

Jaipuria International Journal of Management Research

July - December 2021 • Issue 02

VOLUME

07

Gender Budgeting in India: Some Recent Evidence

Pradeep Kumar Panda

3 Farm Laws – A Policy Analysis and Solution

Suresh Kumar Bhatt

**Searching Coping Strategies to Balance Work and
Life in Indian Context - A Qualitative Study**

Neeti Sharma

**Communication, Entrepreneurship Education and Social Media in the
Era of Post-truth: Analyzing Challenges for Holistic Progression**

Manpreet Arora and Prof. Roshan Lal Sharma

Conditions of Female Domestic Workers – A Case Study of Ghaziabad District

Pankaj Dutta

A Study of Consumer Preference towards Ready to Eat Food

Asima B. Bhatia

Cults: Manipulation of the Mind and Persuasion

Rashika Shukla and Amit Kumar Sinha

Tata's Acquisition of Air India – Right Decision or Great Blunder?

Jitender Sharma

Book Review

**The Bahrupian Challenge: Investing the New HR by
KK Sinha and SV Nathan (Eds.).**

Jitender Sharma

Jaipuria International Journal of Management Research

ISSN: 2454-9509 • Vol. 07 • Issue 02 • July - December 2021

PATRON

Shri Sharad Jaipuria, Chairman, Jaipuria Institute of Management
Shri Shreevats Jaipuria, Vice Chairman, Jaipuria Institute of Management

CHIEF EDITOR

Dr. Dayanand Pandey, Director, Jaipuria Institute of Management, Noida

EDITORS

Dr. Deepankar Chakrabati, Dean - Research, Jaipuria Institute of Management, Noida
Mr. Jitender Sharma, Senior Librarian & Co-Editor - JIJMR, Jaipuria Institute of Management, Noida

International Advisory Board

Prof. Anup Singh, Director General, Nirma University,
Gujarat

Prof. Bappaditya Mukhopadhyay, Professor, Great Lakes
Institute of Management, Gurgaon

Prof. Dilip Chhajed, Associate Dean for Online Programs
and Strategic Initiatives, Purdue University, Krannert School
of Management, USA

Prof. D P Goyal, Director, Indian Institute of Management
Shillong, Meghalaya

Prof. Deepak Chawla, Distinguished Professor, IMI, New
Delhi

Mr. Himanshu Manglik, Ex-National Head (Corporate
Media), Nestle India

Prof. J D Singh, Former DG, Jaipuria Institutes of
Management and Professor, IMI, New Delhi

Prof. Karunesh Saxena, Vice Chancellor, Sangam University,
Bhilwara, Rajasthan

Prof. Kuldeep Kumar, Professor, Department of Economics
& Statistics, Bond Business School, Bond University,
Australia

Prof. Rajeev Sharma, Associate Professor, IIM, Ahmedabad,
Gujarat

Dr. Ravindra Saxena, Professor, IMT, Dubai

Prof. S. Neelamegham, Former Dean, FMS, University of
Delhi

Prof. Sanjay Kr. Singh, Associate Professor, College of
Business, Abu Dhabi University, UAE

Prof. Stephen Nicholas, Emeritus Professor, University of
Newcastle, Australia

Prof. Subhasish Dasgupta, Chair and Associate Professor,
ISTM Department, George Washington University

Prof. Sudhir K. Jain, Adjunct Professor, Dept. of
Management Studies, IIT-Delhi, Delhi

Dr. Sushil, Abdulaziz Alsagar Chair Professor, DMS, IIT-
Delhi, Delhi

Dr. Umashankar Venkatesh, Director - PGPM and Professor,
Great Lakes Institute of Management, Gurgaon

Reviewers' Board

Dr. Ajay Kumar Jain, Professor, MDI, Gurgaon

Dr. Aman Srivastava, Professor, IMI, New Delhi

Dr. Ashish Varma, Associate Professor, IMT, Ghaziabad

Dr. Indrajit Ghosal, Assistant Professor, Poornima University, Jaipur, Rajasthan

Dr. Nimit Gupta, Professor, The NorthCap University, Gurgaon, Haryana

Dr. Rajesh Sharma, Associate Professor, Jaipuria Institute of Management, Noida

Dr. Richa Misra, Associate Professor, Jaipuria Institute of Management, Noida

Dr. Shalini Srivastava, Professor and PAN Area Chair - HRM, Jaipuria Institute of Management, Noida

Dr. Surender Kumar, Assistant Professor, Jaipuria Institute of Management, Noida

Jaipuria International Journal of Management Research

July - December 2021 • Issue 02

VOLUME

07

CHIEF EDITOR

Dr. Dayanand Pandey

EDITORS

Dr. Deepankar Chakrabati

Mr. Jitender Sharma



JAIPURIA
INSTITUTE OF MANAGEMENT
LUCKNOW NOIDA JAIPUR INDORE

Objective of the Journal

The objective of the journal is to provide a platform to faculty, research scholars and practitioners of management discipline globally to highlight new knowledge, innovation, technology usage and latest tools of research in the areas of management science. Its focus is on applied research and to bridge the gap between management theories and practice. The journal aims to follow international benchmarks in paper selection, refereeing, editing, proofing and production as per the latest methodology and standards. Its International Advisory Board provides policy guidelines for publications in the journal.

Disclaimer

Jaipuria Institute of Management, Noida is only the publisher of this journal. The views expressed in this journal are those of the author(s) and Journal's Patrons, Chief Editor, Editors, Reviewers or its Advisory Board are in no way responsible for the contents of the papers published in the journal. It will be the sole responsibility of author(s) of the paper if any legal complication(s) arise due to the contents of any of the paper published in the journal.

Imprint

Printed and published by Dayanand Pandey on behalf of Jaipuria Institute of Management, Noida, A-32A, Sector-62, Noida, Gautam Budh Nagar and printed at M/s N Thirty Offset, Chaura Raghunathpur, Sector 12-22, Noida, Gautam Budh Nagar, Editor - Dayanand Pandey

Jaipuria International Journal of Management Research is currently indexed in Scientific Indexing Services (SIS), USA; Root Indexing, India; J-Gate: Social and Management Science Collection and on Discovery platform of Ebsco Publishing. Its online full text is available in India through i-Scholar, Indexing and online journals platform of Informatics India and for international viewers, its full text is available through Ebsco Discovery Service and Ebsco Management Collection.



All Correspondence should be addressed to:

The Chief Editor - JIJMR

Jaipuria Institute of Management, Noida

A-32A, Sector – 62, Noida – 201309

Gautam Budh Nagar (U.P.), India

E-mail: jjjmr@jaipuria.ac.in

Jaipuria International Journal of Management Research

Volume 07 • Issue 02 • July - December 2021

Contents

Chief Editor's Desk	<i>Dayanand Pandey</i>	01
Editorial	<i>Jitender Sharma and Deepankar Chakrabati</i>	02
Gender Budgeting in India: Some Recent Evidence	<i>Pradeep Kumar Panda</i>	03-14
3 Farm Laws – A Policy Analysis and Solution	<i>Suresh Kumar Bhatt</i>	15-20
Searching Coping Strategies to Balance Work and Life in Indian Context - A Qualitative Study	<i>Neeti Sharma</i>	21-31
Communication, Entrepreneurship Education and Social Media in the Era of Post-truth: Analyzing Challenges for Holistic Progression	<i>Manpreet Arora and Prof. Roshan Lal Sharma</i>	32-40
Conditions of Female Domestic Workers – A Case Study of Ghaziabad District	<i>Pankaj Dutta</i>	41-47
A Study of Consumer Preference towards Ready to Eat Food	<i>Asima B. Bhatia</i>	48-60
Cults: Manipulation of the Mind and Persuasion	<i>Rashika Shukla and Amit Kumar Sinha</i>	61-64
Tata's Acquisition of Air India – Right Decision or Great Blunder?	<i>Jitender Sharma</i>	65-66
Book Review The Bahrupian Challenge: Investing the New HR by KK Sinha and SV Nathan (Eds.).	<i>Jitender Sharma</i>	67-68

Chief Editor's Desk

It is a matter of privilege and satisfaction in putting before all stakeholders the latest issue of our journal 'Jaipuria International Journal of Management Research' (JIJMR) for the period of July to December 2021. During past seven years, the journal has already been included in Ebsco Discovery Service, Ebsco Management Collection, i-Scholar of Informatics India, J-Gate Plus and in many international indexing databases.

India, as it seems from current trends, has left behind the worst days of pandemic and it looks that we have reached endemic stage in our fight with the deadly virus and its mutants. Life is returning to normal and education sector has also started their operations in complete physical mode again though there must not be lack of guard in our efforts to deal with this pandemic and institutions in future will always have to keep themselves ready to switch to any mode depending upon the needs.

We, through our collective efforts, have been able to once again bring out issue of our journal in time as always has been a practice in past. Our determination in not letting any adversity affect our academic endeavors reflects in timely publishing of this issue. There is a great satisfaction in observing that researchers still have the full faith in our publication in spite of UGC-CARE authorities not taking a decision for inclusion of JIJMR in its recommended journals' list. Recommendation for its inclusion has been sent to the UGC-CARE nodal agency by many universities IQAC cells but we have yet to hear a positive response about its inclusion.

Like always, papers for this issue also reflect diversity of current research. While a paper is there on farmers' protest suggesting solutions to avoid such problems in future, gender budgeting is another interesting and relevant area covered in this issue. Work and life balance especially in Indian context, communication and entrepreneurship, domestic workers' conditions, consumer behavior and minds' manipulation by cults are other areas where research contribution has been made by our authors. This issue also has a small case study on Tata acquisition of Air India discussing if it was a good business decision or just an emotional one. Book review of a very recent but untraditional publication in Human Resource area is also included in this issue.

I shall be failed in my duty as Chief Editor if I do not thank our contributors for submitting their manuscripts and shown patience during entire review process. Without your contributions, publishing seven volumes of this journal wouldn't have been feasible.

I appeal all universities to evaluate the journal on its merit and send your recommendations to the nodal agency of UGC-CARE list through your university IQAC Cell for its inclusion in UGC-CARE list. Please write to us if you need further details of the journal in the format required by UGC-CARE Cell. We shall be glad to share the same with you.

Please do send your latest research studies for publication consideration. We shall be glad to review and publish them following all transparency norms for bringing out original and quality contents.

Wishing all A VERY HAPPY NEW YEAR 2022!

Dr. Dayanand Pandey

Chief Editor - Jaipuria International Journal of Management Research
Director - Jaipuria Institute of Management, Noida

Editorial

With utmost pleasure, we place before our readers the latest July to December 2021 issue of our journal 'Jaipuria International Journal of Management Research' It is a matter of pride that we have been able to complete seven volumes of the journal with active participation and support of all our stakeholders.

Papers in the current issues covers varied research interests. This issue contains seven research papers, a case study and a book review.

First paper of this issue is on Gender Budgeting which is a niche area of study and encompasses gender concerns at all levels and phases of development, planning, policy making, programs, and delivery methods and is considered a critical instrument for advancing women empowerment.

Second paper by Emeritus Professor Suresh Bhatt is a study of now repealed farm laws, background and purpose of bringing out these laws and farmers' protest against the same and finally suggesting solutions to avoid such conflict of interest from the segment for whose welfare these laws were formulated.

Employees' burnout, imbalance in work and life has always been an area of concern both for employers and employees. The third paper of this issue has explored the intrinsic and extrinsic work-life cope-up strategies of B-School faculty members to reduce stress, conflict and bring harmony in day to day life.

Fourth paper is a detailed study that tries to understand different dimensions of communication, entrepreneurship education and social media for effective business communication. There are multiple ways of communication available today and effective and multiple communication media are required to ensure success of sustainable products in the market. This paper argues how authentic, genuine and ethical communication can overcome this post-truth phenomenon which has been vitiating all arenas of human activities today.

Violation of domestic workers' rights and their working conditions is a neglected area for both policy makers and researchers. Fifth paper of this issue looks deeper into the issue of working conditions of domestic workers in India. The paper highlights the demographic outline of the women domestic workers in terms of age, educational status, caste status and

marital status etc. and suggests the effective measures to improve their conditions.

Sixth paper is a study of consumer preferences levels towards Ready to Eat (RTE) foods and the reasons for their choices and preferences. This study finds that ready to eat segment is more popular among singles, working couples, unmarried and people living alone and it also finds that people living in urban areas consume or prefer more ready to eat food comparing to rural areas.

Seventh paper of this issue is again a niche area of study and particularly among Indian researchers. It studies how cults thrive and how they persuade and manipulate their followers to achieve their goals. A detailed analysis has been conducted related to brainwashing techniques of cults and the long-term effects of cults on people and society

This issue case study on 'Tata's Acquisition of Air India – Right Decision or Great Blunder?' looks into the aspect if Tata Group has taken a right and long-term beneficial decision by acquiring Air India or it is an irrational and emotional decision as this airline was started by Tata Group only in 1932 before it was nationalized.

Finally, this issue also carries a book review of the title 'The Bahrupian Challenge: Investing the New HR, an edited volume of papers on HR by leading HR practitioners and leaders.

