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PRERANA: Journal of Management Thought and Practice

PRERANA in Sanskrit means hope and inspiration. The primary objective of PRERANA journal is to enhance the standard of management education by drawing from conceptual and empirical research based articles reflecting current industry practices. PRERANA shall include contributions from eminent members of the academia and sharing of practices by experts from industry. The Journal will also contain book reviews, editorial abstracts and executive summaries of recent publications in management.

The Editorial Board

PRERANA: *Journal of Management Thought and Practice*

FROM THE EDITOR (S)

We take great pleasure in introducing the fifteenth volume and second issue of '***PRERANA:*** Journal of Management Thought and Practice.' ***PRERANA***'s core mission is to disseminate contemporary advancements in management through empirical research, strengthening, expanding, or constructing management theories while contributing to practical applications. We encourage submissions that offer substantial empirical and theoretical contributions to the management field. Our international, multidisciplinary review team ensures excellence in content quality, underscoring our commitment to elevating the standards of management knowledge dissemination. This edition contains six research articles on Entrepreneurship, Urban Tourism, E-Recruitment, Corporate Social Responsibility, Emerging Technologies in Business and Occupational Stress related to Technology in Teaching.

India's thriving marketplace presents opportunities for young entrepreneurs. The article titled "Measuring Marketing Strategies Used by Generation Z in the Indian Market" by Dr Kiran examines how innovative marketing tactics are vital for business success post-production. In a time marked by high youth unemployment, the study focuses on young entrepreneurs without family business legacies. It explores the strategies employed by Generation Z to not only sell products but also establish strong brand identities. In an era of rapid technological change and fierce competition, these insights offer valuable guidance.

The next article titled "Prospects and Challenges in Urban Tourism and Heritage Management," by Dr AV Karthick explores the burgeoning world of heritage tourism. It addresses the need for change to revive industrial areas and overcome resistance to change. This study analyzes the growth of urban tourism research, including specialized journal findings and broader social science contributions. It highlights the shift in focus within urban tourism research and its intersection with urbanism. The article underscores the importance of diversifying tourism offerings at heritage sites, fostering inclusive and sustainable practices, and introducing heritage management concepts. This insightful piece promises to engage scholars, practitioners, and enthusiasts interested in urban tourism's dynamic evolution.

The article by Dr M. Karthick, titled "Upshots of e-recruitment towards green HRM: Current literature and future opportunities for Recruiters" is a timely exploration of E-HRM's transformative potential. This web-based system promises to revolutionize HR strategies and practices, offering an efficient, sustainable approach. The article delves into E-Recruitment's role in shaping Green HRM's future, highlighting its mediation between technology and sustainability. These insights empower recruiters to make informed decisions, fostering a more environmentally conscious HR landscape.

"Impact of Ethical Corporate Social Responsibility Practices on Organisational Performance" a research article by Dr Ayoola and Dr Suleiman sheds light on the profound influence of Corporate Social Responsibility (CSR) on organizational success. Focusing on Lagos, Nigeria's manufacturing sector, this research employs rigorous methods, revealing that 81.7% of performance variations are attributed to ethical CSR practices. All estimated parameters held statistical significance, leading to the rejection of the null hypothesis. This study underscores the undeniable positive impact of Ethical Corporate Social Responsibility Practices on organizational performance, providing crucial insights. As businesses strive for

ethical responsibility, this article serves as a guiding beacon, emphasizing strict compliance with standards and product quality for consumer protection.

The next article by Dr Padmaavathy titled "Changing the Landscape: Uncovering Emerging Technology in Business" discusses how Information technology has profoundly altered our social and economic environment. According to the article, Businesses are increasingly adopting personal technology to reduce costs and enhance efficiency. Emerging technologies, including robotics and artificial intelligence, are at the forefront of this transformation, revolutionizing industries beyond manufacturing. Chatbots, streamlining processes and customer interactions, empower financial institutions. Additionally, technologies like nanotechnology and quantum computing offer fresh avenues for data analysis and business operations.

The last article is by Ms Sona and Dr Rajkumar titled "Occupational Stress Related to Technology in Teaching-Learning Process among Academicians: Impact on Life Satisfaction - An Empirical Study". The COVID-19 pandemic has drastically altered the daily routines of academicians worldwide, particularly in India's tech-embracing landscape. This study delves into the challenges posed by the transition from traditional teaching to technology-driven methods, assessing the resulting occupational stress and its direct influence on life satisfaction. Furthermore, it explores potential gender-based variations in stress levels among educators. The empirical findings illuminate the critical intersection of technology and academia, offering valuable insights for enhancing the well-being of our educators.

We extend our sincere gratitude to all the authors who have made valuable contributions to *PRERANA* – Volume 15, Issue 2, September 2023.

We eagerly anticipate receiving novel, insightful, and well-crafted conceptual work that challenges conventional wisdom across various facets of organizational studies. We welcome submissions from academicians, bureaucrats, and business executives, all of whom play crucial roles in shaping our understanding of these dynamic fields, for publication in *PRERANA*.

- Dr P Sadhasivam – *Chief Editor*
- Dr S Kavitha – *Associate Editor*

MEASURING MARKETING STRATEGIES USED BY GENERATION Z IN INDIAN MARKET

Dr. Kiran Bangarwa*

ABSTRACT

India is a very big and successful marketplace in the world economy. People come and perform high at the Indian market. Lots of opportunities are available for the new and young practitioner to perform their talent. Production of goods and services with innovative ideas is a primary task or we can say first stage of business where a person thinks about their business, ideas, innovation, project, finance. They collect each and every factor of production for creating or producing output but the real problem starts after the production and that is how to sell products in the market place where lots of competitors are available and buyers are highly aware of market conditions having full knowledge of the market. It is highly challenging to sell the product successfully in the marketplace or not only sell but build a strong brand image in the customer mind. The present study is based on recognized marketing practices in India that are used by the Indian youth at the initial stage of business. In the current situation the Indian economy is bearing high pressure of unemployed skilled youth that have no job. By facing this situation some people get success with using effective market practices. MBA Chai Wala is a very big example for Indian youth. This paper is measuring the marketing practices used by generation Z to startup and stand up their new business in the local market. The target population of the study is including new young entrepreneurs who started their business at their own level without any family business history. This study focused on marketing practices to make a successful business.

Key words: *Generation Z, marketing strategies, practices, startup*

1. INTRODUCTION

In the current scenario India is facing a problem of high unemployment youth those are searching for government job. The Indian Gen Z gives more preference to started their own business based on their skill. Government of India was launching many startups and development program to attract their Gen Z towards self employment. Gen Z still doing hard work for clearing government exam for getting a job. In this time the pressure of skill youth in government sector is high for getting job and pressuring the government to creating jobs in this sector. After this entire situation some people start their business very successfully even within a very short time period. This study focused on the success stories and their marketing strategies to build a strong business houses in a very short duration. These young entrepreneurs

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are gen z those are an inspiration for another person some examples are: MBA chai wala, sachin and Binny bansal, Bhavish agarwal, Nandan Reddy, Sriharsha Majety & Rahul Jaimini and many more Indian youth standing with their idea and getting success. Developing and implementing marketing strategies is the best practices for marketing (Morgan *et. al.* 2018) Recently the major question is how the Gen Z frame their marketing strategies for getting success in a very short duration. Marketing strategies are the way to develop marketing structure, customer connection, brand positioning, emotional appeal must be focused towards goal with truth of products. Customers want only to satisfy their need and effective marketers offer same but different quality product to satisfy customer need. A success of marketing strategies depends on more hard work at initial stage of the business and to be loyal towards their customers (Homburg *et. al.* 2011) however marketing strategies are the effective plan for creative customer demand, offering valuable products with true value of the product. Gen Z more knowledgeable, creative confident and digitally native generation. Gen Z is the change makers of modern age society.

According to Philip Kotlar, marketing strategies is a path to successfully implement a marketing program. It helps to deal with buyers by introducing lots of marketing practice programs. Marketing practices is a key factor of success for the new entrepreneur to build a strong customer relationship at the intuition stage of the business. By offering high quality products, differentiated products but similar to their competitors is highly preferable marketing practices for Gen Z. in the current era it is noticed that Generation Z is a very innovative youngster. They have technology preference ideas and of course they are able to implement it. These people are fearless and highly confident about their decisions and have high quality decision making skills. In a very short time duration they get success in their life. Gen. Z is inspiring people for society.

1.1 Marketing strategies

Some marketing strategies are discussed by the researcher which is mostly used by generation Z as a young entrepreneur at the starting stage of their business. Content marketing and event marketing are two most important marketing strategies that are currently used by young entrepreneurs. The current research work focused on both strategies.

1.1.1 Content marketing

Content marketing is used by the entrepreneur to attract their buyers by using some promotional tool of marketing (Forrest, 2018). At the starting of business every story of content marketing is different as per their availability of target customer (Pulizzi 2016). Some are using emotional appeal, introducing product features by sharing personal experience, showing and sharing their efforts or dreams of life. Content marketing creates customer awareness by using some advanced tools of

promotion such as social media posts, blogs, reels, memes & gifs, newsletters, video contents etc. personal sources and social media both are effectively used by the young entrepreneurs to capture their potential buyers (Ruffolo & Bob 2017). These people are experts in their work. They are perfectly and confidently doing their work. The reason behind using content marketing is to introduce a new brand in the market with a perfect strategic plan and brand positioning (Forrest, 2019). Brand positioning means to build a new brand in the market and in future it will be a most identical brand leader if we see MBA Chai Wala and many more new entrepreneurs whose journey was very small but most attractive brand name (Feldman & Loren 2018).

1.1.2 Event marketing

Event marketing is another very important way of promoting products and memorization of products in the marketplace. It is a direct interaction between consumer and brand representative. The new entrepreneurs are continuously organizing events on special days by offering special products of services on valentine day, organized Mehfil-E- Kavita, singing nights or even our political and social sector is also not untouched like organized election campaigns, fund raising for cancer patients and flood relief funds. These are working as a content developer, angel investor and social activist (Karpinska-Krakowiak & Malgorzata 2015).

Planning about marketing strategies is the most important part of business for the long life of new business ideas. Content and event marketing strategies both are sharing information to customers or creating customer value. Technological advancement and use of the internet play a major role to capture the huge market share. Marketing strategies are well organized plans to seek the attention of consumers.

2. REVIEW OF LITERATURE

Review of literature is a very important part for the study to know about the research gap and it is a study of analyzing the existent research work that has worked on the same interest area. According to the American Marketing Association, smarter marketing can build strong customer relationships. Trivedi, Jay. (2013) study on marketing tools that are most important for the success of any kind of business organization. Marketing practices done by the entrepreneur by using CRM, digital marketing, mobile application and services to capture large market share. Raju T.V. and Gopal's R.K., (2006) explain that CRM marketing strategy is very important to making industrial relationships. It helps to create strong bonds between the two parties that play a major role in the success of business organization. Akula Ravi (2008) co-branding is an innovative tool to capture large market share. Achumba I.C (2000) marketing promotional strategy is used by the author as a combined

tool to increase marketing share. Product, price, place and promotion are the major marketing strategies that are generally used by the marketers but promotional strategies are highly used by the new entrepreneur to create brand awareness in the marketplace.

Current study focused on event and content marketing strategies are used by the young entrepreneur to startup and standup of their business organization. In the part of review of literature including all the studies that keep focus on marketing strategies. Chordas, Lori (2018) marketer used content marketing to advertise their goods and services by using social media. But all content marketing practices are not successful. Forrest, PJ. (2019) content marketing is more customer centric that focuses on individual needs of the customer. It provides all the information about the products and services to the target market. It highly influences the consumer behaviour and can bring new customers to increase the profitability index of business. Leslie, Jennifer (2018) examine the profitability index after using content marketing. Content marketing contains customer value to sharing information about products and services to create positive consumer behaviour. New starters use many tools and techniques to provide relevant content to customers including offering information, advice, solutions to problems, humor and story-telling. Content marketing is a way to understand the customer with the use of social media and drop off all the information through blogs, chat boxes, social sites, videos etc.

3. OBJECTIVES OF THE STUDY

Overall objective of the study to examine the impact of marketing strategy on entrepreneur development and specific objective can be divided into two part:

● To examine the content marketing strategy used by new starter for creating positive consumer behaviour
● To find out the role of event marketing to increase the market share of the business

4. RESEARCH HYPOTHESIS

The paper includes two alternative hypotheses to deal with objectives of the study:

● H_1: Content marketing has significant impact on consumer behaviour
● H_2: Aggregate impact of consumer behaviour have positive impact on market growth of business

5. RESEARCH METHODOLOGY

This research work was carried out September 2022 by using questionnaire method. A structured questionnaire was divided into two major sections first including demographic profile of new entrepreneurs and in second section including statement

based question about marketing strategy. Total number of respondents is 200 from different parts of India. Likert five point scale was used to measure impact of independent variable (content marketing) on dependent variable (market growth and consumer behaviour) by using scale point SA= strongly agree, A= agree, N= not known, D= disagree, SD =strongly disagrees.

6. DATA ANALYSIS

Data analysis was done by using SPSS 21 and MS Excel. Primary data was collected by using questionnaire cum interview method. Population of study was young entrepreneurs from all over India who have been engaging as a starter since the last 10 years. Method of data analysis was using ANOVA, Regression and correlation. A conceptual framework was prepared by the researcher for the purpose of representing a hypothetical relationship between the variables.

