89.
- David S., Bhakre M., Dubey P. (2015), "Role of OCTAPACE Culture in Knowledge Management", International Journal of Core Engineering & Management 2 (1), 74-92.
- Fatima S (2017), "A Study of Organizational Culture: OCTAPACE Profile", IOSR Journal of Business & Management 19 (2), 87-92.
- Nikam P., Patidar S & Mishra N.P (2017), "Octapace Culture: A predictor of Faculty Performance", 2(1), 30-35.
- Trikha M (2018), "Organization Culture, "Octapace"",8 (7), 655-659.
- Ali R., Sinha S. (2019), "A Study of Organizational Culture of Private Higher Educational Institutes of Bhopal and Indore: A study of OCTAPACE-Profile", International Journal of All Research Writings 1 (4), 27-37.

- Neeraj, Kumari (2013) A Study on the OCTAPACE Culture of an Organization. OJSSR, Vol1 (8), pp.211-225.
- Yadav S. (2014), "OCTAPACE Culture Profile in Universities of Delhi-NCR: A Comparative Study between Prevailing and Desired Level of OCTAPACE", 2(1), 79-85).
- Awais Imam, D. A. (2013). OC and Performance of HE institutions: The Mediating role of Individual readiness for change. European Journal of Business and Management, Vol 5, No 20, 22-34.

Emotional Intelligence Inspiration and Encouragement for Individual and Team Performance

Dr. Shweta Shrivastava
Assistant Professor, Department of MBA,
Gyan Ganga College of Technology Jabalpur (M.P)

Dr. Niyati Anand
Assistant Professor, Department of MBA,
Gyan Ganga College of Technology Jabalpur (M.P)

Abstract:

Emotional intelligence is one of the most crucial aspects of an employee's performance in an organization. Employee retention, promotions, awards, and recognition are all based on performance. Being emotionally intelligent is intimately involved in all aspects of the corporate world, from hiring to resignation. Professional life is impacted by emotional intelligence in addition to the workplace and career. This study primarily explains the emotional intelligence components that influence emotional intelligence and reflect an employee's performance level, such as emotional self-efficiency, transparency, flexibility, accomplishment orientation, and controlling anger and anxiety. Personal and corporate development both depends on emotional intelligence. People with emotional intelligence are more productive at work because they can establish pleasant relationships, work well in teams and rise in the social hierarchy. The association between emotional components and employee performance is established by the current study. According to the study, job performance is directly impacted by emotional intelligence.

Key words: Emotional intelligence, performance, job satisfaction, factors, emotions, goals, promotion.

Introduction:

The term "emotional intelligence" describes the relationship between personal performance and emotion. It displays that employee intention, job happiness, employee performance, organizational commitment, and organizational citizenship are all positively correlated. Salovey and Mayer (1990) were the first to define and conceptualize emotional intelligence (EI) as an ability-based category similar to general intelligence. They maintained that people with high emotional intelligence (EI) possessed specific abilities linked to the assessment and control of emotions, and as a result, they were able to control emotions in both themselves and other people to produce a range of adaptive results. The scientific community and the general public are paying more and more attention to this concept because of its theoretical and practical ramifications for everyday life

People are becoming more aware of the fact that emotional intelligence plays a significant role in employee success inside organizations in the age of globalization. Employees' feelings will have an effect on the company. The relationship between an employee's work productivity and their emotional intelligence is strong. Self-awareness, self-management, social awareness, and relationship management are necessary for positive employee performance outcomes.

Review of literature:

The difference between ability EI and trait EI proposed by Petrides and Furnham (2000) was based on whether the measure was a test of maximal performance or questionnaire. Ability EI tests measure the factors linked with theoretical understanding of emotions and emotional functioning,

As per (Ashkanasy and Daus, 2005), method of classifying EI measures refers to stream 1 ability measures based on Mayer and Salovey's model; stream 2 self report measures based on same and stream 3 expanded models of emotional intelligence. Authors noted that in third stream they include a mix of behavioral and personality. Mixed EI is now used to refer to EI measures that measure a blend of traits, social skills and competencies and overlaps with other personality measures (O'Boyle et al., 2011).