We thank all our authors for being a pillar of strength for us in bringing out journal in time by regularly submission of their latest research for publication consideration. We want to acknowledge that publishing seven volumes of the journal always in time in spite of various hardships and even pandemic strike has been made possible due to your support. Hence, we want to express our since thanks to all our contributors. Also, we want to acknowledge great role played by our editorial advisory body and our reviewers. Reviewing any manuscript is highly time consuming and thankless process and it is only out of academic passion that one accepts to undertake review of manuscripts and making valuable suggestions for improving the same. A big thank to all our reviewers.

Looking forward for your valuable suggestions for further improvement in the contents and quality of the journal!

Jitender Sharma
Deepankar Chakrabarti

Gender Budgeting in India: Some Recent Evidence

Key words: *Gender Budgeting, Gender Equality, Women Empowerment, SDG 5, India*

Pradeep Kumar Panda*

ABSTRACT

Purpose: Because it combines gender views and takes into account concerns connected to gender at all levels and phases of development, planning, policy making, programs, and delivery methods, gender budgeting has been widely hailed as a critical instrument for advancing women's empowerment. Additionally, it effectively addresses gender disparities in budget allocations, particularly in areas that are reflective of the general public, such as education, health, and nutrition. Gender budgeting strives to increase access to resources while also ensuring that government resources are distributed fairly across all citizens and groups. As a result, gender budgeting opens up new possibilities for women empowerment. Gender budgeting is becoming increasingly important and necessary in the contemporary Indian setting, where women were traditionally isolated, underestimated, and marginalized

for a variety of reasons. Despite the fact that the Indian government's experience with gender budgeting is frequently cited as a model for other gender budgeting efforts, there seems to be a clear disparity between what was envisioned and what has been achieved under the banner of gender budgeting in the country.

Methodology: This study makes use of the secondary data collected from the Government of India's gender budgeting statements and the Ministry of Women and Child Development's annual publications. The data were analyzed using various tools for arriving at broad findings of this study.

Findings: There seems to be a clear disparity between what was envisioned and what has been achieved under the banner of gender budgeting in the country. There is an urgent need for particular policy involvement from the government in order to address the issue of violence against women and to promote gender equality

**Indian Institute of Public Administration, New Delhi | Email: pradeep25687@yahoo.co.in*

INTRODUCTION

Given that women constitute half of India's population, ensuring gender equality and women empowerment are important accelerators for the country's rapid economic development. Because India is fundamentally patriarchal, it is only through the empowerment of women that overall human development will be possible. Women currently lag far behind their male counterparts in terms of education, health, earnings, and decision-making at both the household and administrative levels. According to the Global Gender Gap Index, India was rated 114th out of 142 nations in 2015. India's ranking on the Global Gender Gap Index continues to decline, with the country dropping from 108th position in 2019 to 112th position among 153 countries in 2020 and further to 140th position among 156 nations in 2021. Women and girls in India are being denied the opportunity to share in the benefits of growth and development, which would harm the country's long-term prospects because the socio-economic advancement of women is critical to the country's long-term development. As a result, a nation that aspires to achieve developed status and achieve sustainable development cannot afford to underutilize its female human resources, which account for 48.43 per cent of the entire human resource pool. Because of this, expanding opportunities for women can play an important role in the achievement of sustainable development goals in general and goal number 5 in particular (UN Women, 2012).

An examination of women in India reveals that they are exposed to a variety of risks throughout their lives, particularly during pregnancy and childbirth. The majority of them are subjected to discrimination from the time of conception and it continues until their death; violence, harassment, or abuse; neglect due to dependency and lack of access to resources; social prejudice; and exploitation, whether economic, political, social, or religious are just a few examples of what they face (Government of India, 2015). Even in today's society, violence against women and girls continues to exist, both in the private and public realms. Even though it manifests itself in a variety of ways, violence against women continues to rise, including domestic violence, rape, human trafficking, and child abuse, as well as sexual harassment in the job, harassment and a lack of protection in public places and while traveling.

In order to promote female empowerment, the Government of India has taken several initiatives, one of which is gender responsive budgeting.

Using a gender lens, gender-responsive budgeting examines the budget development process, budgetary policies, and budget expenditure. It is an analytical tool that scrutinizes the government budget in order to reveal its gender-discriminatory impact and argues for more

funding for initiatives and programs that address the discrimination and disadvantages experienced by women on a national and international level. It is the core goal of gender budgeting to improve budgets and related tactics in order to promote gender equality (Singh, 2010; Chakraborty, 2014; Stotsky, 2016; Panda, 2019).

Therefore, the Government of India developed a National Policy for Empowerment of Women in 2001, which aimed to achieve women growth and empowerment through a variety of means. Among the policy initiative most important goals were the abolition of all types of discrimination against women and the promotion of their active participation in public and private areas. A significant instrument for women empowerment, gender budgeting is also widely recognized as a powerful tool in this regard. For the first time, the union budget for 2005-06 included a distinct declaration on the gender sensitivity of financial allocations in ten demands for Grants, which was included in the previous year's budget. In every fiscal year since 2005-06, the Expenditure Division of the Ministry of Finance has issued a note on Gender Budgeting as a part of the Budget Circular, which is then compiled and included in the Expenditure Budget Document in the form of Statement 20.

Part A of the Gender Budget Statement (GBS) and Part B of the Gender Budget Statement (GBS) are two separate documents. Women-Specific schemes are represented by Part A, which includes those with a 100 per cent allocation for women, while Pro-Women schemes are represented by Part B, which includes those with at least a 30 per cent allocation for women (Government of India, 2016). Women-Specific Schemes and Pro-women Specific Schemes are spread across a broader spectrum because they address women's needs for shelter, security, well-being, legal aid, justice, information, maternal health, food, and nutrition, as well as their need for economic sustenance through skill development education, access to credit, and marketing. Women-Specific Schemes and Pro-women Specific Schemes are spread across a broader spectrum because they address women needs for shelter, security etc. In light of this, the article examined the pattern and quantity of budgetary allocations for schemes/programs that disproportionately benefit women in India's gender budgeting statements from 2005-06 to 2020-21, as reported in the gender budgeting statements of the country.

DATA AND METHODOLOGY

According to Menon and Seeta Prabhu (2001), who conducted an analysis of the Union Budget for the fiscal year 2001-2002, the impact of spending in public goods and services on men and women was different. Banerjee and Roy (2004) provide a list of the various women-oriented programs that have been implemented in West Bengal. Sharma and Garg (2014) offered an overview of

gender budgeting initiatives in India, which may be found in their paper. Singh (2016) examined the status and budget allocations for women, as well as the ways in which gender budgeting benefits women, in order to have a better understanding of the government's position on the advancement of women. An investigation on the gender-oriented perspective in development was conducted by Singh in 2010. Chakraborty (2014) also advocated for the elimination of disparities experienced by women, the establishment of women empowerment, and the exposure of the actual spirit of gender budgeting. In studies conducted by Goyal (2010), Mishra and Jhamb (2015), and Soni (2018), the impact of Gender Budgeting in promoting women empowerment was assessed. The secondary data used in this study came from the Government of India's gender budgeting statements and the Ministry of Women and Child Development annual publications. The data were analyzed using various tools for arriving at broad findings of this study.

FINDINGS

Gender Development in Indian Planning

Women holistic development has been one of the focus elements of the planning process in India, and it continues to be so. During the First Five-Year Plan, the foundation of the Central Social Welfare Board, the organization of Mahila Mandals, and the implementation of Community Development Programs were only a few of the initiatives taken in the direction of welfare. When it came to implementing the Second Five-Year Plan, the empowerment of women was directly tied to the overall approach taken by intense agricultural development programs. Female education was endorsed in the Third and Fourth Five-Year Plans, and training of women was emphasized as a vital welfare policy in the Fifth Five-Year Plan, as well. The Women Welfare and Development Bureau, which operates under the Ministry of Social Welfare, was created in 1976. As part of the

Sixth Five-Year Plan, a clear movement from welfare to development was observed. The Seventh Five-Year Plan emphasized the importance of gender equality and empowerment, which was highlighted in the document. In 1986, the Ministry of Human Resource Development tasked the Department of Women and Child Development (DWCD) with the job of managing 27 beneficiary-oriented initiatives across various sectors that directly benefited women. The Eighth Five-Year Plan placed a strong emphasis on empowering women, particularly at the grassroots level, through the establishment of Panchayat Raj Institutes. During the implementation of the Ninth Five-Year Plan, a strategy of women's component plan was implemented, under which not less than 30 per cent of funds/benefits were targeted for women-specific activities. The Tenth Five-Year Plan sought to achieve the following by establishing the National Policy for the Empowerment of Women (2001) and by ensuring the survival, protection and development of women and children through the use of a rights-based approach to development (Singh, 2010). The Eleventh Five-Year Plan projected the extension of Gender Budgeting beyond traditional domains to gender-neutral sectors, in addition to the usual areas. The Twelfth Plan stated that "Mainstreaming gender through Gender Budgeting" was one of the essential factors for Gender Equity, and that this was one of the fundamental elements for Gender Equity.

Gender Budgeting as Percentage to GDP in India

During the period 2008-09 to 2020-21, the overall Gender Budget stayed below 1 per cent of gross domestic product of Indian economy and less than 5 per cent of total expenditure (Table 1 and Fig. 1). Another aspect of the problem of insufficient funding is the question of the legitimacy of such allocations. In the period 2008-09 to 2019-20, actual or revised expenditure on initiatives specifically for women was lower than the budgeted projections in every year except 2008.

Table 1 - Gender Budgeting as a Percentage to GDP in India

Year	Gender Budgeting as a Percentage to GDP (in percentage)
2008-09	0.88
2009-10	0.87
2010-11	0.86
2011-12	0.90
2012-13	0.79
2013-14	0.76
2014-15	0.69
2015-16	0.59

2016-17	0.63
2017-18	0.54
2018-19	0.61
2019-20	0.63
2020-21	0.64
<i>Source: Various Union Budget Documents of Govt. of India</i>	

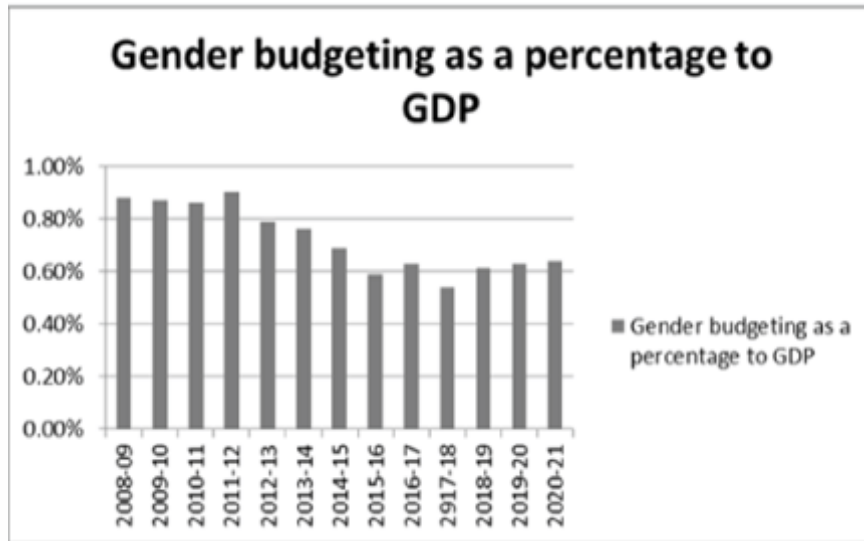


Figure 1 - Gender Budgeting as a Percentage to GDP in India

Magnitude of Gender Budgeting in India

In recent years, the scope of gender budgeting has expanded. In 2005-06, the Gender Budgeting Statement comprised ten Demands for Grants spanning nine Ministries and Departments, with a total allocation of Rs. 24,032 crores (2.79 per cent of the overall budget). This encompassed 49 requests for grants from 38 ministries in 2019-20, bringing the total amount of money involved to Rs. 1,42,813.3 crores (4.72 per cent of the total budget).

Gender budget as a percentage of total budget was at its highest in 2011-12 (6.22 per cent), but only 4.71 per cent in 2012-13.

In 2020-21, the percentage of the overall budget will be (Table 2). This is lower than the previous year's rate of 4.99 per cent and the previous year's rate of 5.28 per cent. However, the proportion was more than double the proportion in 2004-05 (2.3 per cent).

Table 2 - Magnitude of Gender Budgeting in India

Year	Number of Ministries	Number of Demands	The Magnitude of Gender Budgeting (BE) (Rs in crore)	Percentage of Gender Budgeting to the Total Budget
2005-06	9	10	24032	2.79
2006-07	18	24	28736.53	5.09
2007-08	27	33	31177.96	4.5
2008-09	27	33	27661.67	3.68
2009-10	28	33	56857.61	5.57
2010-11	28	33	67749.8	6.11
2011-12	29	34	78251.02	6.22
2012-13	29	34	88142.8	5.91

2013-14	30	35	97133.7	5.83
2014-15	36	39	98029.84	5.46
2015-16	35	35	79257.87	4.46
2016-17	35	47	90624.76	4.58
2017-18	32	48	117221.47	5.28
2018-19	38	49	121961.32	4.99
2019-20	38	49	142813.3	4.72
2020-21	-	-	143461.72	4.71

Source: The Government of India's gender budgeting statement and annual report from the Ministry of Women and Child Development

Allocations for Women-specific Schemes

The introduction of specific women-specific programs such as the Nirbhaya scheme, programs for women safety and security, maternity benefit schemes, programs for

women empowerment, and so on, by various ministries and departments, was solely intended to assist women in becoming self-sufficient and to ensure their safety (Table 3).