A hypothetical research framework prepared for the purpose of showing relationships between dependent independent and independent variables that are influencing a new business organization and help the starter to make a high growth rate through a new business unit. Then analysis was done in two parts in the first part the relationship measured between the elements of content marketing and dependent variables consumer behaviour. In the second part of the analysis the relationship was measured between consumer behaviour and market growth to know about the aggregate impact of content marketing through consumer behaviour on market growth.

Hypothetical research framework
(Content marketing)
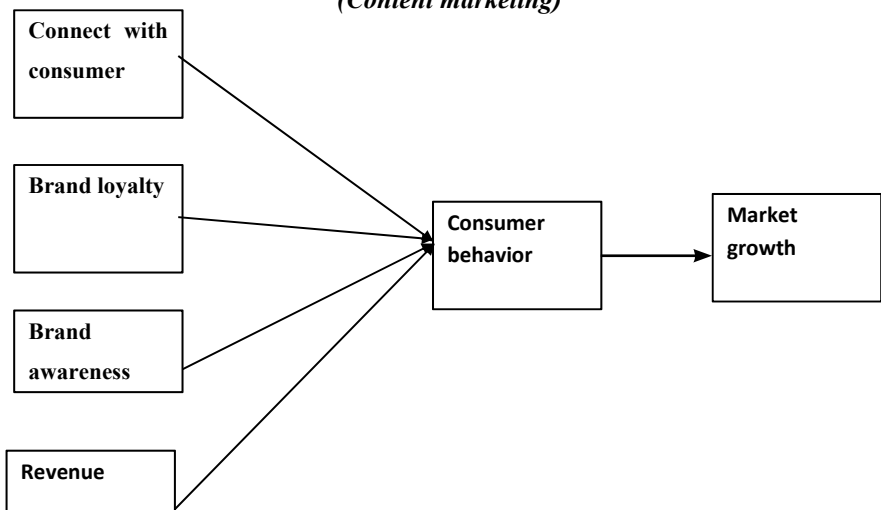
Table 1: Reliability test

Reliability Statistics		
Name of variables	Cronbach's Alpha	N of Items
Connect with consumer (CC)	.881	3
Brand loyalty (BL)	.784	4
Brand awareness (BA)	.867	3
Revenue (R)	.678	5
Consumer behaviour (CB)	.789	6
Market growth	.889	5

Survey by author

Correlation Analysis

Before applying other major tools, the reliability of the data checks to know about the data fitness. This is the first step that is necessary to know about the reliability of scale for higher level data analysis. Table no 1 shows the result of reliability of scale by Cronbach alpha value that is more than .7 all the variables are suitable for further step of analysis. The Cronbach value of independent variables (.881, .784, .867, .678) and dependent variables (.789, .889) is shown to have high scale reliability. According to table 2 correlation analysis all variables are significantly correlated with each other with correlation values (.674, .546, .558, .426 and .459) at two tails and significant value 0.01 that show very high correlation between the variables.

Table 2: Correlation Analysis

Correlations							
		connect with consumer	brand loyalty	brand awareness	Revenue	Consumer behaviour	Market growth
connect with consumer	Pearson Correlation	1	.674**	.546**	.558**	.426**	.459**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	190	190	190	190	190	190
brand loyalty	Pearson Correlation	.674**	1	.577**	.612**	.454**	.567**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	190	190	190	190	190	190
brand awareness	Pearson Correlation	.546**	.577**	1	.570**	.458**	.479**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	190	190	190	190	190	190
Revenue	Pearson Correlation	.558**	.612**	.570**	1	.624**	.651**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	190	190	190	190	190	190
Consumer behaviour	Pearson Correlation	.426**	.454**	.458**	.624**	1	.638**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	190	190	190	190	190	190

Correlations							
		connect with consumer	brand loyalty	brand awareness	Revenue	Consumer behaviour	Market growth
Market growth	Pearson Correlation	.459**	.567**	.479**	.651**	.638**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	190	190	190	190	190	190

**. Correlation is significant at the 0.01 level (2-tailed).

Regression analysis

Result of table 3 represents the summary of the regression model that shows model fit value. In the regression table the value of F is .000 shows the significant level and less than P value 0.05. Value of R and R square is .639 and .409 this is the correlation between the observed and predicted value of dependent variables. Table 4 shows the results of coefficients of the regression model In the given summary the value of the regression equation for predicting the dependent variables from the independent variables. Regression equation can be represented as:

Y predicted $= b_0 + b_1 * x_1 + b_2 * x_2 + b_3 * x_3 + b_4 * x_4$

Consumer behaviour predicate $= 1.263 + .047CC + .042CL + .121CA + .451R$

Here only one variable has significantly impacted consumer behaviour that is Revenue. The sig. F -value is .000 that is less than p value 0.05. Other variables have no significant impact on consumer behaviour. As per the result of the study only revenue of the firm tells about the consumer size and behaviour.

Table 3: Regression analysis of (content marketing and consumer behaviour)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.639a	.409	.396	.79824	.409	31.991	4	185	.000	1.755

a. Predictors: (Constant), Revenue, connect with consumer, brand awareness, brand loyalty
b. Dependent Variable: Consumer behaviour

Table 4: ANOVA

ANOVA[a]

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	81.537	4	20.384	31.991	.000b
	Residual	117.879	185	.637		
	Total	199.416	189			

Table 5: Coefficients analysis

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.263	.225		5.605	.000	.818	1.707
	connect with consumer	.047	.074	.051	.631	.529	-.099	.192
	brand loyalty	.042	.080	.045	.524	.601	-.116	.200
	brand awareness	.121	.075	.120	1.600	.111	-.028	.269
	Revenue	.451	.070	.500	6.487	.000	.314	.589

a. Dependent Variable: Consumer behaviour

Regression analysis of (consumer behaviour and market growth)

As per the hypothetical model of the study in the second part the relationship between consumer behaviour and market growth was measured to prove H_2. Result of table 6 represents the summary of the regression model that shows model fit value. In the regression table the value of F is .000 shows the significant level and less than P value 0.05. Value of R and R square is .638 and .406 this is the correlation between the observed and predicted value of dependent variables. Table 4 shows, the results of coefficients of the regression model in the given summary the value of regression equation for predicting the dependent variables from the independent variables. Regression equation can be represented as:

Y predicted	=	b0+b1*x1
Consumer behaviour predicate	=	1.323+.648MG

Here market growth has a significant impact on consumer behaviour.

Table 6: Model Summary

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.638[a]	.406	.403	.80708	.406	128.740	1	188	.000	1.927

a. Predictors: (Constant), Consumer behaviour
b. Dependent Variable: Market growth

Table 7: ANOVA

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	83.858	1	83.858	128.740	.000[b]
	Residual	122.458	188	.651		
	Total	206.316	189			

a. Dependent Variable: Market growth
b. Predictors: (Constant), Consumer behaviour

Table 8 Coefficients

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.323	.207		6.383	.000	.914	1.732
	Consumer behaviour	.648	.057	.638	11.346	.000	.536	.761

a. Dependent Variable: Market growth

7. CONCLUSION

This is a study about measuring the strong existence of new starters in India and to find out reasons for their success at the very initial stage of business. The researcher has taken many identical personalities as a brand leader who has set up their business very fast. The whole study was divided into two parts, the first part including content marketing as an independent variable to measure the impact on consumer behaviour. The result of this part was not so reliable because only one variable of content marketing impacted by consumer behaviour. Revenue is a very strong variable of content marketing that was directly measured by consumer behaviour through their responses. In the second part of the research framework the aggregate consumer behaviour impact was measured by market growth. In this part of the study market growth was significantly influenced by consumer behaviour and alternative hypothesis H_2 was accepted. As per the result of the study the new starter can earn more profit at the very beginning if they are capable of coordinating consumer behaviours and marketing strategies. This is the time of innovation and changing behaviour of consumers. If new starters offer solutions to the problem of the consumer they can win the world.

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PROSPECTS AND CHALLENGES IN URBAN TOURISM AND HERITAGE MANAGEMENT

Dr. A.V. Karthick* & Dr. S. Gopalsamy**

ABSTRACT

In many nations throughout the world, heritage tourism is becoming more and more well-liked. To revitalize industrial areas, change must be enabled and opposition to change must be overcome. In order to do this, the study looks at how urban tourism research has grown in connection to these paradoxes, including the results published in specialized journals on city tourism as well as the larger spectrum of results produced in social science. It also revisits the original claim made about an imbalance in the focus of urban tourism research, and how this has been addressed by a wider expansion of ideas at the nexus of urbanism and tourism. Diversifying tourism products at heritage sites like enhancing tourism marketing, visitor experiences, and infrastructures is fostering more inclusive, cooperative and integrated tourism and heritage management systems. Raising awareness of local resources while promoting eco-tourism and responsible travel and assisting local entrepreneurship and economic diversification are some of the strategies identified. In response to the unique requirements of the legacy business, the idea of heritage management has emerged. For the tourist business, heritage assets are priceless resources, thus conservation is an essential part of their management. Heritage sites need to emphasize their distinctive qualities, and the presentation of the attraction must be such that it can suit tourist demands while also fulfilling the management's obligation to the community to conserve the site for future generations.

INTRODUCTION

To preserve the unique characteristics of history and culture, which may spur economic activity, improve aesthetics, raise the value of the surrounding area, and pass on knowledge from one generation to the next, heritage management is crucial. Md. Hasibul Hasan (2022),this paper explores that Rajshahi City, which has a diverse cultural and natural legacy, is one of the many places in Bangladesh that have distinct kinds of heritage. Today's decaying legacy is at risk due to overpopulation expansion, uncontrolled urbanization, insufficient infrastructure, and bad urban management. The purpose of this study was to investigate how community members were involved in the preservation and management of cultural assets in the Bangladeshi city of Rajshahi. In addition, a SWOT analysis of heritage

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management is included in this study, along with a priority and decision matrix that has been applied to specific internal and external elements of heritage conservation. This study is therefore anticipated to assist many individuals from the government, non-government organizations, and local people in taking action on various types of cultural conservation in Bangladesh. Heritage offers a sense of identity that encourages diversity among many civilizations.

Kruse and Paulowitz (2020) this paper portrays how to create an identity for ourselves by making up who we are. Rajshahi City is rich with diverse types of cultural, natural, and religious legacy, making heritage conservation a must to maintain effective management of culture, customs, and history from generation to generation. Urbanization and population growth put heritage at risk of destruction, and aggressive alien cultures are intruding on local customs. In Rajshahi, where local government functions were noted as being extremely inadequate, people were mainly aware of historic destruction during building development. Despite possessing several positives, inadequate heritage priority mapping and a lack of heritage research and development are cited as drawbacks.

Jean A. Saludadez (2022)this paper reveals that partnerships are important in the identification, preservation, and maintenance of cultural and natural heritage that is of public significance, according to sustainable heritage management. The ASEAN's declaration of heritage parks demonstrates how much the ASEAN values conservation area management in terms of preserving genetic diversity, preserving ecological processes and life support systems, ensuring sustainable use of species and ecosystems, and maintaining wilderness that has scenic, cultural, educational, research, recreational, and tourism value.

REVIEW OF LITERATURE

Xiaohua Fu (2022) this article discloses that to advance the growth of intangible cultural tourism and more accurately develop a model of the influencing factors of Lipu Yi costumes in the development of intangible cultural heritage tourism, the main goal of this study is to investigate the influence of tourists' perceived value, satisfaction, and behavioral intention on the development of Lipu Yi costume culture. The seven survey hypotheses were all proven correct. This study concludes that the perceived value, contentment, and behavioral intention of visitors directly influence the expansion of intangible cultural tourism and have a substantial beneficial impact on the culture of Lipu Yi costumes. Although this study looked at models of factors impacting visitors' perceived value, pleasure, and behavioral intention on the development of Lipu Yi costumes and non heritage tourism, there are still a lot of elements that need to be researched to understand how ethnic costumes grow.

Cristina Boniotti (2021) this study intends to uncover a set of extra instruments capable of providing enough financial resources as well as skills in light of the challenges governments normally confront in protecting and managing their rich public cultural legacy, which frequently lingers in a state of neglect. In light of one of the institutional possibilities, namely the implementation of public-private-people partnerships, the research presents a preliminary reflection on potential sector-specific management models for public-built cultural property that have not yet been adequately defined. Broad societal engagement is advocated to promote project implementation and hasten the resolution of common problems in addition to forging the relationships necessary to connect public institutions with the commercial sector.

Sue Millar (1987) this paper portrays that in response to the unique requirements of the legacy business, the idea of heritage management has emerged. For the tourist business, heritage assets are priceless resources, thus conservation is an essential part of their management. Heritage sites need to emphasize their distinctive qualities, and the interpretation and presentation of the attraction must be such that it can suit tourist demands while also fulfilling the management's obligation to the community to conserve the site for future generations. A brand-new idea called legacy management emerged along with the development of the heritage sector. In the UK and across the world, tourism and heritage development are two industries that are booming. On the other side, the shift in focus from manufacturing to services includes heritage tourism. Heritage locations offer real connections between the past, present, and future. The fight between the perhaps at-odds goals of conservation and tourism is centered on heritage sites. The two should be complementary, and effective heritage management places a strong emphasis on heritage interpretation and presentation.