Emotional Intelligence played a significant role in organizational factors such as: organizational change (Ferres & Connell, 2004; Singh, 2003); leadership (Ashkenazy, 2002; Dearborn, 2002; it is not uncommon to use emotions and emotion related thoughts and behaviour as the ingredients in an institutionalized recipe of emotional culture.

Nature of the workplace environment

Regardless of the industry, employee behavior has an impact on the company's ability to succeed. Authors have demonstrated that the firm will gain from the possessions and emotions of its personnel in terms of customer satisfaction, operational results, and financial results. Every worker possesses varying degrees of competencies, skills, and talents. Their backgrounds and experience levels range. These might result from their disparate educational backgrounds and prior employment experiences. These variations will cause them to exhibit various levels of drive, dedication, and involvement.

Their behavior will reflect these, which may be favorable or unfavorable. Happy workers will have upbeat dispositions. These actions are referred to as "organizational citizenship actions." They consist of employee's degree of support and contribution to the company. Authors assert that contented workers will function effectively in their positions. Clients will be happy with the assistance they received. Better customer relationships will arise from this, and the company will see an increase in sales and profits.

Few Scholars may have coined in the early 1990s, but corporate executives adopted the idea and made it their own very fast. In the job, emotional intelligence is of great benefit. Employees possessing strong emotional intelligence may find it easier to collaborate with others, handle stress at work, resolve disagreements in professional relationships, and grow from past interpersonal errors in specific settings. Emotional intelligence holds that human attributes like persistence, self-control, and interpersonal skills have a significant impact on the achievement of goals. Employees with high EQ are more adaptable, versatile, and able to work in teams.

EQ elements with its work place benefits
- Self-Regard - Builds better work attitudes and behavior.

- Self-Actualization - Inspire and encourage individual/Team performance.
- Empathy - Recognizing the emotions, responsibilities, and directives imposed on peers fosters cohesive functioning; appreciating the perspectives of others contributes to the formation of a cohesive group.
- Assertiveness - Inspires people to work more productively, freely exchange ideas, and take up leadership roles
- Emotional self awareness - enhances effective policy and fosters better worker interaction
- Impulse control - Stay away from mistakes by discussion time to stop and think
- Flexibility - Higher perform better in roles with dynamic, shifting tasks.
- Independence- Individuals that are flexible in their thinking while also actively listening to and applying the ideas of others when necessary
- Reality testing- Focus on daily based real things happenings

Figure 1. Areas of concern regarding the impact on Emotional Intelligence (EI)
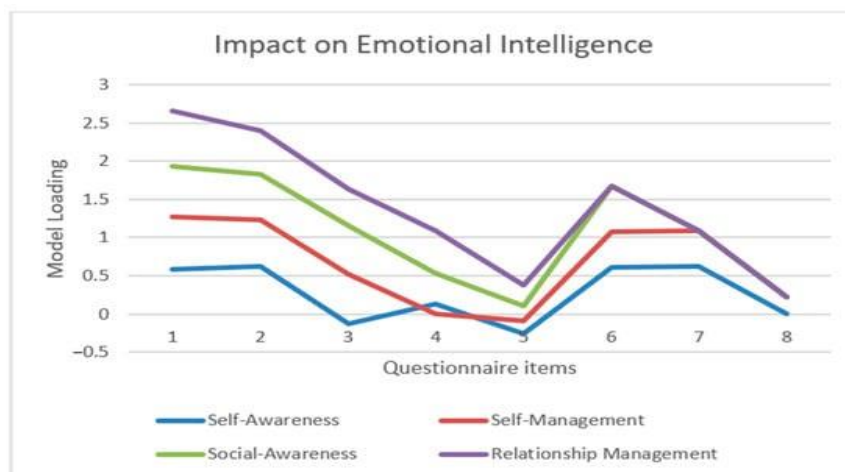
Source :- Impact of Emotional Intelligence on Organisational Performance:

Objectives:
- To investigate how emotional intelligence affects employees' performance levels within a business.