Table 3 - Allocation for Women-specific Schemes

Year	Allocation for Women-specific (BE) in crore	Percentage Share to Gender Budget
2005-06	7905.08	32.9
2006-07	9575.82	33.32
2007-08	8795.47	28.21
2008-09	11459.61	41.43
2009-10	15715.68	27.64
2010-11	19266.05	28.43
2011-12	20548.35	26.26
2012-13	22968.93	26.06
2013-14	27248.29	28.05
2014-15	21887.61	22.33
2015-16	16657.84	21.02
2016-17	17412.01	19.21
2017-18	30184.52	25.75
2018-19	24440.07	20.05
2019-20	29473.52	20.64
2020-21	28568.32	19.91

Source: Annual report of MWCD, various issues, Government of India

Women-specific programs received 100 per cent of the funds allocated to them in 2005-06, accounting for 32.9 per cent of the total gender budget. It fell to 28.43 per cent of the gender budget in 2010-11 and to 19.91 per cent in

2020-21. The funds are diminishing year after year and are insufficient to address the requirements of women and girls, with the average percentage share of allocation under Part A standing at 27.91 per cent on average.

Composition of Women-specific Programme

In terms of numbers, there are just three women-specific schemes in the Gender Budgeting Schemes, each with an allocation of more than Rs 1,000 crore, which is a small

sum compared to the other schemes. Rural housing contributes for around 68.26 per cent of women-specific budget allocation, with maternity benefit schemes accounting for approximately 8.75 per cent of total women-specific fund allocation (Table 4).

Table 4 - Women-specific Schemes of Government of India (Rs in crore)

Schemes	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Beti Bachao Beti Padhao	90	97	100	200	244.73	200	200
IGMSY	400	438	634	2700	1055	2300	2500
Hostel for Working Women	22.5	27	28	50	30.35	45	150
Nirbhaya Fund	1000	2000	3000	3000	848.66	851.75	855
STEP	18	27	30	40	4.47	3.00	-
National Commission for Women	18.45	25.15	25.6	25.6	22.92	25	26
ICDS	16561	15502	14850	16745	19234	23357	27584
Swadhar	115	50	100	-	25	35	50

Source: Computed from the budgetary estimates of the Ministry of Women and Child Development in the Gender Budgeting Statements of Government of India

Specifically, the Ministry of Women and Child Development is the nodal body responsible for implementing the gender budgeting process. The Integrated Child Development Programme, the Support for Training and Employment Program (STEP), the Rashtriya Mahila Kosh, Swadhar, the Rajiv Gandhi Matritva Sahayog Yojana (SABLA), and the National Commission for the Empowerment of Women are just a few of the women-specific initiatives undertaken by the Ministry of Women and Children Development. When looking at the scheme's trends on the basis of money allocation, it becomes clear that the allocation to ICDS

programs is expanding at an alarming rate. When the ICDS programs were first funded in 2005-06, the total amount allocated was Rs 3315.25 crore. This amount was then increased to Rs 27584 crore in 2020-21 (Table 4).

Pro-women Specific Programmes

Pro-women particular programs are those in which at least 30% of the budget is allocated to women or in which women receive at least 30% of the benefits. Table 5 shows the allocation of funds for pro-women specific programs from 2005-2006 to 2020-21, with specifics on each year.

Table 5 - Allocation for Pro-women Specific Schemes

Year	Allocation for Pro-women Specific Schemes (Rs in crore)	Percentage Share to Gender Budget
2005-06	16126.92	67.10
2006-07	19160.71	66.68
2007-08	22382.49	71.79
2008-09	16202.06	58.57
2009-10	41141.93	72.56
2010-11	48485.75	71.56
2011-12	57702.67	75.74
2012-13	65173.87	75.94
2013-14	69889.41	71.95

2014-15	76142.23	77.67
2015-16	62600	78.98
2016-17	75212	80.79
2017-18	87036.97	74.25
2018-19	97521.25	79.96
2019-20	11339.78	79.36
2020-21	114893.4	80.08
<i>Source: Government of India's Gender Budgeting Statement, various years</i>		

Figure 2 depicts the allocation of money under Part-B of gender budgeting statements from 2005-06 to 2020-21, based on the gender of the funds. There has been a noticeable increase in the appropriations under Part-B of gender budgeting statements, with the exception of the fiscal year 2008-09. It is estimated that Part-B allocations

account for 72.09 per cent of the total allocations. Part B expenditure is more diverse, although it is primarily restricted to the ministries of education, health, rural development, and women and child development, among other ministries.

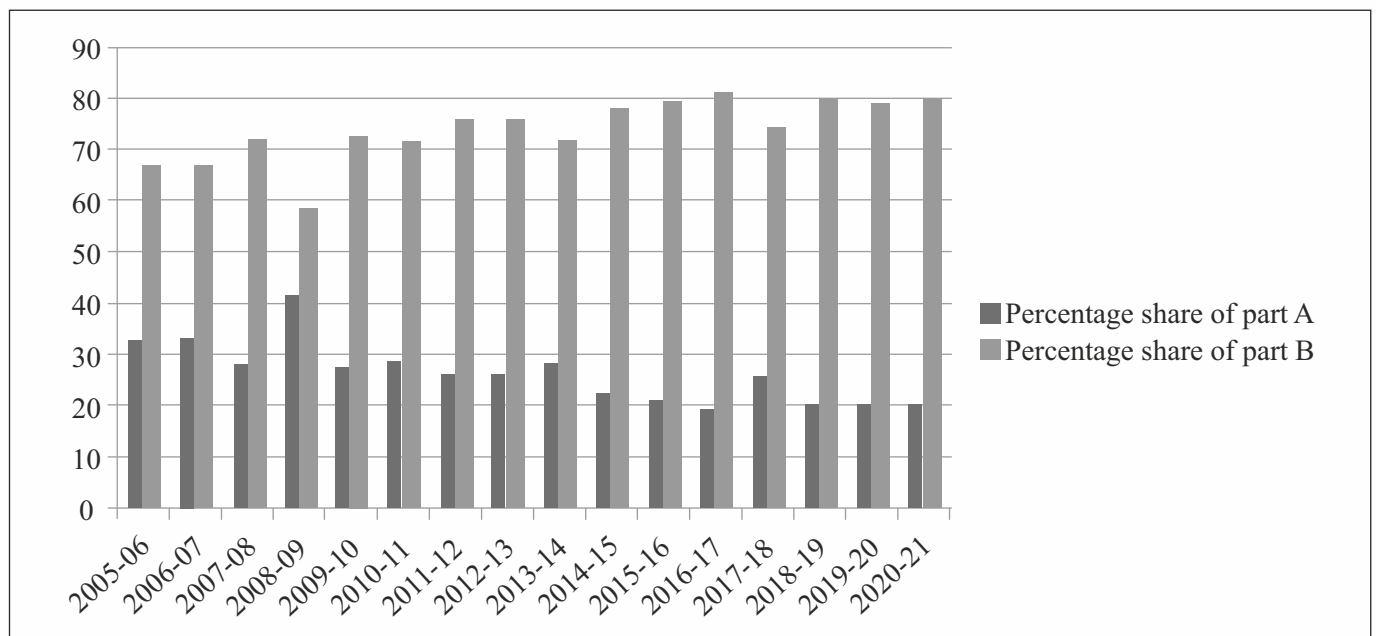


Figure 2 - Percentage Share of Part A and Part B of Gender Budget in India

In the past, the percentage share of allocations under Part-A had consistently been lower than the percentage share of allocations under Part-B. It is important to note that Part-B represents the maximum portion of monies available under the gender budgeting statement, and that it is not exclusively for women.

Constitutional Provision for Women Empowerment

Discrimination based on gender is prohibited under the Constitution, and the state is obligated to provide particular opportunities for women. Thus, the 73rd Amendment of 1992 established Panchayat Raj as the third tier of democracy, with 33 per cent of seats in Panchayats allocated for women (Article 243-D). Article 243-I of the Constitution has similar provisions for municipalities. It also requires the state, as part of its

guiding principles, to (a) pay women the same as men and (b) provide maternity leave and (c) refrain from actions that are in violation of women dignity. The constitutional requirement includes nutritional support for expectant mothers in Anganwadi centers and a crèche for the children of working mothers. However, equal compensation for equal labor is seldom granted, and sexist attitudes against women remain pervasive in the workplace and in society at large. The women's reservation law has also been under assault for a long time because political lobbies want to bend the reserve for OBC women within total reservations for women. On top of that, there is a notable lack of equal opportunity in the workplace. This has had a substantial impact on India's gender disparity, with a score of 0.524 (HDR, 2018).

Tools Adapted Internationally for Gender Budgeting

Elson has identified several tools for effective gender budgeting. These are summarized below.

Gender Aware Policy Approach

Such an approach assumes that public policies are not character-neutral from a gender perspective. To decrease gender disparity, policies and resources must be allocated to it. The gender gap may be studied, for example, as part of the government's Education for All Policy. ASER (2018) explains what took on in India during the time.

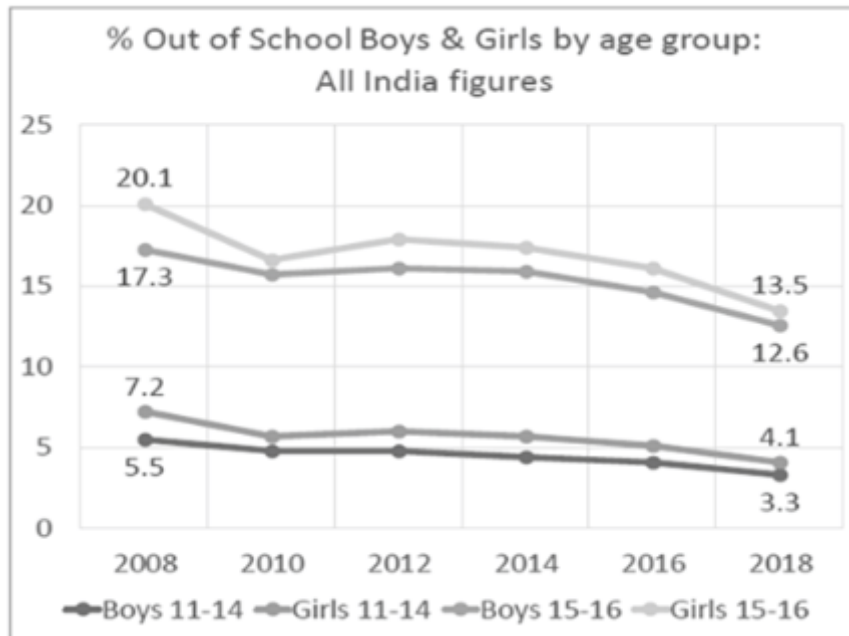


Figure 3 - Declining Gender Gap
 Source: ASER Report, 2018

Public service delivery and budget objectives should be evaluated using a sex disaggregation approach, according to Diane Elson. Gender studies may examine differences in men's and women's perceptions of the quality of services offered by, say, primary health centers. A primary school's operating costs may be broken down into the number of boys and girls who use it. Using public revenue incidence analysis, researchers try to determine which tax and fee reforms would be most helpful to low-income families and single mothers in America. It may also look at whether the system offers female workers job market incentives.

Moreover, she makes an attempt to dig into the issue of how females and numbers use their time in exchange for a service. Poor women spend a significant amount of time gathering water for their families, as is widely documented. The imputed value of unpaid labor should be compared with the budgeted amount for comparable paid employment in a gender budget research. The time spent on such valuable but underpaid services must be taken into consideration when formulating policies.

Tools adapted internationally for Gender Budgeting are given below

- Gender aware policy approach
- Sex disaggregated assessment of public services and budget priority

- Public revenue incidence analysis
- Gender aware budget
- Labour market incentives for worker

A budget that takes into account the anticipated gender effect on the whole budget is called a gender-aware budget. Significant decrease in the MMR score and in the anemia of teenage females may be significant focus areas.

Steps and Tools for Gender Responsive Budget

Debbie Budlender (2002), who has done pioneering work on GRB, has flagged the following steps and tools

- Status of women, boys, girls and men in a given sector
- Whether that initiative has helped to bridge the gender divide
- If allocation is realistic
- Money allocated and spent, who the beneficiaries are

Gender Resource Budgeting (GRB): Experiences from Around the World GRB was originally implemented in Australia. According to a research conducted between 1984 and 1996, women in policy offices collaborated with budget offices and had a positive effect. Article 13 of Australia's Constitution mandates "effective equality of

women and men in budget allocation and administration" in Australia. Budget statements include goals for achieving results, such as gender equality and increasing the share of women in the workforce. Cervical cancer, ovarian cancer, and breast cancer are all given top attention in Mexican health care. The focus in Japan has been on reducing workplace maternity harassment. Brazil has implemented a comprehensive women's health care program. Countries like Spain and Korea dedicate 6-6.75 per cent of their budgets to addressing gender

disparities in society. India can learn a lot from global best practices.