Benny IrwanTowoliu (2018) this paper reveals that the provincial capital of North Sulawesi, Manado, is a largely Christian city. Although there is no doubt that this cultural ritual practice might serve as an emblem of cultural tourism in the city of Manado, it is debatable whether or not this ceremonial attraction will be recognized as such. Because other immigrants and indigenous people still have a disproportionate amount of power here. Since individuals of Chinese heritage reside in Manado City, empirical findings indicate that every ceremonial attraction of Chinese culture is eagerly anticipated and a fascinating sight for the people of Manado. These findings can also help policy makers define yearly tourism agendas and give legal security for this section of Chinatown, which is home to several attractions, as a cultural heritage area.

PROSPECTS IN URBAN TOURISM AND HERITAGE MANAGEMENT

Urbanism is a fundamental concept in urban studies and focuses on how people of all ages and backgrounds interact with cities as physical spaces, their neighborhoods, and the built environment. The idea has evolved from Wirth's early popularization of it in 1938 to what is currently referred to be a period of global urbanization.

Xinwei Su (2019) this study deals with the intangible cultural heritage (ICH), a significant aspect of human civilization, and is a productive approach to do this. Social acceptance of the ICH convention's universal validity is evolving. High-yield and high-citation authorship have a shaky and erratic connection. China, Australia, the United Kingdom, and the United States make up the majority of the tiny group of high-yield nations. Heritage management, heritage space, heritage preservation, heritage policy, and the globalization of heritage have been the key areas of research. The authenticity of heritage and innovative heritage tourism has been the main areas of study concentration in recent years, along with community involvement in heritage development and preservation.

Magdalena Banaszkiewicz (2023) this paper explains that all the parties involved in preserving cultural resources have a crucial educational role in spreading important historical messages and attracting new audiences. To support the preservation of heritage sites, heritage discourse should explore the reasons behind their designation, as well as the people for whom they are intended, and offer engaging user narratives. The growth of heritage education and social engagement should be combined with sustainable plans as tools to improve emancipation, citizenship, and the democratic nature of decision-making processes. To achieve all of the objectives of sustainable development, heritage discourse must be included in territorial planning politics and heritage management.

NAN BAI (2020) this article discloses that to run the touring program spatio temporally, this research aims to give an audio-guided tour program by dynamically analyzing the Tourism Carrying Capacity (TCC) with Hall's key locations. An agent-based simulator called Thunderhead Pathfinder, which was initially created for emergency evacuation, is used to frame an optimization issue for the touring program and validate the performance of the touring system. The simulation demonstrates that the suggested touring program may perfectly satisfy all of the important criteria for enhancing the tourist experience, ensuring the safety of the heritage, and ensuring more effective management.

Karim van Knippenberg (2022) this paper portrays that a crucial component of heritage management procedures is increasing community interaction. However, because participation and community involvement are frequently complicated, diverse, open-ended, and unpredictable, community-heritage interaction also implies that heritage management procedures become more dynamic and adaptable.

The third, more radical viewpoint on community-heritage involvement is presented in this study, which we refer to as "a co-evolutionary heritage approach."

Patiphol Yodsurang (2022) this article discloses that the tourist sector frequently treats history like a product rather than as a means of resource preservation. Using a national database, this research uses the perspective of historic resource consumption brought about by tourist development to explain the issues faced by community-based tourism (CBT). The findings show three significant clusters: agritourism based on cultural landscapes, retail tourism based on groups of buildings and historical districts, and ecotourism based on natural settings.

Alghafri M.A (2021)this paper reveals that anywhere in the globe, political security and safety are prerequisites for tourism. This essay aims to provide an overview of Syria's rich cultural legacy and tourist sector, both before and after the country entered its current conflict. It makes an effort to analyze the contemporary difficulties brought on by the conflict. It makes an effort to assess the success of the steps the government has made.

Ahmed Awaad Gomaa (2022)this paper explains that the goal of this essay is to examine cultural heritage management and environmentally responsible tourism in ancient towns while showcasing the historic Egyptian city of Aswan's effort to revitalize and expand Durrat Al Nil Park, Station Square, and the Old Tourist Market. This is demonstrated through a theoretical investigation of the stages and the idea of cultural heritage management as they relate to sustainable tourism, business, historical marketplaces, and streets. Since these locations are among the most important ones in city centers, it is important to preserve them to create a lasting visual representation of the ancient cities and a successful link between people and their requirements, whether they are city residents or tourists. As a result, requirements for managing cultural assets and promoting sustainable tourism will be comparable.

Christina Aas (2005) this paper reveals that in Luang Prabang, Laos, the link between heritage management and tourism development is examined in this article using a cooperative strategy. Examining stakeholder cooperation and management responsibilities, as well as the inter-connectedness between heritage protection and tourist development, are all goals of the study. The study looks at a UNESCO/Norwegian government programme that aims to encourage stakeholder engagement in heritage conservation and tourist cooperation.

Caleb A. Folorunso (2021) this article discusses the effects of globalization on the preservation of cultural legacy in sub-Saharan Africa are discussed in this essay. In the context of Nigeria, the homogeneity and commercialization of Indigenous cultures as a result of globalization and its effects on the loss of value of cultural items and heritage sites are examined. Also contributing to the loss of historical and archaeological sites is the continuous worldwide demand for African

artifacts, which has a detrimental effect on the local population's well-being and their connections to their cultural heritage. The safeguarding of cultural heritage has been a major concern for international organizations and institutions like UNESCO, the World Bank, and others.

Noor Aimran Samsudin (2023) this paper portrays that the essay investigates Malaysian family businesses' perspectives on the preservation of cultural heritage. This essay discusses the contribution of family businesses to the sustainability of cultural legacy in this nation by addressing the many definitions of the family company. It was clear from the larger viewpoint from the compilation of the literature how important family economic activity is to heritage management. Rosabelle Boswell & David O'Kane (2011) this paper explains that the writers also agree that maintaining and developing archaeologically significant sites for political ends is a problem in post colony. The main ideas that are either utilized or mentioned in this special issue are outlined in this introduction. Additionally, it draws attention to specific issues in heritage management, like the significance of African legacy as a source of knowledge and the role of heritage in postcolonial identity creation.

E. Salvador-Garcia (2020) this paper portrays that the public access to heritage encourages a societal interest in its preservation, but it also puts resource protection in danger. Establishing a long-lasting connection between heritage and tourism is the main problem in controlling public use of heritage. Without a unified vision, the heterogeneous teams responsible for managing visitor flow produce and exchange information on the cultural property. Building Information Modelling (BIM) offers a framework for collaboration where interdisciplinary teams may cooperatively share geometric and documentary data about the building. This heritage-focused technology (HBIM) is showcasing how it may increase productivity in maintaining, intervening, and documenting assets. In addition to the aforementioned abilities, this study aims to determine how well HBIM can regulate visitor flow. A literature study, qualitative data gathering, and technical documentation, analysis are all part of the technique. The findings suggest that by virtually anticipating the potential dangers associated with visits, the use of HBIM helps optimize the planning and control of visitor flows.

Dirk H. R. Spennemann (2022) this paper reveals that if their aesthetic, scientific, historic, or social merits are considered important, heritage sites may be included in local government heritage registers. This is according to authorized cultural heritage management discourse. Such lists largely benefit the current generation whose values they reflect, even while they theoretically safeguard against significant alterations and destruction for the benefit of subsequent generations. This essay examines the significance of cultural heritage locations for a feeling of place, a connection to a place, and, implicitly, the mental health of the individual and the community.

Alexandra Bec (2018) this paper explains that Immersive technologies, including augmented and virtual reality, have the potential to produce remarkable travel experiences, particularly for heritage tourism. The management of the legacy of memorable tourism experiences, however, lacks conceptual coherence. This research paper then offers a four-stage conceptual approach for managing heritage protection in digital tourist encounters and fusing cutting-edge technology with a history in immersive settings has the potential to enhance visitor interaction with history as well as protect and manage heritage.

Bob McKercher, (2005) this paper reveals that the link between tourism and cultural heritage management (CHM) is sometimes problematic. In the past, CHM has been in charge of providing and maintaining cultural heritage assets, while the wider tourist industry has been in charge of product creation and promotion. There have been two competing theories put out on the nature of the partnership, each of which represents one side of the conflict vs. cooperation dichotomy.

Juan Zhang (2022) this article discloses that academic circles are talking more and more about the theories and practices used in this area. This study fills this vacuum by measuring the knowledge system of global heritage tourism research using the SSCI and SCI sub-databases of the Web of Science Core Collection as the data source, together with CiteSpace and VOS viewer tools.

Bruno Chauffert-Yvart (2020) in their article has revealed how Tianjin's rich legacy is being promoted through its tourist and heritage practices. Tianjin, an industrial city renowned for its crafts and cuisine, has slowly started to showcase its Chinese past as well as its city core, which is notable for its previous foreign concessions and architectural heritage from the 19th and 20th centuries. Then, it concentrates on how the city's tourism offers are received as well as urban development activities.

CHALLENGES IN URBAN TOURISM AND HERITAGE MANAGEMENT

Long Zhao (2023) this paper explains that the relationship between the existing conservation strategy and public policy is flawed in Kulangsu's eyes. The public policy appears to be insufficient concerning its ability to promote the adaptive reuse and sustainable tourism of the historic urban Kulangsu heritage sites. Public policy is largely unable to effectively, specifically, and flexibly respond to the dynamic problems in the implementation of the conservation plan. Therefore, ensuring a balanced, sustainable, and integrated development pattern still calls for new discussions to achieve better performance of sustainable heritage tourism.

Clio Kenterelidou (2021) this paper portrays that from UNESCO's Marine World Heritage (MWH) viewpoint, the article discusses sustainability, heritage, management, and communication while examining its digital narrative impact on social media. To facilitate interaction, engagement, and multimodal knowledge, it

strives to comprehend how MWH is conceptualized, managed, and conveyed as well as if it is framed with sustainability and biocultural principles. The MWH of Outstanding Universal Value (OUV) sites and protected places' Instagram profiles has therefore been the subject of a content study. Evidence from their Instagram profile, posts, characteristics, and reactions were incorporated into the study. To capture the "lifeworld" and the "voice" of the maritime heritage as a whole, a management and communication plan that is shared across and throughout UNESCO's MWH of OUV sites and protected areas is lacking, according to the research.

Gemma Ramírez-Guerrero (2021) this paper reveals that for many managers of cultural resources, using tourism as a vehicle for heritage improvement and protection provides an opportunity. Although there have been many works on tourist governance established to date, it is still difficult to develop preparatory studies for making decisions in historic structures. An index that enables tourism and cultural heritage managers to analyze and quantify the amount of tourist exploitation (use) of a monument for the services (benefits) that it provides to society is proposed in light of the ecosystem services concept.

Mohammed Abdulfattah Bay (2022) this article discloses that this research examines how the physical, social, and economic features of Diriyah's World Heritage Site (WHS) have changed throughout three significant historical periods. The site's heritage management practices and development effects are examined using a mixed-methods approach, and it is shown how the WHS inscription has affected Saudi Arabia's heritage industry. This study employs a methodological approach that includes temporal analysis, analysis of historic photographs and images, non-participant observation, semi-structured interviews with key informants, site fieldwork, and analysis of archival research, the content of official documents, related media, and promotional materials, as well as site fieldwork.

Francesca Giliberto (2023) this paper reveals that the implementation of tourism initiatives throughout the world has frequently been indisputably far from sustainable. The COVID-19 pandemic outbreak and its devastating repercussions on the tourist industry globally provide a singular revolutionary chance to rethink tourism in more environmentally friendly ways. This article advances knowledge on the effects of the COVID-19 pandemic on tourism and heritage sites, as perceived by local stakeholders living and/or working at six well-known heritage locations in Sub-Saharan Africa, located in Kenya, Tanzania, and South Africa, using qualitative research methods and ethnography. The study highlights new developing tourist prospects spurred by the pandemic, cutting across many local settings, and offers how to rethink heritage-based tourism tactics more sustainably, from the perspective of the research participants. Diversifying tourism offerings at heritage sites; enhancing tourism marketing, visitor experiences, and infrastructures; encouraging more

inclusive, cooperative, and integrated tourism and heritage management systems; Raising awareness of local resources while promoting ecotourism and responsible travel; and fostering economic diversification and local entrepreneurship are some of the strategies identified.

Eva Parga Dans (2018) this paper explains that in connection to sustainable tourism, the goal of this study is to pinpoint the elements that make up the social value of heritage. To do this, this study offers a theoretical contribution by merging the sustainable tourism and heritage management sectors using a mixed-method approach. Findings from research shed light on the many variables influencing the social worth of heritage, including existential, aesthetic, economic, and legacy values, as well as the dangers of underestimating the social value in the present. In the end, this research sets the path for more normative approaches to sustainable tourism and provides workable answers to the problems the Altamira and other World Heritage Sites are facing.

Bob Frame (2021) this paper portrays that the 2018 Antarctic Treaty Consultative Meeting adopted guidelines on heritage management that represent the most recent iteration for an Antarctic tourism industry that was anticipated to grow further before the COVID-19 pandemic, with a variety of risks and potential impacts that required careful management. In this study, three empirical approaches are used to analyze how cultural heritage impacted tourism before the COVID-19 epidemic. First, how the cultural heritage of Antarctica is portrayed through the designation of Historic Sites and Monuments and Site Guidelines for Visitors; second, how this is portrayed on the websites of travel agencies; and third, how visitors experience it as described in open-source social media information.