- To investigate the fundamental components of emotional intelligence in order to enhance employee performance and organizational effectiveness.

Emotional intelligence and related factors:

The emphasis on Quality aspect and empathy in understanding EI cannot be denied. Trait model of EI incorporates element of personality into an overall construct, which includes variables such as empathy and well-being. Researchers have noted specific work-based measures of EI.

Self-emotional intelligence refers to a person's ability to recognize and communicate their own feelings. Because service-related employment involve a lot of customer engagement, self-evaluation is always important in this sector. Prior to comprehending the emotions of others, it is preferable to understand one's own feelings. EI has to do with a person's capacity to recognize and comprehend the emotions of those around them. Additionally, it holds that social interactions are directly impacted by an individual's capacity to recognize and comprehend emotions because it makes it easier for them to read social and internal clues.

Emotions have an impact on social connection quality, which can have an impact on task performance in customer-facing roles in service-related occupations. Ultimately, EI describes people's capacity to make use of their feelings by coordinating them with constructive endeavors. A key element of providing excellent customer service is setting expectations and evoking good feelings.

According to a research conducted by the Hay Group on 44 Fortune 500 businesses, salespeople with high EQ scores generated twice revenue as compared with those with average or lower ratings. Programmers who scored in the top 10% of emotional intelligence competency developed software faster than others. Further investigation produced the following success stories. It was demonstrated by a Fortune 500 financial service organization that salespeople with higher EQ generated 18% more revenue than those with lower EQ. A Dallas-based firm recently conducted a research that found a 20-fold productivity difference between individuals with low emotional intelligence scores and those with high scores. For years, a Fortune 500 company with headquarters in Texas had used personality tests to screen candidates, but the high turnover of its sales staff had not yielded significant reductions in turnover.

They raised retention by 67 percent in the first year after implementing an emotional intelligence-based selection assessment and EQ training and development program. They estimated that this improved sales revenues and decreased turnover costs added $32 million to their bottom line. After conducting an emotional intelligence screening evaluation, a major metropolitan hospital saw a reduction in critical care nurse turnover from 65 percent to 15 percent in just eighteen months. After a community bank cut 30 percent of its workers because of the weak economy, it evaluated the remaining employees for emotional intelligence competencies and assigned them to positions that best suited them. As a result, the bank is now generating more with fewer employees.

Conclusion:

People with high emotional intelligence are better at work because they can establish pleasant relationships, work well in groups, and rise in society. An association between emotional elements and employee performance has been found in the investigation. According to the study, job performance is directly impacted by emotional intelligence.

The main conclusion is that employees' emotional intelligence significantly affected how well they performed their jobs. When workers perform at a lower level inside the company, emotional intelligence development is necessary. It is necessary to take the appropriate steps to improve an employee's operational abilities at work, such as training them on performance gaps, rewarding them when they perform better, and giving them recognition when they do so. Efficient training approaches and on-the-job training techniques will help an employee surpass previous performance levels. Workers must receive education regarding their key performance areas and key outcome areas.

References:
- Ashkanasy, N. M., and Daus, C. S. (2005). Rumors of the death of emotional intelligence in organizational behavior are vastly exaggerated. J. Organiz. Behav. 26, 441–452. doi: 10.1002/job.320
- Emotional Intelligence Measures: A Systematic Review-- *Healthcare* 2021, *9*(12), 1696; https://doi.org/10.3390/healthcare9121696 management review. , 71-80.