Trends in Gender Budgeting

The allocation to gender budget is of the order of 5 per cent to the total budget. It is divided into two parts; Part 'A' which is fully funded women specific schemes and Part 'B', where the women component of the scheme is around 30 per cent. The provision during 2020-21 and last financial year is tabulated below.

Table 6 - Allocation to Gender Budgeting

Sl.No.	Parameter	Allocation	
		2019-20 (BE/RE)	2020-21 (BE)
Part A: 100% Women Specific Program			
1.	LPG Connection	3200 /2251	3200
2.	Rural Housing	2308 /2300	21000
3.	Maternity Benefit Program	2700 /2594	2400
Part B: 30% Women Related Program			
1.	National Food Security Mission	480 /420	507
2.	Rastriya Kishi Vikas Yojana	1350 /915	1080
3.	Krishi Sichai Yojana	915 /900	1200
Total		113311 /11721	121961

Source: Ministry of Finance, Government of India

It would be seen that in quite a few programmes, like Ujjawala, rural housing, maternity benefit, and Rastriya Kishi Vikas Yojana, there has been under spending at the

RE State. The MWCD department [10], Government of India is the nodal Ministry for woman related schemes. The allocation trends are as under.

Table 7 - Major Schemes of Ministry of Women & Child Development

(in Rs. Crore)

Sl. No	Allocation	2018-19 (Actual)	2019-20 (RE)	2020-21 (BE)
A	Total	16873	21236	24700
B	ICDS	14433	15245	16334
i	Pradhan Mantri Matritva Vandana Yojana	75	2594	2400
ii	Scheme for Adolescent Girls	482	480	500
iii	National Creche Scheme	124.6	200/65	128
iv	Child Protection Scheme	576	648	725
C	Protection & Empowerment of Women			
i	Swadhar Greh Scheme	83	75	95
ii	Beti Bachao, Beti Padhao Scheme	28	200	280
iii	Nirbhaya Scheme	500	500	500
iv	Ujjawala Scheme	20	50/30	60

Source: MWCD, Government of India

The above table highlights how allocation to important schemes is very paltry. Most dishearteningly the utilization of these poor allocations is also very low as in case of National Creche scheme; meant for working women with children.

Gender Discrimination

It has been found in research that a nation can grow economically more, provided women are equal beneficiary of such a growth process. The process is further helped if they assume higher political power, public status and participate at par with men in the labour market.

Table 8 - Gender Discrimination

Sl. No	Gender Discrimination	2008-09	2019-20	Change
1.	Decision about Their Own Health	62.3	74.5	+12.2
2.	Unacceptability of Wife Beating	50.4	54.0	+3.5
3	Employed	36.3	24.0	-12.3
4.	Non Manual Employment	18.9	28.2	+9.3
5.	Education	59.4	72.5	+13.1
6.	Age at First Child Birth (Median)	19.3	20.6	+1.3
7.	Using Reversible Contraception	33.8	32.8	-1.0
8.	Sex Ratio Birth (Females per 100 births)	39.4	39.0	-1.0

Source: NITI Aayog Three Years Action Agenda Report

Farm mechanization has resulted in lower demand for female agricultural labourers (Chatterjee, 2015), leading to a sharp reduction in employment of female workers. The percentage in India is less than what 51.6 per cent than it should be. There is little control over when they start having children. This shows bias against females. It

is 9.5 per cent less than other countries.

Participation of Women across Sectors

The unequal participation of women in different sectors, compared to men, which impact on gender empowerment is enumerated below.

Table 9 - Unequal Participation of Women across the Sectors

Indicator	Female	Male
Participation in Labour Force	27	80
% in Lok Sabha	12.1	87.9
% in Rajya Sabha %	12.6	87.4
% in Supreme Court	3.4	96.6
% in High Court	9.8	90.2

Source: NITI Aayog Three Years Action Agenda Report

Programs for Anganwadi Female Workers

The Integrated Child Development Services is a flagship programme from 1975; with a view to providing additional nutritional support to children in their infancy and pregnant and lactating mothers. The fulcrum of this

programme devolves on female Anganwadi workers and their helpers. The rural India, in particular, benefits significantly for this. The following table gives a trend of the centres, number of workers, budget allocation, wages being paid and coverage of this programme.

Table 10 - Trends in Allocation of Wage, Budget etc. of Anganwadi Program

Parameter	2015-16	2016-17	2017-18	2018-19	2020-21
Anganwadi Centres (in Lakhs)	14	14	14	14	14
Female Workers (in Lakhs)	22	22	22	22	22
Budget (in Rs. Cr.)	10000	16253	15433	14560	15245
Monthly Wages of Workers (in Rs.)	3000	3000	3000	3000	3000
Children (in Millions)	70	70	70	70	70
Pregnant Mothers (in Millions)	15	15	15	15	15

Source: Budget, 2019-20, Government of India

It would be seen from the above that after a substantially augmented budget of Rs. 16,235/- crore (2014-15), the allocation has dipped in the subsequent years, though the number of centres and coverage has remained the same. There has been a slight increase thereafter during 2017-18. The wage level, which was doubled in 2011-12 to Rs.3000/-, remained the same for the last seven years; to be hiked Rs.4500/- in September, 2018. This shows a marked low priority, to a critical nutritional programme, which has a long term bearing on the human development capability of children, due to inadequate protein intake and scant attention to the female workers who look after them.

CONCLUSION

Gender budgeting has gotten a lot of attention in India,

REFERENCES

- Agarwal, B., (2010). Does Women's Proportional Strength Affect Their Participation? Governing Local Forests in South Asia, *World Development*, 38(1): 98–112.
- Aguirre, D., Leila, H., Christine, R., and Karim, S., (2012). Empowering the Third Billion. Women and the World of Work in 2012, Booz and Company.
- Arenello and Bond, (1991). Some Tests of Specification for Panel Data: Monte Carlo Evidence and an Application to Employment Equations. *The Review of Economic Studies*, 58(2): 277-297.
- Bandiera, O. and Ashwini, N., (2013). Does Gender Inequality Hinder Development and Economic Growth? Evidence and Policy Implications, *World Bank Research Observer (WBRO)*, 28(1): 2-21.
- Banerjee, N. and Roy, P. (2004), What Does the State Do for Indian Women?, *Economic Political Weekly*. 39 (44) : 4831-7.
- Berik, G., Rodgers, and Seguino, (2009). Feminist Economics of Inequality, Development, and Growth, *Feminist Economics*, 15: 1-33.
- Budlender, D., (2015). Budget Call Circular and Gender Budget Statements in the Asia Pacific: A Review, New Delhi: UN Women.
- Chakraborty, L., (2014). Gender-Responsive Budgeting as Fiscal Innovation: Evidence from India
- Chakraborty, L., (2016). Asia: A Survey of Gender Budgeting Experiences, International Monetary Fund Working Paper 16/150 (Washington, DC: IMF).
- Chattopadhyay, R. and Duflo, E. (2004). Women as Policy Makers: Evidence from a Randomized Policy Experiment in India, *Econometrica*, 72(5): 1409–43.

- Chinkin, C., (2001). *Gender Mainstreaming in Legal and Constitutional Affairs: A Reference Manual for Governments and Other Stakeholders*, Gender Management System Series, London: Commonwealth Secretariat.
- Cuberes, D. and Marc, T., (2012). *Gender Gaps in the Labor Market and Aggregate Productivity*, Sheffield Economic Research Paper, SERP2012017.
- Cuberes, D. and Marc, T., (2014). *Gender Inequality and Economic Growth: A Critical Review*, *Journal of International Development*, 26: 260-76.
- Dollar, D. and Roberta, G., (1999). *Gender Inequality, Income, and Growth: Are Good Times Good for Women? Policy Research Report on Gender and Development*, Working Paper Series 1, World Bank.
- Elson, D., (2006). *Budgeting for Women's Rights: Monitoring Government Budgets for Compliance with CEDAW*. New York: UNIFEM.
- Government of India (2015), *Gender Budgeting Handbook*, Ministry of Women and Child Development, New Delhi
- Government of India (2016), *Expenditure Budget, Volume 1 (Statement 20)*.
- Goyal, A. (2010), *Women Empowerment through Gender Budgeting- A Review in the Indian Context in Gender Budgeting and Women Empowerment in India (Ed)*, by Singh, Serial Publications: 138-48.
- Hill, M. A. and Elizabeth, K., (1995). *Women's Education and Economic Wellbeing*, *Feminist Economics*, 1(2): 21-46.
- Jhamb, B, and Mishra Y. (2015). *Gender Responsive Budgeting in India; Time to Ask Questions*. *Economic Political Weekly*. 50(50):54-62.
- Kabeer, N. and Luisa, N., (2013). *Gender Equality and Economic Growth: Is There a WinWin? IDS Working Paper, No. 417*, Brighton: Institute of Development Studies.
- Lahiri, A., Chakraborty, L. and Bhattacharyya, P. N. (2002). *Gender Budgeting in India, Follow the Money Series*, New York: UNIFEM (UN Women).
- Menon, Sen, Kalyani, and Prabhu SK. (2001), *The Budget: A Quick Look through a Gender Lens*", *Economic and Political Weekly*, 36(14, 15):1164-9.
- Nakray, K., (2009). *Gender Budgeting: Does it Really Work? Some Experience from India*, *Policy and Politics*, 37(2): 307-10.
- Panda, P.K. (2019), *Efficacy of Gender Budgeting in Reducing Gender Inequality: A Panel Study in Asia Pacific Countries*, *Artha Vijanana*, 61(3): 279-290.
- Seguino, S., (2008). *Gender, Distribution, and Balance of Payments Constrained Growth in Developing Countries*, Working Paper 133, Political Economy Research Institute.
- Sharp, R. and Elson, D. (2008). *Improving Budgets: A Framework for Assessing Gender Responsive Budget Initiatives*, Mimeo, Adelaide: Hawke Research Institute for Sustainable Societies, University of South Australia.
- Singh, K. A. (2010). *An Over View of Gender Budgeting in India*. *Gender Budgeting and Women Empowerment in India (Ed)*, Serial Publications, New Delhi.
- Stotsky, J.G. and Asad, Z. (2016). *The Influence of Gender Budgeting in Indian States on Gender Inequality and Fiscal Spending*, *International Monetary Fund Working paper 16/227* (Washington, DC: IMF).
- Stotsky, J.G., (2016). *Gender Budgeting: Fiscal Context and Overview of Current Outcomes*, *International Monetary Fund Working paper, 16/149* (Washington, DC: IMF).
- Udry, C., (1996). *Gender, Agricultural Production, and the Theory of the Household*, *Journal of Political Economy*, 104(5): 1010-46.
- UN Women, (2012). *Gender Responsive Budgeting in the Aid Effectiveness Agenda: End-of-Programme Evaluation (Revised Evaluation Report)*, Universalia.
- United Nations, (2005). *Progress towards the Millennium Development Goals, 1990-2005*. Secretary--General's Millennium Development Goals Report, New York and Geneva: United Nations Publications.
- World Bank, (2011). *World Development Report 2012: Gender Equality and Development*, Washington, DC.

3 Farm Laws – A Policy Analysis and Solution

Key words: Farm Laws; Farmers Protest, Agriculture Policy – India, Agriculture Produce Market Committee Act 2003

Suresh Kumar Bhatt*

ABSTRACT

Purpose: Since the three farm laws were passed by the Government of India on Sept, 20, 2020, a 24- hour sit in strike was called on 26 Nov. 2020 that may have been participated by as many as 200 thousand farmers. It went on till May 19, 2021, the day Prime Minister Modi announced to withdraw the three laws. The purpose of those three farm laws was to open the selling markets beyond the existing Mandi's within the provincial boundaries of APMC (Agriculture Produce Market committee) that will fetch better income to farmers. We shall also look at the scenario of the unprecedented win of Mr. Modi in the last elections of 23rd May, 2019, that the opposition has hard time to fathom, hence supported the strike.

Methodology: This paper has made extensive use of existing literature, government reports and personal experience of the author to study and formulate reasoning behind the laws and farmers' movement and then provided possible solution

Findings: This papers concludes that solution of the problem lies in meetings of District Magistrates with farmers of all 748 districts for getting their inputs for reforming farm sector and then make laws so that it is acceptable to all farmers across the nation and they do not remain with any reason for further demonstrations.

INTRODUCTION.

A Short History of Farm Policies of India since Independence.