Brian Garrod (2000) this article discloses that this article examines the results of a Delphi survey conducted among British academics, consultants, heritage-based organizations, and owners and managers of historic sites. The study's goal was to look into the main requirements and limitations for managing constructed historic sites over the long term. The fundamental purpose of heritage attractions, the variables that influence decisions about how much to charge visitors, and the perceptions of heritage managers regarding the respective roles of such attractions and public agencies in funding tourism management and heritage conservation programmes were all examined. The significance of these challenges is then taken into account in the evaluation of prospective methods for directing historic tourism toward sustainability.

Keir Reeves and Colin Long (2011) this paper reveals that The Lao People's Democratic Republic's Luang Prabang, a UNESCO-designated "world heritage" city, is the subject of this article's critical assessment and evaluation of tourist tactics and heritage management. Many people consider Luang Prabang to be one of Southeast Asia's most important historical cities. The authors contend that it

is unrealistic to anticipate that conventional heritage management practices, such as the world heritage designation, will be able to handle the stresses placed on locations like Luang Prabang. The authors argue that the very least that is necessary is an expanded understanding of the context in which heritage places sit, and they argue that any strategy for long-term protection of the intangible cultural heritage and poverty alleviation must be based on the cultural landscape approach.

DISCUSSIONS AND IMPLICATIONS

The unresolved issue of what makes cities so alluring for tourists today and in the future will be addressed in part by interdisciplinary research that approaches tourism from different angles. It is appropriate to participate in these interdisciplinary and cross-boundary discussions as tourism is currently being discussed in the context of critical urban theory. These are not novel concepts for tourism scholars because, arguably, they laid the groundwork for the growth of the tourism academy beginning in the 1970s and will continue to do so in the future. The article aims to further the theoretical discussion around urban tourism and to inspire academic discussion. It expands on earlier critiques of urban tourism by Ashworth and examines both the development of the industry's products and how they may be reinforced by increased participation in urban studies discussions.

CONCLUSION

It might be difficult to promote historical conservation, especially in cities. Coordination and integrated decision-making are crucial because it involves more than just protecting cultural structures; it also entails raising awareness, increasing a sense of ownership, encouraging spontaneous engagement, and passing along the traditions and their histories to the next generation. Engagement of regional and national NGOs with regional government agencies can increase community engagement and awareness. Additionally, heritage promotion and conservation can benefit from tourism-based heritage conservation and the creation of heritage archives.

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UPSHOTS OF E-RECRUITMENT TOWARDS GREEN HRM: CURRENT LITERATURE AND FUTURE OPPORTUNITIES FOR RECRUITERS

Dr. M. Karthik*

ABSTRACT

Electronic Resource Human (E-HRM) Implementation, also known as e-HRM, is a web-based system that deals real-time online human resource management using the most recent web application technology. In other words, E-HRM can be grasped as a technique to employ web-based technology to accomplish HR strategies, policies, and practices in organisations. This kind of application of e-recruitment indicates a successful inexperienced Human aid control environment. This article's essential intention was to determine the impressions and outcomes of E-Recruitment on green HRM and to pick out the mediating position that e-recruitment performs for destiny green HRM practices. The opinions make a speciality of how e-recruitment upshots will aid them in making sensible decisions on the way to have a tremendous effect and results on implementing green Human resource management.

***Keywords:** Human Resource, Green HRM, Recruiters, E-Recruitment*

INTRODUCTION

Each enterprise's ability to be triumphant be governed with the aid of the crucial significance of the understanding, abilities, creativity, and intellectual capital of its staff. Efficient and successful recruitment by human resource supervision results in the creation of an organisation's intellectual capital. The ability of an organisation to quickly attract and hire top and appropriate personnel is essential to its ability to compete successfully as long as there is continued global competition for talent. The finding of Riswana Hameed (2022) on the study shows that GHRM has a beneficial impact on the psychological climate that is pro-environment and the pro-environment conduct that considerably increases GCSR. The correlations between GHRM and pro-environmental behaviour are strappingly moderated by IT skills. The study's findings advance the field of green HRM follows, strategic management, and information processing, helping policy-makers conceive, coordinate, and put into practise their green HRM strategies for their beneficial synergistic bearings on sustainability and green CSR. Every organisation's ability to succeed depends on the serious importance of the knowledge, abilities, creativity, and intellectual assets of its staff. Efficient and successful recruitment by human resource staff results in the creation of an organisation's intellectual capital. The ability of an organisation

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to quickly attract and hire top and appropriate personnel is essential to its ability to contest successfully as long as there is continued global competition for talent.

Electronic hiring can significantly improve the discernment that job searchers have of a company as an employer. "Job marketing is really what recruitment is?" This is most definitely not an exaggeration because corporate image and web page design both have a big control on how job searchers perceive a company. It is possible to design thanks to the support of the internet. including pictures, motion pictures, or links to them can mark an activity posting or internet site page extra enticing and exciting. Khyati Kapil (2015) diagnosed the idea of inexperienced HRM and its present day practices or tendencies and it additionally converses that how the business enterprise can create new corporate subculture over and carried out with inexperienced HR practices with a view to supply greater efficiencies, decrease fees and generate an ecosystem of better employee engagement, which in turn helps corporation to perform in an environmentally defensible enterprise practices. studies methodology could be grounded on secondary statistics gathered from studies journals, websites and articles to make certain unique know-how of the challenge authenticity.

RESEARCH METHODOLOGY

Using the cited keywords the researcher used systemic search methodology to find articles about green HR practices in the Google Scholar and Emerald databases around a decade. Several articles that were associated to the keyword search were found after that using standardised data extraction forms, the researcher independently collected the peculiar recent reviews. Any questions or disagreements were established by consensus or, if necessary, reviewers.

The discussion surrounding business sustainability and sustainable development gave rise to the academic notion of Green human sources management (additionally known as GHRM or green HRM). Consistent with inexperienced HRM, employees hold the key to a business enterprise's fulfilment or failure in adopting an ecologically aware technique to its operations. GHRM is described as "the HRM components of Environmental management" in one of the most popular definitions. In step with a more complete definition, GHRM refers to "phenomena applicable to know-how relationships amongst organisational sports that impact the herbal environment and the design, evolution, implementation, and influence of HRM systems."

A few of GHRM's objectives are to edify staff members about environmental challenges throughout the world, train them to use greener live out, and persuade them to join and participate in environmental organisations.

Green Human assets management in a simple manner is a good way to construct a company that is environmentally cognizant, aid-efficient, and socially

responsible, a hard and fast policy, practices, and systems known as green human sources management (GHRM) have to be in place.

GREEN HRM AND ENVIRONMENT

Shaikh, M.W. (2010) said that adoption of green human resource (HR) practices, control philosophies, HR regulations and practices, employee training, and the execution of environmental safety laws all show big roles in assisting the arena to advise environmental issues. Moreover, it's going to stimulate the usage of f6ba901c5019ebe39975adc2eb223bef goods by way of elevating attention amongst society's residents and people about the efficient use of herbal resources. Application of progressive era would possibly alleviate the environmental deterioration by using growing, as an example, the biotech products and with the aid of thorough for opportunity power to reduce the usage of finite herbal sources. For that reason, commercial enterprises need to put more effort into the research on revolutionary technology to limit the impressions of environmental destruction by means of creating merchandise which can be riskless and cause much less pollution to the environment (Liu, 2010; Ozen and Kusku, 2009). Many studies argued that organism of environmental management can handiest be correctly implemented if the agencies have the right humans with the proper skills and capabilities (day by day and Huang, 2001).

WHY IS GREEN HUMAN RESOURCES MANAGEMENT IMPORTANT?

As a response to the complications and disasters that climate change has transported and increasingly threatens to bring to our globe, sustainability initiatives are expanding quickly surrounded by millions of businesses today. In the struggle to halt climate change, the private sector is crucial. A top-down strategy is decisive for businesses to flourish and advance in their sustainable journey, as is the patronage of VPs and senior management, including People and HR. By implementing the idea of green policies, practices, and systems, the GHRM concept is engrossed in transforming regular employees into green-oriented with behavioural employees who aim for the sustainability of their firm. The full assortment of activities includes recruiting and selecting, acquiring, training, and development, as well as PMS, rewarding, companionship, and reimbursements (Ford, 2012).

Applying an internet system for performance management, schooling and improvement, and worker screening is vital for setting up and distinguishing an environmental development control machine, predominantly in large organisations with plenty of personnel. This is because it will relieve HR practices of implementing the HRM component of organisational and conservational sustainability.

Ojo *et al.,* (2020) found Environmental performance is considerably impacted by green training and development. Green HRM practices encompass training

employees in basic skills including teaching them how to bring together garbage information and raising the organisation's efficiency and environmental proficiency standards. Another finding indicated that environmental performance is exceedingly impacted by green pay and enticement. Green competences to accomplish the job give emphasis to employee happiness with green rewards and remuneration in emergent environmental performance. (Jabbar and Abid, 2015).

The findings of Yen-Ku Kou (2022) showed that green HRM practices had a substantial beneficial impact on both the environmental performance and green innovation among workforces. In aftermaths including green recruitment and selection, green performance management and evaluation, and green compensation and incentive, substantial impacts of study factors were also illustrious. Theoretical and practical consequences are provided, laterally with a number of precarious policy findings regarding consumer resistance to innovation in low income nations. Future study possibilities are correspondingly recommended.

Subhadeep Mukherjee *et. al.,* (2020), assessed in the study on The educational setting has a unique place in both society and the environment. Numerous educational institutions have technologically advanced green initiatives to aid apprentices and staff who are in charge of safeguarding the environment; however it is impossible to fully apply green HRM policies. The standard green practices used in higher education institutions will be identified in this study work, together with the level of green HRM practices used in the academic institution. Given that the higher education institution is in safekeeping of environmental preservation, this will be advantageous.

The dimensions of green compensation and rewards are as follows: (1) Rewards for competence; (2) Cognitive and Interpersonal; (3) Appreciative Inquiry of Sustainable Technology; and (4) Rewards for Appropriateness of Green and Sustainable Behaviour (Ahmad, 2015)

FUTURE OPPORTUNITIES TO ADOPT FOR RECRUITERS

Shah, N. and Soomro, B.A. (2023), suggested in The study that task-related green behaviours (TRGB), voluntary green behaviours (VGB), and green innovation (GI) are positively and significantly impacted by green employee involvement (GEI), Green cash repayment and rewards (GCR), Green performance control Management (GPM), green training and development (GTD), and Green recruitment and Selection (GRS). As a way to impact and execute undertaking-related inexperienced behaviours, voluntary green behaviours, and inexperienced innovation inside inexperienced HRM practises, the counselled framework will provide steering and tips to policy makers.

HRM ethics, information protection and integrity, biassed set of rules from the programmer, fewer data to teach the AI model, lack of technical talents of HR

government, neglecting values, and ignoring the innovative thinking with the aid of employees are some factors that would purpose trouble inside the model of AI in the HRM area. As a consequence, there could be unnecessary extra monitoring of employee behaviour, which in turn could lead to loss of workplace well-being and trimming of the human element in HRM found by Mohapatra, L.M *et. al.,* (2023).

Kambur, E. and Yildirim, T. (2023), suggests particularly, it has been considered what would occur if information systems, industry 4.0, chatbots, and AI are included into HRM. In contrast to other research, this study classifies HRM by issue, both technically and in terms of HR tasks. The publications under examination also give a quick overview of the employed AI technology.

EMERGING ONLINE RECRUITMENT METHODS TO ADOPT

To choose the software that will best meet your goals, think about the parts of your current hiring procedures that are generating the most friction and identify your hiring objectives before investing. It alludes to a group of applications that businesses employ to control their internal HR operations. HRMS software assists HR professionals in managing the contemporary workforce, including payroll, recruiting, benefits, training, talent management, employee engagement, and attendance. For companies of all sizes nowadays, HR software is a must since it helps with managing personnel, information, and procedures. It helps HR managers to centralise, streamline, monitor, and improve human resource functions. However, there are several HR software solutions on the market right now. The characteristics and capabilities of these software's has a variety of services to provide. The demands of your organisation and the size of your company will determine the best HR software for you.

To make things easy and straightforward for you, we have carefully compiled a list of top 10 HR Software in India. Each of this software has their own uniqueness with regard to e-recruitment to payroll and all HR practices. Have a look:

1.	Freshteam	5.	ZingHR	9.	SumHR	13.	HR Mantra
2.	Zimyo	6.	Keka HR	10.	Qandle	14.	Pocket HRMS
3.	Kredily	7.	Darwin Box	11.	(247 HRM)	15.	Wallet HR
4.	greytHR	8.	Zoho People	12.	FactoHR	16.	HR One

ESSENTIAL QUALITIES OF HR SOFTWARE FOR INDIAN COMPANIES

How do you choose the top cloud HR software in India when there are so many good solutions available? The HR software you use must abide with Indian legal requirements, be adaptable to your demands, and help your firm expand. It should also be loaded with functions that help you save time and money. In light of that, the following are some things you have to look for while comparing the top HR software available in India:

Compliance

Ensure that your HR software helps you comply with Indian labour laws and background checks (including UIDAI checks). It should help you manage your workweek, stay on top of employee time off and PTO carryover, and handle remote hiring, onboarding, and payroll requirements.

Scalability

As your company scales, your requirements increase too. As a result, you need to look for HR Software that can accommodate your growing workforce, works well with other apps you may already have, and is evolving its abilities.

Customization

There's no one-size-fits-all HR solution. The needs of every company vary. Some may need a tool that takes care of employee databases and payroll management, whereas others may need a tool that handles recruitment and leave management. Ensure that you select a tool that can fit your needs.