- Emotional intelligence and organizational effectiveness Kalpana Shrivastava Ind Psychiatry J. 2013 Jul-Dec; 22(2): 97–99. PMC4085815
- O'Boyle, E. H. Jr., Humphrey, R. H., Pollack, J. M., Hawver, T. H., and Story, P. A. (2011). The relation between emotional intelligence and job performance: a meta-analysis. J. Organiz. Beha. 32, 788–818. doi: 10.1002/job.714
- Pérez, J. C., Petrides, K. V., and Furnham, A. (2005). Measuring Trait Emotional Intelligence. Emotional intelligence: An International Handbook, ed R. Schulze and R. D. Roberts (Cambridge, MA: Hogrefe & Huber), 181–201
- Salovey P. and Mayer John. (1990) Emotional Intelligence. Imagination, cognition and personality. Vol. 9 (3), p 185-190.

Copyright Statement and Permission to publish in JSSGIW Journal of Management

To   Date: …….………................
The Editor,
JSSGIW Journal of Management, Bhopal [M.P.]

Sub: Assignment of Copyright

Dear Sir,

I/We, (Author(s) name) ……………………………………………………………………
the copyright owner(s) of the Research Paper/ Case Study/ Book Review titled:
……………………………………..…….…………………………………………………
do hereby authorize you to publish the above said Research Paper/ Case Study/ Book Review in JSSGIW Journal of Management.

I/We further state that:
1) The Research paper/ Case study/ Book review is my/our original contribution. It does not infringe on the rights of others and does not contain any libelous or unlawful statements.
2) Wherever required I/We have taken permission and acknowledged the source.
3) The work has been submitted only to this Journal and that it has not been previously published or submitted elsewhere for publication.
4) The contents and views expressed in the paper are my/our own and the publisher will not be responsible for it.

I/We hereby authorize you to edit, alter, modify and make changes in the Article to make it suitable for publication. I/We have not assigned any kind of rights of the above said article to any other person / publications.

………………….........   …………………………   ……………………………
Signature of Author 1   *Signature of Author 2*   *Signature of Author 3*

Name [Author1]: ……………….…………………….……….
Name [Author2]: ……………….…………………….……….
Name [Author3]: ……………….…………………….……….

Organization(s): …………………….................……..…………………….………………….

Full postal Address with PIN code:
.......……………………………………………………………………………………….…..

Contact No.(s).: ………………...……………………..

Guidelines for Authors

Authors are requested to follow the stated guidelines without which the paper will not be accepted for publication:

- The paper should be typed in Microsoft Word format, Times New Roman font with 12 point size.
- Set uniform margins of 1 inch (2.54 cm) on the top, bottom, left and right of every page.
- The cover page should contain the title of the paper, author's name, designation, official address, contact phone numbers, e-mail address and an abstract of not more than 250 words followed by 5-6 keywords.
- The contribution must be original and is neither published nor under consideration for publication anywhere else.
- The main text should not contain name of the author and footnotes.
- Figures and tables should be numbered consecutively and should appear near the text where they are first cited. Captions of the figures at the bottom and tables at the top are to be given.
- Titles and sub-titles heading should start from the left-hand margin.
- The length of the paper should not exceed 3500 words, including references & annexure.
- The copyrights of the contributions published in the Journal lie with the publishers of the Journal.
- The order of the content must be as per following sequence;
  - Cover Page with Authors details, Abstract & Keywords
  - Introduction
  - Materials and Methods
  - Results
  - Discussion
  - References
  - Annexure (if any)
- APA format for references must be used.
- Papers are processed through a blind referral system by experts in the subject areas.

Authors are requested to submit their papers electronically to jitenksharma@gmail.com and profkomaltaneja@gmail.com with title of paper as subject line.

Sant Hirdaram Institute of Management for Women
(Formerly known as Jeev Sewa Sansthan Group of Institutions for Women - Faculty of Management)
Lake Road, Sant Hirdaram Nagar, Bhopal – 462030 (M.P.)
Website: www.shim.co.in