The productivity in agriculture before Independence Day of 15 August 1947, was much lower than now as currently agriculture contributes 15-18 percent of GDP to the Indian economy. Before independence, farming depended on rain and poor quality of seeds. Also, before independence on 15th August 1947, Britishers had introduced zamindari system where the zamindars will collect taxes or lagan, zamindars will give pieces of land to workers and took most outputs and gave the rest to

*Professor Emeritus, Asper School of Business, University of Manitoba Winnipeg, Manitoba, Canada | E-mail: Suresh.Bhatt@umanitoba.ca

workers enough to survive causing quarrels. The author vividly remembers paying a lagan to the Gram Pradhan (the chairman of the village panchayat, the committee of chosen 5 among village elders) of 5 annas (a rupee was worth 16 annas) in 1951. Though India got independence in 1947, the British system took time for replacement. To quell the curiosity, the author was 9 years old and in grade four and the village was appropriately called Bhatt Gaon on the way to Badrinath some 200 Km. in district Garhwal, Uttarakhand.

Britishers even caused famine in Bengal during 1944-45, as the food grains were given away to British army due to the engagement in the second world war causing all round hunger in Bengal. It was duly depicted by Director Satyajit Ray in his movie: *Ashanir Shonket*. Incidentally, the author watched it during his stay as a lecturer, at the Indian Statistical Institute, Calcutta, now Kolkata in 1973.

2. The Land Ownership Bill. After independence on 15th August 1947, the Constitution of India was passed on 26 Nov. 1949 and became effective on 26th January 1950. The right to property was a fundamental right under articles 19 and 31 of the constitution. The Government of India, in order to replace the "Zamindari System" dropped the right to property in 1951 from the list of fundamental rights. This is how the Zamindari System was removed. Essentially, the Zamindari System was a tax grabbing system set up by the British rulers that had plagued the social fabric of the nation. The state governments across the nation acquired 1700 lakh hectares of land and gave 670 crores of rupees as a compensation to the Zamindars. It of course took time as the author paid the lagan as late as 1951 as mentioned above.

2.1 Definition of a farmer (Wikipedia): The Indian Government under the Prime Minister Narendra Modi had setup the Kisan Samman Nidhi (Farmer's Account) of Rupees 6000.00 to be paid to each farmer. It was essential that the GOI (Government of India) knows the list of all farmers and hence had defined who a farmer is. The GOI opened the account of each farmer so that there are no middlemen. The IRS (Indian Revenue Service) says that you are a farmer if you are engaged in agriculture, raising live organism for food, or raw materials specifically, the people who do some combination of raising field crops, orchards, vineyards, poultry or other live stocks. A farmer might own the farmland or might work as a laborer on land owned by others. There are other definitions defining a farmer who promotes or improves the growth of plants, land or crops or raise animals (livestock or fish) by labor or attention.

The next big question is how many farming families are there in India to whom the Rs. 6000 was to be paid by the GOI in the form of PM Kisan Samman Yojna Nidhi

(Fund) per year?

Things were not as bad for the awareness in agriculture. There was a Tamil Nadu Agricultural University set up in Madras (now Chennai) in as early as 1906. In May 2019, 10.5 crore families got registered as farming families, their accounts were opened and Rs. 6000 was paid to each account for a total of Rs. 65,000 crores.

2.2. State of Agriculture in Free India: One of the early works on agricultural productivity was conducted by Amartya Sen (1962). He looked at family farming in Madras (now Chennai), West Bengal, Punjab and UP with family labor accounted as input. He found that when family employed as labor is inputted in, much of the Indian agriculture seems unremunerative. Only in Punjab, it showed profitable exercise in cotton farming. By the way, the author did meet Professor Sen in 1974 at Indian Statistical Institute, Calcutta during 1974, on tea after my seminar. He would get the Nobel Prize in 1998 later.

The famine of 1966-67 in India made Prime Minister Indira Gandhi buy American wheat to cover wheat shortage in India. The author remembers those small reddish wheat imported from America and distributed through the ration cards. The author is not hesitant to say, he hated it. It made PM Indira Gandhi initiate the so-called green revolution in India in 1968 leading to an increase in food production via high yielding varieties of wheat. One of the main reasons for it was setting up of IFFCO (Indian Farmer's Fertilizer Cooperative Limited) in 1967 with just 57 co-operatives. It has now increased to 36000 co-operatives worldwide.

Meanwhile, the well-known social activist and environmentalist, (vandanashiva.com), a friend, who has written some 20 books on eco-friendly farming, insists on never using chemical fertilizers and pesticide in farming. The US Fish and Wildlife Services (@USFWS) estimate that some 67 million birds would die from pesticide poisoning each year and more than 600 million are exposed. In order to address increasing farmer suicides and to increase growth rate in farming, the Government of India setup a National Commission on Farmers (NCF) on 18th November, 2004.

On a personal note, just to demonstrate a village farmer's life, the author was born in the village Bhatt Gaon (village) of district Garhwal, Uttarakhand on the way to Shree Badrinath Dham. The village is some 175 kilometers from the nearest railway station Kotdwara, vying through hilly roads where almost every passenger is throwing up. At the final stop at a town near Satpuli, there is a river that now has a wooden bridge I remember crossing the Nayar (Narad Gangha) river without a bridge, holding the hands of my father. The river meets

the river Gangese further down at Vyas Ghat where rishi Vyasa wrote Mahabharata and the Bhagwat Purana. My village Bhatt Gaon is further two and a half miles of uphill walk. No one in my family, that is my father and his two younger brothers ever went to a school as there were none around. Due to hilly area, the fields were stair type. When my father was 13 years old, my grandparents died, the two younger brothers were settled with relatives and my father went to Mussoorie, the hill station, doing odd jobs. His job was holding the strap and running with the memsahibs on the horse. It was around 1925. Somehow, he found a job of a helper (peon) in the Municipality of Dehradun, was given a one room quarter in the campus with no electricity and under a tin shed.

Meanwhile, the three brothers revived back the village farm. The eldest brother got married and I was born in a year. When I was one year old, my mother died as there was no hospital around. I was brought to Dehradun and went to municipality school. Once during the month of Kartik, or October, I went to village. My uncle was ploughing the field to sow wheat. I looked at him and asked very proudly whether I could help. I held the handle of the plough, waved the stick to guide the bulls and focused on the line. After one line to the end of the field, my uncle came and took the handle saying: Enough! This is not your cup of tea. You focus on your studies.

Back in Dehradun, when I was 17 years old, in B.Sc. first year, my father called me up to tell that he has arranged for my marriage. When I resisted, he told me to come back after seven rounds of holy fire. He needs a person to maintain a cow for milk. No family in villages can do without cows or she buffaloes to fill the needs of milk. So, I came back after the formalities of marriage. I recalled a doha (a couplet) from Ramayana where the author Tulasi Das explains the purpose of Shree Ram's avatar. (The word avatar has become common after the Bollywood movie of the same name): 'Vipra Dhenu Sura Sant hita, Manuja leen avatar'. That is, Lord Rama has incarnated on this earth to protect Scholars, Cows, Divine and Decent people. During vacations and my stay in Bhatt Gaon, I used to read Ramayana and Bhagwat Purana to my aunts and elderly.

Now turning over to 1970 where I was writing my Ph.D. thesis at I.I.T. Kanpur, sitting on my bed and my wife Radha sitting on a stool mainly waiting to make tea etc. Radha, as the tradition of her village was: not to send their daughters to school, feels the deprivation, but ready to help her husband in any possible way. Much later, when Prime Minister Narendra Modi in his speech in Haryana called for Beti Bachao and Beti Bachao, Radha asked me as to how come Nehru ji did not think of it. I told her; Nehru ji studied in England in Harrow school. It will be too much for him to think of a village girl like you. My thesis topic was "Strategy, Policy and Decision Making.

By this time my article on Optimization was accepted for publication by George Dantzig of Stanford University, who invented Linear Programming Method of Optimization. I had to decline an invitation to Thomas J. Watson IBM Research Center, York Town Heights, NY in 1968, due to a family situation. There, I was destined to work with Harry Markowitz, who would get Nobel Prize in 1990. One fine day, Dr. C.R. Rao, a Padma Vibhushan, and the Director of the world renowned Indian Statistical Institute, Calcutta (now Kolkata) called me up. I was a lecturer then, he asked me to prepare my passport saying the I was going to Hungary for a two-month visit. Seeing me perplexed, he explained that the Prime Minister Indira Gandhi had invited him on a committee to select eight Indian scientists to visit the eight Eastern Block countries under a cultural exchange program with India. When Indira Gandhi asked for a candidate to be sent to Hungary, I proposed your name, and it was unanimously accepted by the committee and the prime minister OKed it. That was quite staggering. Think of this village boy from a very poor farming family being chosen from among 100 crore people. Then, In India, one often hears of nepotism, family connection in appointments and promotions. Here. Director C. R. Rao was a south Indian; I was from a hilly village in north with uneducated parents. Here is one instance one can quote why India has progressed.

The reader can now appreciate the role of cow in the author's life. The three problems the farmers in India have confronted are: 1. The stray animals: As the governments have barred the killing of cows, bulls, buffaloes, unfortunately, they are not supervised and feed on crops in the farms. 2. The farmers are stuck to the local Mandis exploited by hawkers and the arhtiyas (brokers) and the Mandi in - charge who sets the MSP (minimum Support Price) which is fixed as 150% of the cost of growing the crop. When there is a crop failure due to heavy rains or no rains this mechanism does not work for farmers. Now the current government has laid out the insurance plans for farmers. 3. The third problem is the debt on farmers. In the middle sixties, there were abnormal farmers' suicides. This was the main reason PM Indira Gandhi nationalized 14 national banks in 1960 to help remove poverty and suicides of farmers due to debt.

A REVIEW OF HOW THE CURRENT FARM LAWS OR APMC (AGRICULTURE PRODUCE MARKET COMMITTEE) ACT 2003 WORK

APMC [Agriculture Produce Market Committees] as in APMC act 2003, are set up by every province (except three including Kerala) at various stalls (mandis or regulated markets) in every notified area. For example: in Tamil Nadu, 21 APMCs are established for the notified areas in 277 regulated markets (mandis). The minimum support price (MSP) is decided twice a year on the recommendation of CAPC (Commission of Agricultural

Prices and Costs) for Rabi and Kharif seasons. CAPC submits price policy reports every year for five commodities: Kharif (Rice), Rabi (wheat), Sugarcane, Raw Jute and Coconut. There is an 8 % tax realized by mandis. It is important to enlist the many helpful schemes the current government has provided to help farmers. It is on top of other schemes that the prime minister has made to common Indians such as Aushman Bharat, toilets, electricity, cooking gas, housing etc. It is to note that while the Indian economy registered 23.9% negative growth mainly due to the disease of Corona spread all over the country, agriculture was the only sector showing growth of 3.4%.

Now, before we describe how the new farm laws would purportedly work, let us first go through the description of a Farm market as of now: Before we describe how the current provincial APMC's work, the government has already set up a number of farm initiatives (11 listed below) to provide help to farmers:

1. NMSA: National Mission for Sustainable Agriculture/Soil Conservation and On Farm Water Management.
2. PM Fasal Beema Yojna- Crop insurance.
3. PM Krishi Sinchai Yojna: Rs. 50,000 crores for 5 years.
4. Paramparagat Vikas- Organic rather than using fertilizers.
5. Micro Irrigation Project- Rs. 5000 crore 2019-2020.
6. Organic Value chain: Using cow dung for fertilizer and promoting organic farming.
7. E-NAM: Electronic National Emergency Market: It is connected to 1000 Mandis and had registered 1012 Farm Producer's Organizations (FPO).
8. Kisan Credit Card: Farm Credit at 4% interest to farmers up to 1.60 lakh loan per farmer. It has a provision of Rs. 1.35 lakh crore for 1.5 crore farmers.
9. Kisan Samman Nidhi: From Feb. 24, 2019, Rs. 6000.00 per year would be paid to every farmer's account directly in three instalments of Rs. 2000.00.
10. Soil Health Card: Soil test every two years is conducted free of cost.
11. PM KUSUM (Kisan Urja Suraksha Utthan Mahabhiyan) YOJNA: Irrigation pumps if connected to electricity or petrol, can now be connected through solar power laid out near the farm. The purpose of KUSUM project is to reduce the dependence on diesel or electricity on irrigation of farms. The government has set aside a financial support of Rs. 34,422 crore for solar and other renewable energy capacities of 25,750 MW by 2022. It would provide

20 lakh solar powered pumps with individual pump capacity of 7.5 HP.

Before we come to the new three farmer's laws proposed by the government on 20-9-2020 in the Upper House, let us look at how the current APMC Model Act 2003 has worked so far.

The APMC Market:

Every agricultural marketing board of a province, (except three, including Kerala) sets up APMC's (Agricultural Produce Marketing Committees). Every APMC will have regulated markets called Mandis. For example, the province of Tamil Nadu Agricultural Marketing Board, running since 1977, controls 21 Marketing Committees as established for every notified area and 277 regulated markets called "Mandis" for better regulation of buying and selling of agricultural products. Every Mandi will have several platforms where farmers will display its produce, Farmers bring their produce: wheat, rice, pulse, fruits, vegies, etc. to a mandi platform, finds an agent (dealer or a seller, an arhtiya, appointed by APMC and a dami or Neelam Karta or auctioneer also appointed by APMC. The CACP (Commission on Agricultural Cost and Prices) sets up the MSP, minimum support price, twice a year for Rabi (wheat), Kharif (rice), sugarcane, raw jute, and coconut.