Integrations

One tool may not be able to solve all your needs. But if they manage to accommodate these needs by integrating with the necessary apps, you cannot ask for a better solution. Moreover, such integration is useful since it gives you the freedom to disable it when you do not have to use it again.

Support

Your relationship with HR software depends heavily on the support team. How responsive is the support team, and how effective were the solutions? Did they provide timely updates on the solution? Did they offer good workarounds? All of these matters while dealing with the support team.

User friendly

Irrespective of the number of features the HR software may offer, if the tool is not user-friendly and the stakeholders cannot use it to the fullest extent because of the poor User Interface, your tool may not solve your problem. As a result, ensure that your tool is easy to use.

Security

Since HR software deals with sensitive employee data, data security is important when choosing HR software. Ensure that your toll is compliant with the data security laws of India.

Data Access and Cloud Storage

One of the most sought-after and essential features is cloud access. Ensure that your tool can be accessed from anywhere, anytime, and on any device.

CONCLUSION

The execution of e-HRM is a prospect to delegate the facts entry to the employees. E-HRM helps the usage of the Green HR marketplace and springs greater self-provider to the personnel. It's far from a green, dependable, smooth-to-use tool, handy to a wide institution of different customers. E-HRM is a modus of enforcing HR techniques, rules, and practices in organisations over and done with conscious and directed sustenance of and/or the use of web-era-based totally Green channels.

It covers all elements of human resource control like employees' administration, education and education, professional improvement, company agency, activity descriptions, hiring process, worker non-public pages, and annual interviews with employees. Therefore e-HRM is a custom of doing Green HRM.

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IMPACT OF ETHICAL CORPORATE SOCIAL RESPONSIBILITY PRACTICES ON ORGANISATIONAL PERFORMANCE OF SELECTED MANUFACTURING COMPANIES IN LAGOS, NIGERIA

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Mr. Suleiman, Ahmed Aremu**

ABSTRACT

Corporate Social Responsibility (CSR) has become wider and wider in scope and a plethora of research has underpinned its significance for the attainment of Organisational goals and objectives. Thus, the study examined the Impact of Ethical Corporate Social Responsibility Practices on Organisational Performance of selected manufacturing companies in Lagos, Nigeria.

The study employed descriptive survey research design using a structured questionnaire to obtain the primary data; while the secondary data on Organisational performance (profit after tax) for a period of 5 years (2010 - 2014) were extracted from the annual reports of the three manufacturing companies used for the study. A total number of 120 copies of the questionnaire were duly filled and returned out of the 150 copies administered to the respondents to obtain the necessary primary data. The formulated hypothesis was analysed using multiple econometric regression methods and tested by Student's t-distribution at 5% level of significance. The findings from the analyses of this research showed that coefficient of multiple determination (R^2) was 0.817 which implied that 81.7% of systematic variations in the performance (PAT) of the selected companies were explained by the variations in the ethical CSR practices of the companies; and that the p-values of the estimated parameters (a_0, b_1, b_2, b_3, b_4, b_5) were all significant at 0.05 level. Thus, the null hypothesis (H_0) was rejected; and the study concluded that Ethical Corporate Social Responsibility Practices have a positive significant impact on Organisational performance of the manufacturing companies in Lagos, Nigeria. On this basis it was recommended that manufacturing companies in Nigeria should be more committed to their ethical CSR practices by ensuring strict compliance with the standards and quality of their products as prescribed by the relevant regulatory standard agencies in Nigeria; so as to eradicate the manufacturing and marketing of products that are harmful to the consumers.

Keywords: Corporate Social Responsibility, Ethical Corporate Social Responsibility Practices, Organisational Performance, Manufacturing Companies, Lagos, Nigeria

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INTRODUCTION

In the past, societal needs and expectations from business Organisations did not go beyond efficient resource allocation and profit maximisation. However, the story has changed today due to increased pressure on companies to act more ethically and socially responsible. Incidentally, studies and real life examples of successful implementation of corporate social responsibility (CSR) practices (economic, legal, ethical and philanthropic responsibilities) by companies have provided evidence of their compatibility with business goals. There has been tremendous awareness that CSR practices are not only charitable, but they also contribute positively to the success of Organisations. Thus, many companies now adopt CSR practices to enhance their competitiveness and public reputation.

Thus, companies that act responsibly in carrying out their business activities are often perceived as trustworthy. On the contrary, companies that engage in unethical CSR practices are often unattractive to the public due to lack of trust. The stakeholders, especially the potential customers see such companies as mere profit-maximising Organisations. Incidentally, business ethics have not received enormous attention in CSR discourse on manufacturing companies in Nigeria like the Oil and Gas industry (Akinyomi, 2012). It is on this background that there is a need to examine the impact of ethical CSR practices on Organisational performance of selected manufacturing companies in Nigeria.

STATEMENT OF PROBLEM

Most of the manufacturing companies in Nigeria have been going through the challenges of engaging effectively in ethical corporate social responsibility activities. Perhaps, most of the manufacturing companies in Nigeria see ethical CSR practices as not adding any value to their production or overall performance, but only deplete their resources. Due to this negative perception, managers in most manufacturing companies downplay ethical CSR activities for unethical practices such as: not meeting the required standard of manufactured products, unethical conducts of Organisational operations and poor environmental protection in terms of poor packaging of products and poor management of industrial wastes.

Many companies have endangered the lives of their customers, employees and that of the members of their host communities in the name of wanting to make profit at all cost. Consequently, such companies are faced with chaotic public scandals which often result in huge financial and man-hour losses in terms of business disruptions, expensive legal engagements, low employee morale, internal frauds and loss of public reputation.

However, basic facts revealed that most manufacturing companies' managers probably failed to realize that they own a duty of ensuring that quality products are delivered to the consumers to guarantee safety in the consumption of the products

and value for the money paid for the products. Perhaps poor understanding of the role of ethical CSR practices on performance of Organisations may result to inadequate attention of managers in manufacturing companies to clearly identify the consumer needs, ensure quality control in the production process and conformity of the finished product to the required standard as prescribed by the Standards Organisation of Nigeria (SON) and other standard regulatory agencies in Nigeria. Hence, the need to examine the impact of ethical corporate social responsibility practices on Organisational performance of selected manufacturing companies in Nigeria.

RESEARCH QUESTION

The following research question was asked to elicit information for the study:

Do Ethical Corporate Social Responsibility Practices have a significant impact on Organisational performance of manufacturing companies?

OBJECTIVES OF THE STUDY

The main objective of this study is to examine the impact of Ethical Corporate Social Responsibility Practices on Organisational performance of selected manufacturing companies in Nigeria.

The specific objective is to:

Assess whether or not Ethical Corporate Social Responsibility Practices have significant impact on Organisational performance of manufacturing companies.

RESEARCH HYPOTHESIS

The research hypothesis is stated in null form below:

H_0: There is no significant impact of Ethical Corporate Social Responsibility Practices on Organisational performance of manufacturing companies.

LITERATURE REVIEW

Conceptual Review

Although the concept of CSR is widely discussed in theory and practice (Weber, 2008), a universally accepted definition of CSR is yet to emerge (Sweeney, 2007; Turker, 2009). In the views of Amaeshi, Adi, Ogbechie and Amao (2006), there are as many definitions of CSR as there are writers on the topic. Due to lack of consensus definition, different scholars describe CSR in different ways.

Therefore, CSR can be conceptualised differently by individuals (Griffin, 2000). For example, Garriga and Mele (2004) quoting from Votaw (1972) work

states that "CSR means something, but not always the same thing to everybody. To some it conveys the ideal of legal responsibility or liability; to others it means socially responsible behaviour in the ethical sense; to still others, the meaning transmitted is that of 'responsible for' in a casual mode; many simply equate it with a charitable contribution; some take it to mean social conscious; many of those who embrace it most fervently see it as mere synonym for legitimacy in the context of belonging or being proper or valid; a few see it as a sort of fiduciary duty imposing higher standards of behaviour on business men than on citizens at large" (Votaw, 1972).

CSR FRAMEWORK

A commonly applied CSR framework is The Pyramid of CSR model propounded by Carroll (1979, 1991). The model demonstrates that total CSR consist of four broad responsibilities:

    i.   Economic Responsibilities (ECR)

    ii.   Legal Responsibilities (LR)

    iii. Ethical Responsibilities (ER)

    iv. Discretionary/Philanthropic Responsibilities (PR).

These responsibilities are ordered from bottom to top as illustrated in figure 2.1 below:
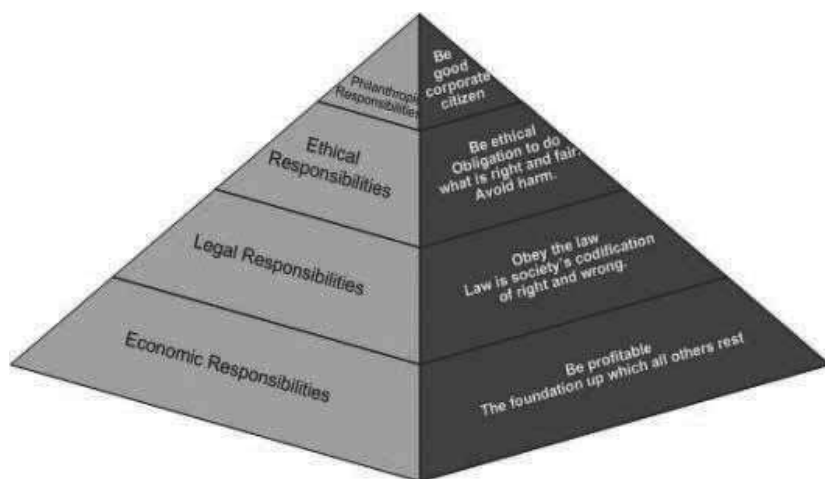
Carroll's CSR Pyramid

Figure 1: The Four Components of CSR
Source: Adapted from Carroll (1991; 2004)

The focus of the study is on ethical responsibilities of manufacturing companies in Nigeria.

Figure 2.1 above shows the components of CSR which are: philanthropic, legal, ethical and economic responsibilities. According to Carroll (1991) and Strautmanis (2007) CSR is part of Organisational culture; hence, all the companies' activities fall under any of these broad components:

Figure 2: Components of Corporate Social Responsibility (CSR)
Source: Strautmanis (2007)

ETHICAL CSR PRACTICES

Today, managers face dynamic and challenging tasks in attempting to apply societal ethical standards to responsible business practice (Carroll, 2004). According to Juscius and Snieska (2008) only the companies which aim to practise universally accepted ethical standards of social behaviour can expect a positive attitude and support in the modern society. Thus, by helping to solve burning socio-economic and environmental problems, companies gain competitive advantage.

Essentially, ethical responsibilities, as a component of CSR are Organisation's policies, programmes, decisions, practices or activities that are either expected (positive practices) or prohibited (negative practices) by stakeholders: customers, employees, suppliers, distributors, host communities and society at large, although they are not necessary codified into law (Abdulrahman, 2014; Vertigans, 2011; Strautmanis 2007; Baker, 2005; Garriga and Mele, 2004, Carroll, 1991).

THEORETICAL REVIEW

The concept of CSR has been described with the aid of different theories. These theories include Shareholder theory, Stakeholder theory, Ethical theory, Utilitarian theory, Instrumental theories, Political theory, Integrative theory, and Political theory (Ayoola, 2019; Abdulrahman, 2014; Baker, 2005; Garriga and Mele, 2004; Freeman, 1984; Carroll, 1991). However, the study was anchored on Ethical theory and Stakeholder theory.

Ethical theory

The ethical theory methodologies focus on the ethical requirements that strengthen the relationship between business and society (Ayoola, 2019). According to Philips (2003) ethical theory is based on principles that express the right thing to do or the necessity to achieve a good society. Basically, this theory demonstrates that a socially responsible organisation is required to meet the expectations and interests of all appropriate stakeholders as well as the interests of the shareholders.

Stakeholder Theory

The theory demonstrates the fact that organisations have an integrated set of stakeholders to which they have an obligation and responsibility (Baker, 2005). Freeman (1984), made a cutting-edge explanation on the relevance of stakeholder theory in business, by laying emphasis on the need for organisations to give equal consideration to shareholder's interests and the divergent interests of all stakeholders. The theory suggests that modern business should no longer be pre-occupied exclusively with the interests of shareholders, but must respond to the concerns of multiple stakeholders, which include Non-Governmental Organisations (NGOs), consumers, employees, environmentalists, and host communities (Freeman, 1984). Post, Preston and Sachs (2002), define stakeholders as individuals and constituencies that contribute, either voluntarily or involuntarily, to its wealth-creating capacity and activities and that are therefore its potential beneficiaries and/or risk bearers.

Thus, in view of Baker (2005), Freeman (1984) and Post *et al* (2002), it is relatable that businesses should not focus only on the interests of shareholders, but must also consider the interests of other stakeholders to boost the attainment of organisational goals and objectives.

EMPIRICAL REVIEW OF LITERATURE

In view of the fact that ethical responsibility represents one of the components of Corporate Social Responsibility (CSR), the study's empirical framework was drawn from the results of researches conducted on effect of CSR on organisational performance which showed positive and significant effects as summarised in table 1:

Table 1: Empirical Researches

Author and Year	Scope of Study	Nature of Data	Methodology	Result	Conclusion
Abdul Rahman (2014)	2006-2011, Nigeria. Conglomerate Companies in Nigeria.	Secondary source	Census approach - using regression and correlation analysis	Significant Effect	There was significant influence of CSR on Total Assets of quoted conglomerates in Nigeria.