The Three Farm Laws: The three farm laws of the government passed through the two houses of parliament and was signed by the President of India on Sept. 27, 2020. The farmer's unions called for a Bharat Bandh on December 8, 2020. On Jan.26, the Republic Day of India during a Delhi protest march, one of them planted a Khalsa flag on Red Fort violating the celebrations of National Republic day celebrations. The three laws in the bill:

Law 1: Farmer's Produce Trade and Commerce (Promotion and Facilitation) Bill 2020. It will have provisions of an ecosystem where farmers and traders have the freedom to sell farm produce outside the registered Mandis under state APMC's. It will allow barrier free interstate trade of farmer's produce. It will also reduce marketing/transportation costs and help farmers in setting better prices. It will also provide electronic trading.

Law 2: Farmers can sign a contract with agribusiness firms, processors, wholesalers for the sale of future farming products at a preagreed price. Marginal and small farmers, with land less than five hectares, to gain via aggregation and contract. Note: Marginal and small farmers account for 86% of total farmers in India. There are 16.6 million farmers and 131,000 traders registered in its platform until May 2020.

Law 3: The Essential Commodities (Amendment) Bill

2020. The bill gives the choice to a farmer to access the markets across the countries, the buyers, food processing, wholesalers are accessible in the outside of the state APMC and by the basic rule of marketing, the seller (farmer) will gain the higher value of his/her stock as market expands. This is the basic rule of Adam Smith in marketing.

These three-farm bill do give choices for a farmer to seek the markets across the countries, the buyers such as food processing, wholesalers local and outside of provinces, FCI (Food Corporation of India) which is the biggest buyer of grain responsible to supply to the ration shops in the provinces and thus gain a better value of their produce as with Adam Smith's Rule of economics. The APMC may lose a bit on the fees they realize.

However, these three new bills do introduce uncertainty in selling price in the absence of MSP, but that can be overcome by inflating last season's MSP by current inflation which is 4.3%. In the absence of APMC and the arhtias, the rich buyers including wholesalers, can exploit the farmers in negotiation for the grain price. The current valuation of minimum support price MSP is 150% of the cost of production of the crop.

Another huge factor affecting the negotiations is the heavy defeat of the opposition on May 23, 2019 in general elections where the ruling party BJP won a landslide victory over the opposition by winning 303 seats out of the 543 seats in the lower house of the Parliament. The opposition leaders are looking one pretext or another to cause humiliation for the government and the three farm laws came as a gift in disguise for them. The Congress, CPI (Hannan Mulla), SP, BSP, Free lancers as Yogendra Yadav, Tikait, who got a paltry humiliating 10,000 votes in Malihabad constituency, famous for Dussehri mango, in parliamentary elections, got new life in news circles. The money coming from Canada is helping in farmer strike. In 1998, as a President of the Hindu Society of Manitoba, Winnipeg, I was invited to lecture on Kabir philosophy by the board of a local gurudwara. At a function in the same gurudwara when I entered, there was a huge portrait of Bhindrawale. In a discussion with my many Sikh friends, I did ask as to why you do not seek the right of Khalistan in the Punjab province of Pakistan. The opposition is determined to encourage the farm strike however thin to keep it revived. They even indulged in hoisting a Nishan Sahib flag, a religious flag of Sikhs and not a so-called Khalistani flag as was rumoured, on the top of Red fort in Delhi by a Sikh named Jugraj Singh on the Republic Day of India, on January 26, 2021, which caused a national shame.

Here is a timeline of the three farm laws, protests, and its withdrawal.

On September 27, 2020, the three farm bills were signed

by the President of India. The formal farmer's protest started on Nov. 26, 2020. Their repeal was announced by the Prime Minister on November 19, 2021. The year old dharna was hard on travelers, office goers. The author does not go into the speculation for the reason of withdrawal, but they are serious. It of course sounds speculative, but for a common Indian, it may be alarming to see likes of Greta Thunberg, and tweeting Meena Harris, niece of US Vice President, and pop superstar Rihanna. Then the Prime Minister of Canada Justin Trudeau making an appeal on behalf of Indian farmers sounded queasy. Of course, there is a sizable Sikh population in Canada, so much so that there are four Sikh ministers in Canada's government headed by Mr. Trudeau. There were demonstrations in Great Britain, Canada. US etc. supporting Indian farmers. More importantly, Hon. Amrinder Singh, the Chief Minister of Punjab had just resigned from his office, in the first week of Nov. 2021, met with Mr. Amit Shah, the Home Minister of India, with a file. Punjab being a border state to Pakistan, it all sounded serious and concerning national security. It sounded like a serious matter, but the fact is that the farmer's rules were withdrawn as a result, does not leave a space for speculation.

SOLUTION TO THE FARM PROBLEM IN FUTURE

It comes from the decision making and mode of governance suggested in the treatise of Mahabharata written by Maharishi Veda Vyasa who lived at the Vyas Ghat near Rishikesh, Uttarakhand. Vyas ghat is at the confluence of rivers Gangese and the Narad Ganga, also called Nayar river. The author's village Bhatt Gaon is across the later river.

One of the world-renowned authors on leadership and governance, Professor Jack Hawley of Harvard University, in his book on Dharmic Management (1993), draws the lessons of leadership and administration from Part (khand) six of Mahabharata, called Anushashan Parva. Here at the battlefield of Mahabharata (Rishi Vedvyasa, 3102 BCE), for the kingdom of Hastinapur, (modern day Delhi), Pandavas have just won the war. Professor Hawley, takes the reader to the battle field at Kurukshetra, a town in Haryana state where the injured grandpa Bhishma is lying on the bed of arrows and counting his last breaths, but he has a boon that he can delay his death to the point of Sun appearing on the northern phase called sankranti occurring on January 13, a fortnight later.

Yudhishtira, the eldest Pandava, the princely brothers, asks him about the duties of a leader. What Bhishma responded is now known as Raj Dharma, a term used by the late Prime Minister Vajpayee of India in a national parliamentary discussion. The author Rishsi Vedvyasa takes the reader to a higher spiritual level where in the

Heaven, Goddess Parvati asks Lord Shiva of as scenario of a gathering on the earth, as to who is that person in the hall sitting on a highchair surrounded by a group of people bowing to him? Lord Shiva, is also called Mahakal, the Lord of Death, and according to Hinduism, the soul of every living being after death will be presented to Him and according to his/her deeds, the living being will be rewarded heaven, hell or this earth in their next birth.

Lord Shiva answers to Parvati that the hall you pointed out is the court of the King where all decisions regarding matters of the kingdom are arrived at. The people that are bowing and standing around the king are the ministers who are most learned and educated. Also, their main expertise is spying. One of their main traits is that they keep themselves abreast of all information in their area of society whether they are all well fed, or some families are short of food, clothing or housing, the so-called fundamental demand of roti, kapra aur makan in an Indian context in Hindi.

THE SOLUTION TO THE EXISTING FARM PROBLEM

The Mahabharata, as suggested by Prof. Jack Howley, offers a mode of decision making that is, though, aristocratic, on top but is democratic on base, as

information is collected from the populace.

Call a farmer's meeting in each of 748 districts by the local DM (district magistrate). Ask their inputs to the reform of these laws that are acceptable to the farmers. Thus, the laws ratified by the largest possible sample of farmers should be acceptable to the farmers across the nation.

This will deprive them of any reason for further demonstrations. Then, through BJP members among farmers, officials of Department of Agriculture and other employees, it will be easy to convince the farmers across the nation for the reformed laws.

DEDICATION

The author wants to thank the Prime Minister Mr. Modi for his efforts in giving people-oriented policies. Someone on a website "Lallantop" called Modi a God like. Among Hindus, it is not uncommon to compare some good person to God. It is not based on logic but emotions. Something close to the theory of Avatara (there is a Hollywood movie of the same name) can be put forth that says that the first avatara was Baman (a brahmin), second was a kshatriya (Lord Rama), third was a Vaishya (Lord Krishna) and now the forth avatara has to be an OBC.

REFERENCES

- Kabir Aggrawal, Kabir (2021). Indian Agriculture's Enduring Question: Just How Many Farmers Does the Country Have. March 9, 2021, www.thewire.in
- Mulage, B. M. (2017). A History of Agricultural System in India: A Legal Perspective. International Journal of Human Social Sciences and Education, (IJHSSE).
- Howley, Jack (1993). Reawakening the Spirit in Work – The Power of Dharmic Management. Barret Cobler Pub. Inc., USA.
- Sen, Amartya Kumar. (1962). An Aspect of Indian Agriculture. The Economic Weekly.
- Indian Agriculture and IFFCO, www.iffco.bazar.in
- Kabir Aggrawal, Kabir (2021). Indian Agriculture's Enduring Question: Just How Many Farmers Does the Country Have. March 9, 2021, www.thewire.in
- Mulage, B. M. (2017). A History of Agricultural System in India: A Legal Perspective. International Journal of Human Social Sciences and Education, (IJHSSE).
- Howley, Jack (1993). Reawakening the Spirit in Work – The Power of Dharmic Management. Barret Cobler Pub. Inc., USA.
- Sen, Amartya Kumar. (1962). An Aspect of Indian Agriculture. The Economic Weekly.
- Indian Agriculture and IFFCO, www.iffco.bazar.in

Searching Coping Strategies to Balance Work and Life in Indian Context - A Qualitative Study

Key words: *Work-life; Cope-up Mechanism; Cope-up Strategies; Content Analysis; Qualitative.*

Neeti Sharma*

ABSTRACT

Purpose- An employee at one or another phase of life experiences conflict, stress or burnout situation. To overcome these situations, they opt for various measure. The study explores the intrinsic and extrinsic work- life cope- up strategies of B-School faculty members to reduce stress, conflict and bring harmony in day to day life.

Design/ Methodology/ Approach- The research is based on 39 qualitative interviews with male and female faculty members of B-Schools of Delhi NCR. These were generally Assistant Professor, Associate Professor and Professor with at least two of work experience. Semi structured in- depth interview was conducted and content analysis was used to analysis these interviews.

Findings- The result reveals that faculty members adopt different coping strategies to balance work-life commitments. On the basis of content analysis eight themes were formed. These eight themes were split into sub-themes. Over all it was found that opinions disclosed

on way of managing both the ends were based on self-efforts and understanding rather on organisation policies.

UNDERSTANDING THE SITUATION

In contemporary world desire for ideal employee is predominance. Ideal employee is one who is available 24/7 for organization. This somehow results in disbalance at personal space. Work and family are two important salient spheres in every employee's life regardless of any difference in gender. For a balanced life employee seek success and happiness at both the ends. Success and happiness can be in the form of satisfaction, achievement, well-being, pride (Greenhaus, Collins, & Shaw, 2003; Gropel & Kuhl, 2009; Grzywacz & Bass, 2003) But results are not always positive. Many times, at certain phase of life employee faces challenges, outcome of it is stress, burnout and conflict. Work-family conflict has a history of more than three decades (Kengatharan, 2015). The theory of conflict is explained by various researchers at different spheres of life (Greenhaus & Beutell 1985; Carlson & Perrew 1999; Kossek & Ozeki 1998; Allen et

*Associate Professor, Accurate Group of Institutions, Greater Noida 49, Knowledge Park III, Greater Noida, Uttar Pradesh 201306, India.
E-mail- sharma.neeti@gmail.com

al.2000; Noor 2002; Frone 2003; Lapierre & Allen 2006). Further, researchers approached to tail off conflict and stress by adopting a coping mechanism. This mechanism explains employees adopting these measures are ahead when face conflict and stress as compared to others (Folkman & Moskowitz 2004).

Numerous studies in the past result in specifies that employees inject more time and efficiency at work which results in creating a polarity on both the ends. Many companies/ organizations introduced work-life balance schemes to retain employees, well-being of employees and to provide a sense of job satisfaction. Xiao and Cooke, 2012 states that Asian countries which were heading towards advancement of private sector accompanied with hard/long hours of work intensification for employees. These changes resulted in bringing a dissatisfaction, stress, conflict situation in employees' lifestyle. In the last few years work life balance has become a concern employee, organization, academicians, occupational health authorities and pressure groups from western societies. Likewise, gender disparity is reducing as even men today face same challenges as women at both ends (Blithe, 2017). It is coherent that changes in demographic, cross culture and modernized employment practices resulted in challenges on work-life balance policies (Blair, 1999). It is learnt that disbalance between work and family is streaming in higher education sector. The American Association of university Professor (2001) describes incompetency based on limited work, comparing oneself with others, increased workloads in higher education caused distressing for academics to balance between work and life. To overcome these disparities the employees themselves work out on opting support policies. These are framed considering their environmental and social factors. Past research suggests that combining work and family commitments is difficult, often involving scaling back strategies. These strategies refer to the ways couples adapt, restructure and reduce paid work commitments during different life stages to achieve sustainable work-life balance (Becker & Moen, 1999).

Coping Strategies are adapted to balancing work and life. Every individual based on its need and available resources find or develop certain measures to full fill responsibilities in every sphere (Bekker et al., 2010). A study by Moen & Yu (2000) finds that work-life strategies and working conditions were found different in men and women. It also stated that men prefer working longer hour and women preferred to work for part-time jobs or fewer hours' jobs. While women faced more stress and overloaded and were weak in coping as compared to men. Job insecurity was similar in both men and women.

A qualitative study by Roberts (2008) aims at measuring the time for managing work-life balancing. In this study

two, themes emerged customized work schedule and time for self. The result indicates that mindset plays a very important role to have a balanced life. It is the mental state of an individual to create time for self rather than choosing part-time jobs and work schedule. Hayman & Summer (2007) are of the view that organisations with work-life balance strategies which cover flexible work arrangement, child and dependent care family and paternal leave reveal the wellbeing affiliated with the provision of work-life organisation. While De Villiers & Kotze (2003) found that skills of self and support from family members for child care are the best strategies to balance work and life. Other workers resort to managing tasks well and prioritizing tasks in other to avoid overload both at work and outside work (Todd, 2004). Schueller Weidekamm and Kautzky- Willer (2012) indicated that the distribution of different inputs and resources such as physical, emotional, and social structures combine to maintain an individual's work-life balance. A study by Bell et al. (2003) found that some women prefer dealing equally with work and life responsibilities. Some people have various ways of coping with the stressors that come their way. According to De Villiers and Kotze (2003), some general successful ways in which employees used to cope with stress is by using the gym and also setting boundaries and prioritizing tasks. While working mothers seek for nannies, domestic help from paid work or depend on close relatives in other to take care of their homes and children when they are at work (Bird, 2006).

Indian Context

The concept of work-life balance is a late emergence in India which still needs to be focused. In India, it is significant due to socio-cultural reasons. Majority of the employees belong to middle-class families which generally have dual earning couples (Gatrell et al. 2012). Work-life balance is a term buzzing in every Indian organisation today. With the increasing number of working women in every sector of our economy, it is becoming challenging for women as well as men to balance their work and family. The changing patterns of industrial market economy and the Indian societal structure in the past three decades have brought about changes in the activities of men and women related to income generation and family responsibilities. The changes in the social, economic and educational status of Indian women have led to their increasing participation in organized sector of economy as significant workforce. However, the flip side of the development is that there has been an increase in divorce rates which leads to a large number of single parents, increased mobility in the workforce isolating them from social supports of the joint family and promotion of nuclear families. On the other hand, the demand and expectations of organization/ work from women employees have increased in recent years. Increase in working hours, work pressure, extended

evening and week –end work had led to limited fulfilment of family and other social needs (Hsu et al., 2019). As a result, men had to struggle to adjust with new life-styles and role reversal to help their spouses or outsource people to support them for household work. This has created problems in maintaining a harmonious relationship between work and life among working men and women.

In Tower Watson report on Indian employer's rank stress of May 2014 states that if proper balance is not maintained by the employees it causes conflict that leads to imbalance and results in stress and physical inactivity and this directly affects physical and emotional health of employees. The top three reasons determined for stress were job expectation, inadequate staffing and lack of work-life balance. Employers played an important role to help employees reduce the level of stress by providing flexi working hour's option, organize stress management workshop and undertake education and awareness campaigns to help their employees manage stress. Similarity was found in the research which mention resentment of employees due to burden of work and no leisure time (Gyanchandani, 2017).

In Indian context two most prevailing strategies adopted by Indian employees to balance work and life are outsourcing domestic work and dependence on parents and in-laws for child support (Chandra, 2012). The supports from loved ones and family members have also been seen as means of coping for most working women (Valk & Srinivasan, 2011). The study by Baral & Bhargava (2010) indicates that in India most HR policies are inactive and contrasting in comparison to western countries. This result in slow changes in socio-demographic structure, impute to political ideology, inclined towards employer, absence of factual research on impact of such policies on work culture.

The emergent focus of Indian organizations is to advance their potentiality which will help then to attract, motivate and retain experienced, flexible and competitive employees. If organization aims at increasing competitive advantages requires to initiates positive work-life balance strategies according to need of the employees (Nithya, 2013).

With the increase in challenges and a race to become perfection in all spheres, more is required to approach on how to enhance it (Bailyn 1993; Baltes & Heydens-Gahir 2003; Valcour 2007; Mudra 2016). This paper tries to fill these research gaps by focusing on identifying the intrinsic and strategy adopted by male and female employees in balancing work and life.

RESEARCH METHODOLOGY

This study is explorative in nature. It deals with inquiry and divergent views of the appropriateness of goals in qualitative research. The study provided an opportunity

for an in-depth exploration, clear understanding and experiences of coping mechanisms to manage work and family responsibilities.

Semi structured in- depth interview was conducted. Each interview was conducted for 40-45 minutes. Schedule was fixed prior taking to interview. Many schedules were rescheduled many times due to occupancy of work from respondent's side. One day before the interview an appointment from the faculty was taken on phone in which date and time for the interview were fixed. With the permission of the participants interviews were recorded. The Questionnaire consists of demographic question. The qualitative element of the research comprises of 39 in depth interviews with all the three levels Assistant Professor, Associate Professor and Professor of B-School working in Delhi NCR. The criteria required were: full time faculty working in B- schools of Delhi NCR and must have minimum 5 years of experience in B-School.

The research focused on faculties working full time in B-schools of Delhi NCR. Purposive sampling was used in interview method. It was used to capture the heterogeneity intrinsic in the population. Demographic questions were designed to provide information about the participants. These were gender, age, experience, marital status, a spouse's employment, family structure and number of children. Secondly, questions based on managing efforts at professional and personal front were considered. Information regarding family life, support system was another important area were surveyed. These questions were related to how they manage to make themselves and other happy? What they do achieve satisfaction in life? What comes first in their mind when they think of support system? What they do to improve their healthy work-life? How they realize satisfaction in their lives? How do they deal with stressful situation in their lives? To get a detail view and clarity on these questions, respondents were asked to quote examples they faced in past.

QUALITATIVE DATA ANALYSIS

Qualitative data is analyzed using content analysis. Qualitative content analysis helps in “classifying and determining the contours of the object under examination within its context, delineating it relative to other objects and generally characterizing its inner consistency” (Rust, 1981).

Qualitative content data analysis was used to defragment the interview responses,

Step 1- Concrete research questions- Questions in the interview were specifically related to the objective of the study, main aim during the interview process was the respondent expresses his/ her view with live examples.

Step 2: Transcribing interviews. The recorded interviews were transcribed into text. The transcribed text data was read several times to understand "what is going on." Each participant of the interview was referred with a code from A and ended at AM. These codes were used to identify each participant to keep their identity confidential.

Step 3: Preparation of themes- Data was segregated into meaningful themes; these were based on consultation of participant's description and examples having the same association. Identified themes were labelled with a code which relates to the context. The inductively coding method was used in the study as codes can be changed with the progress of the study. Moreover, views of the participants were grouped with certain keywords like strategies related to family, self, well-being and so on.

Step 4: Re-examining of themes- After developing themes and naming them it was reexamined if all aspects of the content are stated in context to the objective (Burnard, 1991). The data was compared with the original data.

Step 5: Sub-themes to extract the sense of the data and to have a more precise understanding of the data the coded material was divided into sub-themes. Identified themes and categories should be internally homogeneous and externally heterogeneous, which means that no data should fall between two groups nor fit into more than one group (Krippendorff, 2004; Patton, 2002).

Step 6: Compilation After preparation of themes and sub-themes a table is prepared to present these it allows a quick understanding of the result. To get a better understanding of the concept description and example are also presented in the table. The detail a description of the participants is presented in the written form.

FINDINGS AND DISCUSSIONS

Examining the responses of the participants themes related to coping strategies were constructed. The characteristic of participants was; among 39 participants; 21 were male and 18 were female, 20 participants had full time working spouse, and 3 participants spouse worked in part-time jobs and 5 had no children. In contrast two were unmarried one was male and other was female. Participants with infants and school going children mentioned how they managed their life. There prevails a traditional role being men were the primary bread owner of the family. Few of male participants mentioned how their spouse had to leave job after their first or second delivery.

Coping Strategies Adopted by B-School Faculty Members

Nearly all the participants adopted some or the other coping strategies to fulfill work-family commitments. Some faculties were not stick to only one strategy they

used multiple ways to balance their life. Over all eight main themes were emerged and sub themes related to them were formed.

Theme One: Prioritizing Family

Theme one deals with the theme prioritizing family. Since India is country which has its own culture value. Family plays central role in defining lives of many Indians. According to ancient literature family or Kul in Sanskrit plays an important role. Accordingly, Kul (family) is a unit where three generations live together (grandfather, son and his children). It believes in nurturing and preserving the values to succeeding generations. Therefore, family (wife, parents and children) plays indispensable role in every individual's life. The sub-themes were formed under this category are time for family, vacation with family, Attention towards family. There were five participants who believed that life is balanced if you enhance, go on a vacation with family and focus on quality time with them. Prioritizing family includes sub-themes like time for family, vacation with family, focus on family.

Sub theme one

Time for family: Spending time with family nowadays is becoming challenging for every individual. It's very difficult as jobs are not limited to 8 to 6. But, is not impossible. In spite of limited time available for children studies have defined the potential influence of parents on children well-being (Eby et al., 2005; Townsend 2002; Blair-Loy, 2003). Few participants who value time for family explain as-

A married 31-year male assistant professor whose spouse was homemaker was of the view that says that "nowadays to wish a balanced life is a dream, it is imperative to accord time with family members." He continued with a smile, "I believe, if life at the family end is settled consequently this will enhance and flourish professional life."

Sub theme two

Vacation with family: It is another sub theme. Few faculty members try to spend time by planning a vacation with family. It helps them to spend quality and quantity time with them. A male Assistant Professor 40 year with two children who lives in a joint family says "weekly I company my children to the mall and plan for a vacation with family at least once in a year. It creates happy memories.

Sub theme three

Focus on family: Focus on family deals with spending quality time with family. As time is most limited resource therefore in less time focusing on family need play a crucial role. A married male professor, age 45 years with

two children and working spouse is of outlook life was effortless before children and accessible before marriage, to own parity after marriage and children it is essentially required to carry limited emotions towards work and keeping attention towards the family. This helps to strengthen relation with children and wife.

A male married age 41 is of the view that simply living and contributing a focused time towards my children development. Similarly, a male Professor says with a smile speaks I believe we all have the same amount of time by opting quality time for children in which I generally teach them mathematics give me satisfaction.”

A male Professor says since my wife is a homemaker, she hardly gets time for herself, I support her by helping in household work during holidays, all these shapes her happiness and this makes me happy by which I am able to work properly in college.

Theme Two: Productive Living

Second theme formed was productive living. It can be achieved by investing and leading a quality life. This results in positive outcome on performance at each end. Productive living deals with reducing stress and conflict and developing positive attitude towards rough situations. Secondly, mediation too helps in coping with tension and fear which helps living a healthy life style (Cheng, 2016).

Sub theme one

Resilience: It is all about going through stress and conflict without letting down one's spirit. It is the situation of everyone going through this phase. Developing an urge to stand in critical instance is must. A female Assistant professor with two children and working spouse is of the view that I attempt to enhance both the spheres (work and family) with resilience and ease. At times when an argument starts, I try to remain calm and quiet, which I guess is working at both the ends.

A male associate professor says that as A considerable approach for flexibility and transparency should be provided by the organization better helps in managing things. Often things don't work the way we plan so resilience is a must.

Sub theme two

Developing positive attitude

A positive attitude is required for progress in life. Individuals with this approach carry hope and enthusiasm in life. Few B-School faculty members mentioned that carrying a positive attitude or being optimistic helps in avoiding friction and dissatisfaction. It stimulates in developing strength and focused life at both ends. A female, married 36 years assistant professor with one child and working spouse says I focus on health and

developing a positive attitude, I never compare myself with others and understands that each one of us carries different priorities, my priority is my family, then the job.

Similarly, a male associate professor with working spouse says Consequently developing a positive attitude gives me strength and focused on both the ends.

Sub theme three

Meditation: It is one the oldest form of meditation in Indian culture. According to a report by American Psychological Association millennials are the most stressed out generation of our society. To overcome stress and conflict for better work and life meditation plays a very important role. Meditation assist in productive living and achieving goal effectively. "Yoga" is one of the important tools of meditation. Indian culture has introduced "yoga" in everyday life. It is being operational in every society and individuals try to invest few minutes from their busy schedule. A male, married Associate Professor believes that "I am practicing meditation for the past five years. It helps in controlling the emotion and thoughts which lead to calm and stress-free life."

Similarly, a female professor says 'meditation is one of the ways I have adopted in modern times to live a balanced life and I feel content as it is indeed working.'

Theme Three: Seeking for Partnership.