Manyasi and Masinde (2014)	2008-2012, Kenya. Sugar Manufacturing Companies	Primary and Secondary sources	Descriptive casual survey design - using regression and correlation analysis	Positive Effect	There was a positive statistically significant linear correlation between practicing employee oriented CSR activities and business performance of sugar manufacturing firms in Kenya.
Adeyemo, Oyebamiji and Alimi (2013)	2013, Nigeria. Manufacturing Companies.	Primary source	Multiple Regression analysis	Positive Effect	The result revealed that competition, employees demand, customers demand and government policy positively influence CSR practices in Nigerian manufacturing companies.
Hashimu and Ango (2012)	2012, Lagos, Nigeria. Multinational Companies	Primary source	Quantitative approach – using a structured questionnaire	Significant Effect	It was found that there exists significant Effect of ethical business operations on customers' patronage.
Babalola (2012)	1999-2008, Nigeria. Manufacturing Companies.	Secondary source	Multiple Regression analysis – using ordinary least square	Negative Effect	That most companies contributed less than 10% of their turnover to CSR activities.
Akinyomi (2012)	2012, Nigeria. Manufacturing Companies.	Primary and Secondary sources	Multiple Regression analysis	Negative effect	The study revealed no significant relationship between turnover and CSR investment.

Ethical CSR Practices and Product Quality

In view of Hartmann (2011) there are shared concepts between quality and ethical CSR practices in term of hidden costs such as: wasted materials, wasted energy, distracted employees, dissatisfied customers, and poor performing products which in most cases amount to 10% - 40% of total costs. Quality improvement starts from the top management level. Senior management is 100% responsible for the problems with quality. Quality is made in the boardroom. This is in conformity with the ethical responsibilities which are based on top management ensuring policies compliance through ethical practices. Since CSR success is directly related to CEO commitment, it can be concluded that the majority of quality problems emanate from poor management rather than poor workmanship. Thus, it is obvious that ethical responsibilities and product quality are positively related.

Conceptual Model for the Study

In light of the foregoing discussions, the study was anchored on the following conceptual framework in figure 2:

The model was constructed under the condition that the companies under study engaged in ethical CSR practices. Thus, figure 2.3 above indicates that companies engage in CSR to enhance their competitiveness and public reputation by carrying out ethical CSR practices involving: ensuring compliance with policies of regulatory Agencies; ensuring production of standard products; reducing harmful effects on the environment resulting from production; ensuring staff and customer safety;
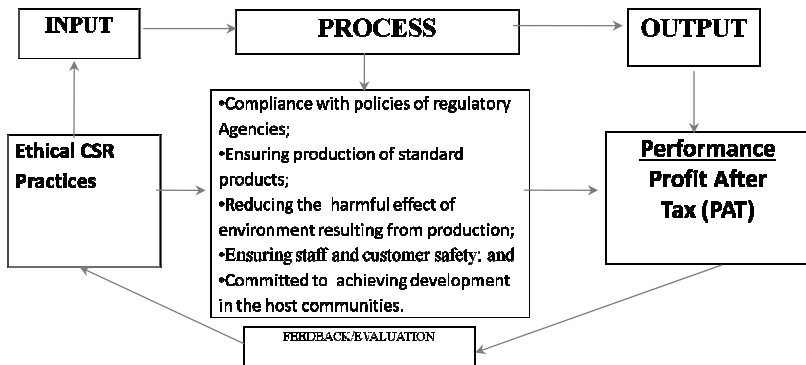
Figure 3: The Study's Conceptual Framework
Source: Author's Conceptualisation Framework (2023)

and committed to achieving developmental projects within the host communities (Ayoola, 2019). The processes of carrying out these responsibilities will influence the performance of manufacturing companies.

METHODOLOGY

Specifically, the study focused on three manufacturing companies quoted in the Nigeria Stock Exchange and located in Lagos state, Nigeria. The manufacturing companies are: PZ Cussons Nigeria Plc, Cadbury Nigeria Plc and Unilever Nigeria Plc. They are blue-chip companies with locations nationwide. The choice of manufacturing companies was made because of their relevance and potentials for Nigeria's socio-economic development. Lagos state was specifically considered as the focus area because it is the business nerve-centre of Nigeria with the largest concentration of manufacturing industries (MAN, 2014). Therefore, Lagos offers an attractive location for the research.

The study focused on two major variables:

Organisational performance variable (Y), which is the dependent variable (Y), entailed a five-year period (2018-2022) profit after tax (PAT) of the three selected companies; and Ethical CSR practices variables are the independent variables (Xi).

Research Design and Data Collection

Descriptive survey method was used for carrying out this study. Data were collected through primary and secondary sources in line with other similar studies on the subject (Manyasi and Masinde, 2014; Akinyomi, 2012; Amaechi *et al*., 2006).

Description of the Study Population

The study population comprised all senior management staff of the three selected manufacturing companies in Lagos State.

Sample Size and Sampling Technique

The sample size for the study was drawn from the total population of senior management staff of the three companies quoted on the Nigerian Stock Exchange (NSE) based in Lagos State. The three companies were selected using a purposive sampling technique. From each of the three manufacturing companies, 50 senior management staff were drawn using simple random sampling techniques to get a total of 150 subjects. However, only 120 responded to the 150 copies of the questionnaire administered.

Description of Data Collection Instrument

The questionnaire contained self-structured multiple-choice questions for primary data collection. The instrument was divided into 2 parts: Section A and Section B. Section A contains demographic details about each respondent; while Section B contains items relating to the research questions and hypothesis. Closed-ended questions were used with a five-point Likert rating scale in line with other similar studies on the subject (Manyasi and Masinde, 2014; Adeyemo, Oyebamiji and Alimi, 2013; Akinyomi, 2012; Hashimu and Ango, 2012; Amaechi *et al.,* 2006); while the secondary data were accessed from the web sites and published audited annual reports of the selected companies.

Method of Data Analysis

The data collected through the use of questionnaires was subjected to descriptive statistics. The hypothesis was analysed by the Multiple Econometric Regression method and tested by Student's t-distribution at 5% level of significance.

Model Specification for Hypothesis

The model used in the study was adapted from the previous works of Abdulrahman (2014), Babalola (2012) and Akinyomi (2012) where the adoption of organisational performance (dependent variable) was regressed on the factors influencing CSR (independent variables).

Thus, the model used is expressed as:

$$Y = f(X_i)$$

Where:

Y = Dependent Variable (Organisational performance)

X_i = Independent Variable (Ethical CSR practices Variables);
$i = 1, 2, 3, 4$ and 5.

Thus, $Y = f(X_1, X_2, X_3, X_4, X_5)$

Where:

X_1 = Compliance with policies of regulatory Agencies;

X_2 = Ensuring production of standard products;

X_3 = Reducing the harmful effect of environment resulting from production;

X_4 = Ensuring staff and customer safety; and

X_5 = Commitment to achieving development within the host communities.

The Multiple Econometric Regression Model is given as:

$$Y = a_0 + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5 + \mu \ldots 1$$

Where:

Y = Organisational Performance.

X_1 to X_5 = The elements/variables of X (Ethical CSR practices)

a_o = The part of organisational performance which does not depend on Manufacturing Organisations' ethical CSR activities in Lagos State.

b_1 to b_5 = The rate of change of Organisational performance with respect to a unit change in any of the independent variables – X_1, X_2, X_3, X_4, X_5

μ = The stochastic variable.

DATA ANALYSIS AND TEST OF HYPOTHESIS

Regression Analysis and Model for Hypothesis One

H_o: There is no significant impact of ethical CSR practices on organisational performance of manufacturing companies.

General regression model for hypothesis (Ho) is:

$$Y = a_0 + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + X_5 + \mu \ldots 1$$

Table 2: Performance variable (Profit After Tax –PAT) of PZ Cussons Plc, Cadbury Nig. Plc and Unilever Nigeria Plc (Dependent Variable Y)

S/N	Year	Profit After Tax (Y)		
		PZ Cussons Nig. Plc (N' Million)	Cadbury Nig. Plc (N'million)	Unilever Nig. Plc (N'million)
1	2018	5,301.1	2,188.0	4,180.6
2	2019	5,217.5	3,677.1	5,490.3
3	2020	2,410.5	3,356.5	5,705.5
4	2021	5,321.2	6,023.2	4,750.5
5	2022	5,082.7	1,512.7	2,860.0

Source: PZ Cussons Plc, Cadbury Nigeria Plc and Unilever Nig. Plc Annual Reports and Accounts (20010-2014).

Table 6 shows the profit after tax (PAT) for a period of five years of the three manufacturing companies used for this study. The figures were extracted from the Annual Report and Accounts of each of the three companies from 2010 to 2014. The PAT measures the level of performance of the manufacturing companies (Y) in the study.

Table 3: Ethical CSR Practices

S/N	Variables	No. of Respondents who accepted the statement (Xi)
1.	Compliance with policies of regulatory Agencies (X_1)	83
2.	Ensuring production of standard products (X_2)	69
3.	Reducing harmful effects on the environment resulting from production (X_3)	99
4.	Ensuring staff and customer safety (X_4)	87
5.	Committed to achieving developmental projects within the host communities (X_5)	78

Source: Field Survey (2023).

Table shows the variables (X_1, X_2, X_3, X_4 and X_5) that measure the degree of practices of Ethical CSR in the manufacturing companies. The values of X_i show the number of respondents who strongly agreed (SA) and Agreed (A) that ethical CSR practices are being carried out by the manufacturing companies.

Table 4: Regression of Organisational Performance (Y) on
Ethical CSR Practices (X) for hypothesis (Processed by SPSS, n= 120)

Independent Variables	Coefficient	Standard Error	T-statistic	P value
a_0 (Constant)	7.539	0.126	4.284	0.002*
Compliance with policies of regulatory Agencies (X_1)	0.256	0.063	4.052	0.000**
Ensuring production of standard products (X_2)	0.307	0.078	3.935	0.001**
Reducing harmful effects on the environment resulting from production (X_3)	0.153	0.063	2.441	0.015*
Ensuring staff and customer safety (X_4)	0.295	0.098	2.042	0.000**
Committed to achieving developmental projects within the host communities (X_5)	0.211	0.016	3.010	0.001**

*Significant at 0.05, ** Significant at 0.01*
R – Squared = 0.817
Adjusted R-Squared: = 0.814
Prob t – Statistic = 0.000

Source: Field Survey (2023).

Hence, the regression model for the hypothesis (H_0) =

$$Y = 7.539 + 0.256X_1 + 0.307X_2 + 0.153X_3 + 0.295X_4 + 0.211X_5$$

The above regression equation revealed a constant value of 7.539 which represents the value of Organisational performance which does not depend on all the explanatory variables (x_1, x_2, x_3, x_4 and x_5). This implies that 1% increase in any variable of the Ethical Corporate Social Responsibility practices will increase

the Organisational performance by 0.26%, 0.307%, 0.153%, 0.295% and 0.211 respectively.

The coefficient of multiple determination (R^2) as depicted by the adjusted R-squared of 0.814 or 81.4% indicates that the model has a good fit. This implies that the data fit the model well and that the observed variations in the dependent variable (Y), Organisational performance (PAT), is better explained by the combined changes in the independent variables (x_1, x_2, x_3, x_4 and x_5): Compliance with policies of regulatory Agencies; ensuring production of standard products; reducing harmful effects on the environment resulting from production; ensuring staff and customer safety; and committed to achieving developmental projects within the host communities. In other words, R^2 of 0.817 implies that 81.7% of the systematic variations in the Organisation performance (Y) were being explained by the variations in ethical CSR practices of manufacturing companies in Nigeria. This shows a good fit of the model as only about 18.3% variation is left unaccounted for and this is attributed to the error term.

TEST OF HYPOTHESIS

H_0: There is no significant impact of ethical CSR practices on organisational performance of manufacturing companies in Nigeria.

Therefore, statistically the decision rule is:

H_0: $\acute{\iota} = 0$ (Not significant)

H_i: $\acute{\iota} \neq 0$ (Significant); $\acute{\iota} = 1, 2, 3, 4$ and 5.

The analysis of the t-statistic (t-test), expressed as the ratio of estimated parameter to its standard error, was used to test for the individual significance of individual estimated parameters. This was carried out at 5% level of significance.

Thus, Since the p – values of the estimated parameters (α_0, x_1, x_2, x_3, x_4 and x_5) were all significant at 0.05 level {i.e. having a minimum of (*)}, the null hypothesis (H_0) was rejected at 5% level of significance and concluded in the alternative that there is significant impact of ethical CSR practices on organisational performance of manufacturing companies in Nigeria.

CONCLUSION

The study revealed that ethical CSR practices have significant positive impact on organisational performance of manufacturing companies in Nigeria. Hence, the study posits the results of the works of Abdulrahman (2014); Manyasi and Masinde (2014); Adeyemo, Oyebamiji and Alimi (2013); and Hashimu and Ango (2012) where the adoption of CSR practices by manufacturing companies were found to be statistically significant and positive to their performance.

The study, therefore, has clearly shown that ethical corporate responsibilities such as: Compliance with policies of regulatory Agencies; ensuring production of standard products; reducing harmful effects on the environment resulting from production; ensuring staff and customer safety; and committed to achieving developmental projects within the host communities will enhance Organisational performance of manufacturing companies in Nigeria.

RECOMMENDATIONS

The following recommendations are proffered based on the findings and conclusion of the study:

i.   Managers of manufacturing companies in Nigeria should always ensure strict compliance with prescribed standards and quality of their products by the Standards Organisation of Nigeria (SON), Manufacturing Organisation of Nigeria (MAN), and other relevant regulatory standard Agencies in Nigeria. This will help in reducing the manufacturing and marketing of products that are harmful to the consumers.

ii. There is dire need for managers of manufacturing companies in Nigeria to be more committed to the implementation of their companies' Ethical CSR practices so as to build and sustain corporate reputation locally, nationally and globally.

iii. Manufacturing companies should ensure that they reduce to the barest minimum the emission of harmful substances into the environment as a result of their operations. In other words, the management of manufacturing companies in Nigeria should ensure effective and efficient management of their industrial wastes. This will help in the prevention of health hazards in the host communities.

iv. Manufacturing companies should ensure improved staff and customer safety measures to enhance their ability to produce quality products of the Organisations.

v.   There is dire need for the governments to enact more effective legislative sanctions to curb the adoption of unethical CSR practices among manufacturing companies in Nigeria.

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CHANGING THE LANDSCAPE -
UNCOVER THE EMERGING TECHNOLOGY IN BUSINESS

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ABSTRACT

The social and economic environment have been completely changed by information technology. Technology frequently refers to the processes or instruments used to collect, transform, keep, and communicate information. To cut expenses and increase the effectiveness and efficiency of production processes, many businesses have adopted personal technology. Additionally, businesses establish numerous domestic and foreign business locations using technology. New or cutting-edge hardware and apps are examples of emerging technology. Robotics and artificial intelligence are two essential emerging technology areas for businesses. Robotics is a branch of engineering, science, and technology that replaces people with machines or electrical devices.Robots are already used by production and manufacturing companies, and the robotics technology sector wants to reach out to other business sectors. By streamlining complex processes, bridging the communication gap between financial institutions and customers, offering proactive and intelligent recommendations, and digitising methods of customer retention, engagement, and acquisition, chatbots have empowered banks, insurance companies, and other financial institutions. Nanotechnology, biometrics, photonic computing, quantum computing, and photonic computing are a few of the technologies that give businesses new methods for analysing data and other business operations.

KEYWORDS-Automate processes, Data, Analytics, Innovate, technical knowledge, expertise.

INTRODUCTION

Emerging Trends in Management

Management is not static; rather, it changes with the times and the state of the economy. In the age of globalisation, the dynamic nature of management has changed and established a new emergent trend. These new management trends include standardisation, comprehensive quality management, strategic management, and business process re-engineering.

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1. Business Process Re-engineering

"BPR refers to fundamentally rethinking and completely redesigning business processes in order to achieve significant gains in crucial modern performance metrics including cost, quality, service, and speed. A process engineer will examine the tasks that need to be completed and how they might be engineered to use the fewest resources possible while producing the greatest possible returns.Businesses utilise business process re-engineering to significantly enhance critical processes that affect customers. Reengineering business processes can lower costs and cycle times while enhancing quality

OBJECTIVES OF BPR

When applying the BPR management technique to a business organisation the implementation team effort is focused on the following objectives.

1. Customer focus
2. Speed
3. Compression
4. Flexibility
5. Objectives
6. Innovation
7. Productivity

2. Total Quality Management

To focus on achieving both customer demands and organisational goals, TQM is a management concept that aims to integrate all organisational activities (marketing, finance, design, engineering, and manufacturing, among others).The straightforward TQM goal is to "Do the right things, right the first time, every time." TQM is adaptive and infinitely variable.

Quality Circles

A quality circle is a small self-governing group of employees with or without their supervisors who voluntarily meet periodically to identify, analyse and solve quality and other work related problems in their area.

Generally members of a particular circle should be from the same work area, or who perform similar work so that the problems they select will be familiar to all of them. The ideal size of group is six to eight members and work towards the improvement and the development of the organisation.

OBJECTIVES:

- To identify, analyse and solve the quality work problems.
- To contribute to the improvement and development of the organisation.
- To develop, enhance and utilise human resources effectively.
- To make everybody understand the contribution of job satisfaction, job involvement, career planning and other HR related policies in the total efficiency of the organisation.

BENEFITS OF QUALITY CIRCLES

There are no monetary rewards in the QL's However, there are many other gains, which largely benefit the individual and consecutively, benefit the business.

There are

- Self-Development
- Social Development
- Opportunity to attain knowledge
- Chance to build leadership potential
- Enhanced communication skill
- Sub satisfaction
- Healthy work environment
- Organisational benefits.

3. Benchmarking

Benchmarking is the process of comparing a firm's performance with that of another company that is thought to be the best in the industry for its products, services, or processes. It entails turning outward (away from a certain firm, organisation, industry, area, or nation) to look inward and discover how other people attain their performance levels.

To find internal improvement opportunities, benchmarking is used. You can implement changes that will result in noticeable gains by analysing businesses that perform better than average, dissecting what makes such outstanding performance possible, and then comparing those procedures to how your organisation runs.

4. Strategic Management

Strategic management is all about identifying and describing the strategies that managers may use to improve performance and provide their business a competitive advantage. A manager's judgements and actions that determine the outcome of a company's performance are grouped together as strategic management.

Strategic management is a continuous process that assesses and controls the business and the industries in which an organisation operates; assesses its rivals and

sets goals and strategies to compete with all current and potential rivals; and then regularly reassesses strategies to see how they have been implemented and whether they have been successful or whether they need to be replaced.

5. Knowledge Management

It entails the initiatives, processes, strategies, and systems that support and enhance the storage, assessment, sharing, and creation of knowledge. It is the systematic management of an organisation's knowledge assets for the purpose of creating value and meeting tactical and strategic requirements.

Knowledge Management (KM) is the process of managing knowledge that is valuable for the company and beneficial for some purpose, and it indicates a strong connection to organisational goals and strategy.

6. Business Process Standardisation

It aims to unify the procedures in organisations that use different practices to do the same process.This way, it is possible to achieve what's called componentization, which is nothing more than the re-use of a process already established as a component (or sub-process) of another process, sometimes in another area or company department.

7. International Organisation for Standardisation (ISO)

The ISO International Federations of the National Standardising Associations and the UNSCC (United Nations Standard Co-ordinating Committee) were two organisations that came together to form ISO. In order to assist the international coordination and harmonisation of industrial standards, representatives from over 25 nations gathered in 1946 at the Institute of Civil Engineers in London to establish a new international association.

As a result, in February 1947, the new organisation ISO started operating. Greek ISOS, which means "equal," is where the word ISO originates.It was determined that the acronym ISO would serve as the organisation's short name since the full name, International Organisation for Standardisation, would translate differently in different languages. The ISO has released more than 16500 international standards and is now a federation of delegates from over 150 nations.

How AR/VR is Transforming Businesses Across Different Sectors?

Augmented reality and virtual reality offer various possibilities for businesses beyond gaming, storytelling, and other entertainment applications. Technology is already changing how we develop products, run meetings, connect with customers, and more. There is a long list of ways that AR/VR can be used to improve business. Please take a look at how entrepreneurs have already been using virtual reality and augmented reality to enhance their operations.

#1 Retail

Virtual showrooms will also be required to replace your traditional retail store. For example, incorporating AR and VR into apparel businesses will allow shoppers to view clothing items in 3D and virtually try them on. If you're in the retail sector, virtual reality developers can help you get ahead of the competition and give your customers the finest experience possible.

#2 Manufacturing

Incorporating AR and VR into the manufacturing sector will shift the number of employment available. As a technician in the manufacturing industry, you'll obtain virtual help from remote workers or devices. This will assist you in identifying errors and markings, decreasing the amount of guesswork involved in manual labour. You'll also be able to streamline manufacturing processes, resulting in higher-quality items at a lower cost. This reduces human mistakes, improves training efficiency, and saves time in the manufacturing process.

#3 Games and Entertainment

When most people think of AR, the viral Pokemon GO is still the first app that springs to mind. The Oculus Quest, the first all-in-one VR system, is expected to fuel a tremendous spike in VR gaming demand. Companies can make money from virtual reality games by selling them in stores by generating dynamic QR Codes or compensating companies for advertising. If you own an arcade, investing in VR equipment and AR/VR games will enhance your revenue and bring in more consumers. Another intriguing business opportunity is AR/VR escape rooms. Entrepreneurs can use modern technology instead of developing an actual escape room, much less modelling numerous rooms like space stations, haunted homes, and so on.

#4 Real Estate and Construction

Prime beneficiaries of AR and VR will be the construction and real estate industries. One will be able to walk inside a VR building and detect design or drainage issues if you're a construction professional, electrician, or plumber. It will have a positive impact on project management, construction costs, and time savings. If you have a real estate business, one will be able to give potential buyers a virtual tour of the building you're selling or leasing without them having to be there.

#5 Training

If your work requires hands-on skills, AR and VR can help you with better safety and fewer mistakes. Both technologies will allow you to develop training programs consistent with each employee if you own a business. As a result, they can gain confidence and competence in their profession. For example, virtual and augmented

reality will allow you to practise surgery on a 3D human replica before operating on live patients if you are a trainee surgeon. As a result, you'll have a platform where you may make mistakes and learn from them while honing your skills.

#6 Tourism and Travel

Various modes of transportation, hotel reservations, hospitality, tours and sightseeing, local experiences such as cuisine or festivals, souvenirs, and so on are all part of tourism. As a result, augmented reality business opportunities abound in the market. Google Maps has received an augmented reality update. The obvious use case is navigation, and the directions show on the screen when users scan the streets using their smartphone's camera.

AR-enabled GPS apps may show tourist routes, translate street signs, and provide sightseeing advice. Indoor navigation will be made more accessible with AR paired with Wi-Fi, beacons, or ultra-wideband.

#7 Healthcare

The healthcare sector provides opportunities for augmented and virtual reality business ideas. AR apps are already being utilised for several purposes, including assisting patients in recognizing their symptoms and allowing surgeons to view a patient's body without making extensive incisions.

In healthcare, the two 'realities' are predicted to impact patient care and medical training, enabling students to access operating rooms and enhancing consultation options. Virtual reality in hospitals is becoming a reality thanks to ultra-high-definition 4K monitors and video game technology. Simulation capabilities and comprehensive organ mapping are already available thanks to a combination of virtual reality, gaming software, and medical imaging processes.

Surgeons will be able to plan ahead of time and avoid previously unexpected difficulties. Invasive procedures will be reduced, patient problems will be reduced, and recovery times will be shortened.

#8 Advertising & Marketing

AR may be used creatively to build customer interactions while also improving the likelihood of a purchase. Customers are more likely to utilise a brand's mobile app if the content is enjoyable. Customers and competitors who haven't seen anything like it yet will be surprised by unique and creative AR experiences.

To improve its promotional materials, Onix-Systems used augmented reality. The Onix AR mobile app exposes vivid details of our printed booklets, allowing us to present the company's thrilling story in a corresponding format. Users aim their mobile device at a page, which comes live. A virtual experience captures the user's full attention, allowing advertisers to target their message ideally. Like PCs and

smartphones, VR will be the next central computing platform and a battleground for marketers and brands..

What does Artificial Intelligence (AI) mean for the worker?

With all these new AI uses comes the daunting question of whether machines will force humans out of work. The jury is still out: Some experts vehemently deny that AI will automate so many jobs that millions of people find themselves unemployed, while other experts see it as a pressing problem. While there is still some debate on how, exactly, the rise of artificial intelligence will change the workforce, experts agree there are some trends we can expect to see.

Will AI create jobs?

Some experts believe that, as AI is integrated into the workforce, it will actually create more jobs – at least in the short term.

What about after the transition?

First and foremost, this is a transition that will take years – if not decades – across different sectors of the workforce. So, these projections are harder to identify, but some other experts like Husain are worried that once AI becomes ubiquitous, those additional jobs (and the ones that had already existed) may start to dwindle.

A shift to more specialised skills

As AI becomes a more integrated part of the workforce, it's unlikely that all human jobs will disappear. Instead, many experts have begun to predict that the workforce will become more specialised. These roles will require a higher amount of that which automation can't (yet) provide – like creativity, problem-solving and qualitative skills.

Essentially, there is likely to always be a need for people in the workforce, but their roles may shift as technology becomes more advanced. The demand for specific skills will shift, and many of these jobs will require a more advanced, technical skill set.

AI is the future

Whether rosy or rocky, the future is coming quickly, and artificial intelligence will certainly be a part of it. As this technology develops, the world will see new startups, numerous business applications and consumer uses, the displacement of certain jobs and the creation of entirely new ones. Along with the Internet of Things, artificial intelligence has the potential to dramatically remake the economy, but its exact impact remains to be seen

How Does the Internet of Things (IoT) Help Businesses?

The Internet of Things (IoT) is changing how businesses optimise processes and engage customers.

Benefits of the Internet of Things for Business

With IoT technology, your business can use every data point to achieve growth goals and optimise processes. Here are some of the ways IoT can benefit your business:

- IoT helps businesses reduce costs
- IoT solutions streamline existing processes across manufacturing, supply chain, production, and other industries. Streamlined operations minimise downtime and decrease costs.

The manufacturing industry is the best example of cost reduction via IoT technology.

IoT robotics packing books

Factories use autonomous robots connected to IoT to reduce costs by maximising output.

Factories use predictive maintenance technology to reduce downtime by up to 20-50% and save 5-10% in maintenance costs.

IoT boosts productivity and profitability

IoT helps create optimised workflows through automation. It minimises repetitive tasks and facilitates optimal utilisation of available resources and machinery.

Optimization helps avoid wasted man-hours in organisations, making operations more efficient.In fact, 83% of IoT-powered organisations claim to reduce expenditure and boost employee productivity. A study by Aruba revealed that 75% of companies adopting IoT increased their profitability.

IoT unearths new business opportunities

IoT connects hardware, software, and artificial intelligence for deeper analytics. Because of better insights, businesses can use IoT to catapult their operations toward the future.

36% of businesses discover new opportunities with IoT.

Businesses build new product lines and revenue models based on emerging patterns.

For example, insurers calculate premiums based on driving habits. Retailers plan their inventory levels and in-store display by recording consumer behaviour. Marketers use IoT-based beacon tech to gather insights about consumers. Data analysis helps businesses adapt to change and create market-ready products.

IoT promotes optimal asset utilisation and tracking

IoT can connect every unit, device, asset, machinery, or equipment to a single network.

With smart sensors, businesses can then track assets and control equipment. Real-time insights and autonomous control reduces waste and optimises the entire workflow. Asset-heavy industries like transportation use IoT to promote transparency through location tracking and updates.

IoT improves security levels and minimises vulnerabilities

IoT reduces security risks and vulnerabilities through sensors designed for live surveillance in physical locations.

Connecting CCTV cameras to IoT networks creates a powerful surveillance network. This network can be further enhanced with automation, deep learning, and computer vision to create custom security solutions.

How IoT Helps Businesses across Different Industries?

IoT tech is helping businesses gather and analyse more data for a better customer experience. There are several other use cases, too. Here are some examples of how IoT is improving different industries:

Autonomous production units

IoT-powered industrial robots reduce losses caused by human negligence. Plus, robots can work 24/7. They increase production output and also help manufacturers reduce the cost of operations. Autonomous units can be controlled remotely to work at assembly lines for a wide range of products. Globally, electronics, automobile parts, toys, and even aeroplanes are being manufactured using IoT, or the Internet of Robotic Things (IoRT) to be more precise.

Predictive maintenance

IoT sensors check equipment health round-the-clock. Data gathered through IoT helps create periodic maintenance schedules that have minimum impact on the continuity of production lines. Also, the data lets operators discover maintenance needs well in advance. IoT sensors predict chances of equipment failure for optimised maintenance schedules. Such predictive forecasts reduce the effect a breakdown has on active production hours.

Large factories use connected sensors to automate maintenance schedules. Take Volvo as an example, the company uses IoT to monitor equipment defects and predict maintenance schedules. The result is a 70% reduction in diagnostic time and 20% cut in repair time.

Supply chain and logistics

Supply chain and logistics have always been capital-intensive industries with lots of bottlenecks. Customers want reliability and businesses are always expected to be more transparent. IoT helps businesses achieve both goals through:

CONCLUSION

Emerging technologies including artificial intelligence (AI), machine learning (ML), augmented reality (AR), and the Internet of Things (IoT) can help businesses grow on demand, increase resilience, spend less on infrastructure, and quickly and securely implement solutions. Emerging technologies that have the potential to revolutionise many industries, like quantum computing, also present major risks that organisations will need to handle in the future. More importantly, these technologies can assist businesses in implementing significant organisational changes that can boost revenue and differentiate them from the competitors.

Technology can improve how a business communicates, and several new communication methods are in the emerging technology pipeline. One emerging communication technology is virtual offices, where employees meet, discuss various situations and complete business functions. Voice over Internet Protocol is used for communicating via audio or video technology equipment. These technologies allow companies to work with employees or other companies around the world.

Companies might not be able to use technology to replace or enhance every aspect of business operations. Certain business functions require the use of human labour or intelligence, including analysing and assessing business situations or financial information. Consumers might find companies too impersonal when copious amounts of technology are implemented into a business' operations. Consumers might not appreciate the technological advancements when they perceive that companies are unwilling to handle customer service situations in a personal manner.

Business decisions should be powered by enriched data. It is important that organisations understand the data that is available to them — and they must filter and organise it in formats for further analytics. Strong data analytics enables smarter business decisions.

Data is growing exponentially. By 2026, one trillion Internet of Things (IoT) devices will be in use. Each device generates endless data on demographics, purchasing decisions and profiles. To take advantage of the flood of data, organisations that harness data and enrich it to make smart business decisions can gain competitive advantage through improved operations and personalised customer experiences. Those that do not may face competitive pressures that pose threats to continuing operations.

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OCCUPATIONAL STRESS RELATED TO TECHNOLOGY IN TEACHING-LEARNING PROCESS AMONG ACADEMICIANS: IMPACT ON LIFE SATISFACTION- AN EMPIRICAL STUDY

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Dr R Rajkumar**

ABSTRACT

Stress is a known phenomenon that impacts the quality of delivering day-to-day tasks. With the COVID pandemic as a reason, the academician's everyday activities have witnessed a drastic change all over the world. In a nation such as India, which is progressively embracing technology, there are difficulties in shifting from conventional teaching approaches to more modern technology. This transition is leading to stress among numerous educators. The study aims to analyze the occupational stress related to technology in the teaching-learning process among the academicians of higher educational institutions and its direct impact on life satisfaction and additionally aims to identify if the gender of the respondent has an impact on the stress level.

Keywords: *Gender, Life Satisfaction, Occupational Stress, Technology Awareness.*

INTRODUCTION

Stress is a known phenomenon that impacts the quality of delivering day-to-day tasks. With the COVID pandemic as a reason, the academician's everyday activities have witnessed a drastic change all over the world.

In a nation like India, which is progressively adopting technology, there are challenges in shifting from traditional teaching methods to modern technology. This shift is causing stress among educators. Occupational stress involves emotional, cognitive, behavioral, and psychological responses to unfavorable work elements like content, structure, and surroundings. Job stress is influenced by demand and control; jobs with high demand and low control are more likely to be stressful. Life satisfaction is an overall evaluation of one's sentiments and attitudes towards life, ranging from negative to positive *(Diener, 1984)*. Work stands as a primary source of life stress, and a noticeable positive correlation exists between job-related stress and factors such as role overload, conflict, and demanding working conditions *(Sethi and Chand, 1997)*. Occupational stress poses a tangible threat to employees' overall quality of life *(Griffin and Danna, 1999)*.

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REVIEW OF LITERATURE

The research focused on investigating the negative impacts of workplace stress on the well-being of Turkish accountants. The findings highlighted a significant connection between professional stress and overall life happiness *(Ozkan & Ozdevecioğlu, 2013)*.

A study involving military personnel showed that junior sailors had higher levels of occupational stress compared to officers. Additionally, junior sailors experienced lower life satisfaction, with a clear link between lower satisfaction and higher job stress *(Pawar & Rathod, 2007)*.

Examining the effects of job stress on school teachers, the study revealed that increased job stress was linked to lower levels of life satisfaction. Female teachers reported higher stress levels compared to their male counterparts *(Bano & Malik, 2014)*.

The research aimed to explore how occupational stress impacted the work-life balance and life satisfaction of bank employees in private commercial banks (PCBs). The study also delved into the moderating role of coping strategies between these variables. The results demonstrated that occupational stress had a negative influence on life satisfaction *(Ukil & Ullah, 2016)*.

Another study aimed to assess the relationship between coping flexibility, psychological health (measured by perceived stress), and life satisfaction. The findings indicated a strong correlation between coping flexibility and optimism. Hierarchical regression analyses showed that their interaction significantly predicted perceived stress and life satisfaction *(Reed, 2016)*.

Authors investigated dispositional optimism, stress, and overall life satisfaction among restaurant managers. Results indicated that stress notably affected feelings of personal accomplishment and life satisfaction *(Hayes & Weathington, 2007)*.

RESEARCH METHODOLOGY

Several individual and organizational characteristics are impacted by OS. Studies have emphasized that OS has a bigger impact on job satisfaction and balance between work and life. Technology has brought about unfathomable changes that stress students and teachers alike. As a result, the current study intends to comprehend the connection between OS and LS among academicians who have encountered technological challenges. The project attempts to address the following research goals after identifying the research gap:
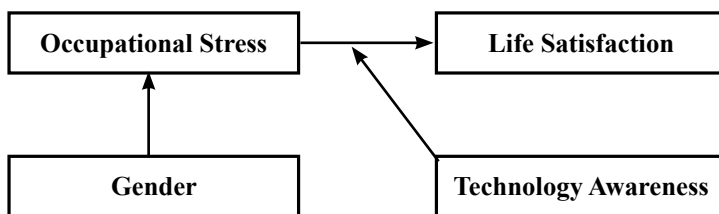
RESEARCH OBJECTIVES

- Analyze the occupational stress level among the academicians.
- Examine the relationship between the OS and LS of the academicians.

• Find the moderating effect of gender and technology awareness on the relationship between the OS and LS of the academicians.

RESEARCH HYPOTHESIS

• H_1 : Occupational stress affects the academicians' life satisfaction.
• H_2 : Technology Awareness moderates the relationship between the OS and LS of the academicians.
• H_3 : The gender of the respondent influences the OS of the academicians.

RESEARCH MODEL

```
┌──────────────────────┐              ┌──────────────────────┐
│ Occupational Stress  │ ───────────► │  Life Satisfaction   │
└──────────────────────┘              └──────────────────────┘
            ▲                                    ▲
            │                                    │
┌──────────────────────┐              ┌──────────────────────┐
│       Gender         │              │ Technology Awareness │
└──────────────────────┘              └──────────────────────┘
```

• For the empirical inquiry among the academicians in Coimbatore, a survey method was used with a sample size of 182(N) and a structured questionnaire.

Measurement tool: a 50-item questionnaire (adapted from the ORS scale) to analyze OS, and a 5-item scale to analyze LS (adapted from SWLS).

RESULTS AND DISCUSSIONS

The reliability test result (the alpha value) of the key constructs of the study (Table 1).

The main constructs in the framework of academicians in Coimbatore are assessed for reliability (Cronbach's alpha). For social sciences, Nunnally (1978) proposed that alpha coefficients be at least 0.70. The variables have a high level of internal consistency and reliability, according to calculations made on the internal reliabilities of the entire scale *(Table 1)*.

Table 1: Table Reliability Test

Variables	Cronbach's Alpha
Occupational Stress	.825
Life Satisfaction	.832

Source: Primary Data

The means and standard deviations of the study's variables were computed. A high mean index for occupational stress has been observed. Also, the means were assessed while taking each construct's rating scale into account *(Table 2)*.

Table 2: Table Descriptive Statistics

	Mean	Std. Deviation
Occupational Stress	30.7963	10.60946424
Life Satisfaction	20.59259	3.710913158

Source: Primary Data

To determine the relationship between occupational stress and life satisfaction, a correlation test was run. Among academicians, there is a sizable negative correlation between OS and LS *(Table 3)*.

Table 3: Table Correlation Between OS and LS

	OS	LS
OS	1	
LS	.-721**	1

*** Correlation is significant at the 0.01 level (2-tailed).*
Source: Primary Data

The regression analysis was done to look at the relationship between respondents' life happiness and their work-related stress. The F-test showed statistical significance. The R-squared value is .47, indicating that the academicians' occupational stress accounted for around 47% of the variance in LS.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.670[a]	.476	.475	2.998

a. Predictors: (Constant), OS

ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4207.733	1	4207.733	482.191	.000[a]
	Residual	4643.781	181	8.934		
	Total	8851.514	182			

Thus H_1: Occupational stress related to technology affects Life Satisfaction of academicians is accepted.

The link between respondents' life satisfaction and occupational stress was examined by regression analysis, with the influence of technological awareness being mitigated.

The F-test showed statistical significance. The R-squared value is .37, indicating that, when OS was moderated by respondents' technological awareness, it accounted for around 37% of the variance in LS.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.611[a]	.373	.372	8.198

a. Predictors: (Constant), OS

ANOVA[b]

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21148.573	1	21148.573	316.320	.000[a]
	Residual	35686.384	181	67.206		
	Total	56834.957	182			

a. Predictors: (Constant), OS
b. Dependent Variable: Technology Awareness

Coefficients[a]

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	81.989	1.261		65.040	.000
	OS	-.204	.011	-.611	-17.785	.000

a. Dependent Variable: Technology Awareness

Thus H₂: Technology Awareness moderates the relationship between OS and LS of the academicians is accepted.

To determine whether there was a significant difference in OS between the genders, Analysis of Variance (ANOVA) was used. The F-value that was obtained is significant. Thus, it was determined that there is a statistically significant difference in OS between the genders.

Thus H₃: Gender of the respondents has an influence on OS of the academicians is accepted.

CONCLUSION

The study aimed to investigate the impact of occupational stress on the life satisfaction of academicians. The findings revealed a significant correlation between the variables, indicating the need for intervention techniques to reduce technology-related issues and alleviate occupational stress.

Managerial Implications

- Future studies could concentrate on using organizational factors, such as perceived organizational support, emotional intelligence, etc., as well as factors like organizational learning, climate, knowledge-sharing behavior, TAM, etc., as moderators or mediators and examining the impact on employee individual and organizational factors.

- To reduce workplace stress related to technology, a comparative gender-based study can be designed to understand the level of stress on different genders.

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