Seeking for partnership was common strategy used by most of the B- School faculty members. Married faculty with working spouse executes divisions of work. The family front responsibilities are divided between husband and wife. The India society is moving from traditional culture to modern culture and helping their better half in household work. Division of work between married couples helps in managing balance at both the ends (Halbesleben & Rotondo 2007; Quick et al. 2004). Secondly, outsourcing household work to maids is growing on a large scale in Indian society. So, division of work and outsourcing household work helps faculty members to balance work and life. In a study by Chandra (2012) outsourcing work to a paid help is one of the strategies which is consistent with the findings of this study.

Participants view on Seeking for partnership.

Sub theme one

Division of work: It is sharing a particular work with co-worker or spouse. Generally, in the study sharing of work is described in relation to spouse. Research on imbalance from family side seeks spouse support to balance life (Byron, 2005).

A female Assistant Professor with two children and working spouse is of the view that "if both the parents are working, by dividing responsibilities between two of us

we get time for children and self. Such adjustments help in having a peaceful and healthy environment at home."

Secondly, another female Assistant Professor with two children and working spouse is of the view that "now the time has changed and males are equally playing important role in managing household activities. This helps me to spend time more time with my children and my husband's supports helps me to focus on my work."

Sub theme two:

Outsourcing: It is a term commonly used in industries however in India where labour are easily available females have started outsourcing their home task to maids. This help them to keep a balance between work and home. 75% of the participants viewed outsourcing as one of the reasons for managing work and home. A female Assistant professor adds "I outsourced most of my kitchen and homework from, cleaning, dusting to cooking to maid secondly; I tried to search for part-time teaching jobs in colleges to devote more time to my child." Similar were the views of a married 37 years female who utters "life was easy when child was 5 years but due to her studies, I outsourced most of my home work from, cleaning, dusting to cooking secondly I try to search for part time teaching jobs in colleges."

It was surprising when a male professor shared his views "I was not in favor of giving my home responsibilities to someone whom I don't know however it was becoming difficult for both of us to manage so had no option. Secondly, it satisfied me by realizing that I have given employment to some who needs for her living."

Theme Four: Time Management

Time management is determining how we manage things. It helps in prioritizing activities according to our need and importance. Faculty members alleviated their busy schedule to focus on meaningful activities. Adopting flexible approach and preparing schedule were two main sub themes found in managing time. Moen et al., (2008); Schultz et al., (2012); Sharma & Nayak (2016); and Mohammed (2019) too explain time management as key factor for balancing work and life. While Chittenden & Ritchie, (2011) study on faculty insisted on maintaining daily schedule of the work to be done.

Sub theme one:

Flexibility: Porter and Ayman (2010), Wilkinson et al. (2018) and Kristensen & Michael (2017) explains that flexibility is arguably the most important facilitator of work-life balance, which is consistent with the findings in this study. Flexibility was seen to avoid any type of conflict and argument at both the ends (Clark 2001; Grzywacz, et al 2008) and results in well-being (Oludayo et al., 2018). In this study one participant described

flexibility in terms of support provided by the organization. One of them laughingly said "this part of our job is performed at home." Faculty members believed that preparing schedule removes confusion about which work/ task to perform and helps in division of time at both the spheres. On division of time a female unmarried assistant professor living with parents says that "dividing your time for family, friends, leisure, you and job effectively, assist in managing and enriching life and work. Accordingly, without the hassle spending time with friends and leisure activity makes me energetic at work."

However, a techno freak male associate professor says that as "flexibility should be provided by the organization as after marriage and children things in life are unpredictable. On my end I try to keep track on time by installing various application on phone featuring time tracking."

Sub-theme two

Preparing schedule: or plan a layout is another element of managing time. It is one of the sensible ways to achieve within time. A 29-year woman and mother of a 2-year son says that "time management is an essential part of working women as her time is divided between job, family and her own life. She adds "I believe preparing a schedule for work and other activities which improves my reputation at work. I surely finish all my assignments on time for which I am always honored moreover; this allows me to be on time at home."

Furthermore, A male associate professor with working spouse is of outlook "I believe in doing the right things at the right time, and this benefit me to avoid stress and get more work done. At home, I have a board and since my wife is also working us, before sleeping paste our next day activities." He smiles and says, "Believe me it doesn't take time." And laughingly adds "in the past, we missed our children class exam dates in which they scored fewer marks that were a lesson for us."

Theme Five: Introspection

Introspection was second most exercised coping mechanism used by participants. It deals with reflection of self or looking inward and analyzing own's internal thought. The faculty members describe how analyzing self's thought and self-motivation supports in managing work and life.

Sub theme one:

Analysing self: It assist in understanding reflection of one's behavior in different aspects of life. Secondly, it helps in knowing one's quality of doing work. A male Associate Professor age 45 years with two children and working spouse says "managing things after 42yrs is easy than before as now the children are self-dependent in doing their own major work at home but life was tough

when they were 12 years." Strategy used to make life balance was "I have been strongly making efforts to write daily dairies, constantly reflecting on what all went good, what all needs improvement and specifically where should my time go!!"

A male assistant professor says "in case work takes over family or family time takes over work I do a lot of positive talk and affirmations these help a lot."

A Professor says "When I fell, I am not able to handle thing I go for introspection it helps me understanding my abilities which helps to take decisions for future this makes my life sailing."

Sub theme two

Self-motivation: When you work there is always a phase in which one need motivation to carry on work. So, an urge or an inner force that derives to do that work is self-motivation. It plays a very important role in managing time (Nasrullah and Khan, 2015). Self-motivation is used as one of the coping strategy. A married female Professor 45 years with two children and working spouse says that "self-motivation at work plays a relevant role as priorities and demands keep on changing with the situation in both places so there is consistently a challenge handling new responsibility."

Similarly, a female assistant professor with two children living in a nuclear family says "Moreover, I just don't do for the sake of doing it, I try to enjoy and do it and thereby compensating for the other side as soon as you get a chance."

Theme Six: Setting Boundaries

Setting boundaries is another coping strategy. It is said "Excess of everything is harmful". There should be a limit to everything. Individuals now days have started saying "No" to work after working hours. In the technological era where mobile has taken a very important place in every individual's life it has become necessary to set a limit of its usage. By setting boundaries balanced can be maintained at both the ends. A married female Associate Professor of 38 years says that "maintaining the work boundaries and setting priorities are the main strategies that have helped in maintain work life balance. No office work beyond office hours."

Similarly, a female assistant professor believes "I try to complete my work on time rather to kill myself by working overtime. I am clear on my part I cannot stay after working hours."

A male associate professor says "I try to take my leaves as and when required I examine, they won't get lapsed, after all I need." Another male professor adds "I have set a limit no usage of mobile phone and laptop when with children, as we all are trapped in the technological advanced

gadget."

Theme Seven: Establishing Support Network

Last theme formed was Establishing support network' which included two sub themes social support', and 'sharing problem'. Man is a social animal and needs a social relationship for fulfilling social needs. And it becomes necessary for the one who are working. Similar coping mechanism was found in the study by Major & Lauzun (2010).

Sub theme one

Social support: A study by Zimat et, al. (2010) defines social list as family members, friends, colleagues and managers. According to Kossek et, al. (2011) support from social environment assist in supporting work and life. Similarly, a female Associate Professor with one child says "when I and my husband are not able to take leave and if there is some urgency then friends, colleagues and neighbor plays a very important role without them it is not possible to mage work and life properly."

Another 35-year old Assistant professor with two children whose wife is a homemaker said "we never faced any conflict situation, but after the second delivery of my wife we were unable to send our daughter to bus stand for school in the morning so my neighbors helped me for three months which was great relief for me and my wife."

One of the male participants explains how sharing problems makes him relax. He quotes "discussing personal problems with colleagues and friends make me feel lighter and they provide guidance to overcome these issues which means a lot to me."

CONCLUSION

From the outcome of the study it is evident that participants faced some issues in balancing work and family. As all the 39 participants adopted some or the other measures to make their living effective. The results indicate that faculty members had to acknowledge multiple roles beyond their work and family to bring harmony at both ends. So, the study explores the coping mechanism adopted by B- School faculty members in managing work and life. These mechanisms implicitly or explicitly embrace their life. Using a qualitative approach, the current study is able to explore the views and experiences of participants more comprehensively. Most of the B- School faculty members agree that seeking for partnership was dominated in comparison to other strategies. It includes division of work and outsourcing of home work on paid basis which was supported by 75% respondents. In contrast, setting boundaries and establishing support network were least adopted mechanism by b- school faculty. However, prioritizing family was simply endorsed by male participants. This is

because in Indian culture men is still the primary bread bearer while a woman (either working or not) is still a care taker of family. So, for a woman in India family is always first priority.

Exploring assisted that cope-up strategies were generally related to self-management or family support rather expecting from organization. This signifies lack of organization or employer support in work-life policies (Nayak & Sharma, 2018). The findings add to the existing literature on work-life balance. Some similarities were found between the results of the study and the conceptual reviews. However, despite of these similarities results imparts significance changes from traditional perspective to more diversified way of balancing both ends. These mechanisms can be further practiced by i - generation employees to bring stability in their life. Secondly, the reviews furnish empirical and essential information to management and head of the department of B- schools. This may help in creating awareness and implementing

appropriate strategies to balance work and life effectively. Lastly, this study helped participants acknowledge their inherent qualities which originates in alternative solutions to enhance work and life.

While there is still much to be learnt, the findings of this study are captivating as they coincide with real conditions faced by working individuals. In particular, it is hoped that information gathered through qualitative study will contribute to a richer understanding of the work-life experiences. The findings of the present research have theoretical and practical implication for faculty, organization, family, and self to keep work life balance firmly on the research agenda. It's a high time for organization to make policies that assist in maintaining balance between work and family. The only limitation of the study is it covers only B- School faculty members. So, future research can be conducted in sectors. Secondly, longitudinal study can help in knowing if these strategies are adopted for long run.

REFERENCES

- Allen, T. D., Herst, D. E., Bruck, C. S., & Sutton, M. (2000). Consequences associated with Work-to-Family Conflict: A Review and Agenda for Future Research. *Journal of Occupational Health Psychology*, 5(2), 278–308. <https://doi.org/10.1037/1076-8998.5.2.278>
- American Association of University Professor. (2001). *Statement of Principles on Family Responsibilities and Academic Work in Policy Documents and Reports (10th Edition)* Baltimore: Johns Hopkins University Press. <https://www.aaup.org/AAUP/pubsres/policydocs/contents/workfam-stmt.htm>
- Bailyn, L. (1993). *Breaking the Mold: Women, Men, and Time in the New Corporate World*. New York: Free Press
- Baltes, B. B., & Heydens-Gahir, H. A. (2003). Reduction of Work-Family Conflict Through the Use of Selection, Optimization, and Compensation Behaviors. *Journal of Applied Psychology*, 88(6), 1005–1018. <https://doi.org/10.1037/0021-9010.88.6.1005>
- Baral, R., & Bhargava, S. (2010). Work-Family Enrichment as a Mediator between Organizational Interventions for Work-Life Balance and Job Outcomes. *Journal of Managerial Psychology*, 25(3), 274–300. <https://doi.org/10.1108/02683941011023749>
- Becker, P. E., & Moen, P. (1999). Scaling Back: Dual-Earner Couples' Work-family Strategies. *Journal of Marriage and Family*, 61(4), 995-1006. <https://doi.org/10.2307/354019>
- Bekker, M., Willemse, J. & DeGoeij, J. (2010). The Role of Individual Differences in Particular Autonomy Connectedness in Women's and Men's Work-family Balance. *Women & Health*, 50, 241-261. <https://doi:10.1080/03630242.2010.480902>.
- Bell, E. L. E., Meyerson, D., Nkomo, S., & Scully, M. (2003). Interpreting Silence and Voice in the Workplace A Conversation about Tempered Radicalism among Black and White Women Researchers. *The Journal of Applied Behavioral Science*, 39(4), 381-414. <https://doi.org/10.1177/0021886303260502>.
- Bird, J. (2006). Work-Life Balance: Doing it Right and Avoiding the Pitfalls. *Employment relations today*, 33(3), 21-30. <https://doi.org/10.1002/ert.20114>.
- Blair-Loy, M. (1999). Career Patterns of Executive Women in Finance: An optimal Matching Analysis. *American Journal of Sociology*, 104(5), 1346–1397. <https://doi.org/10.1086/210177>
- Blair-Loy, M. (2003). *Competing Devotions: Career and Family among Women executives*. Cambridge, MA: Harvard University Press.

- Blithe, S. J., & Wolfe, A. W. (2017). Work-Life Management in Legal Prostitution: Stigma and Lockdown in Nevada's brothels. *Human Relations*, 70(6), 725-750. <https://doi.org/10.1177/0018726716674262>
- Byron, K. (2005). A Meta-Analytic Review of Work-Family Conflict and its Antecedents. *Journal of Vocational Behavior*, 67(2), 169–198. <https://doi.org/10.1016/j.jvb.2004.08.009>
- Carlson, D. S., & Perrewé, P. L. (1999). The Role of Social Support in the Stressor-Strain Relationship: An Examination of Work-Family Conflict. *Journal of Management*, 25(4), 513–540. <https://doi.org/10.1177/014920639902500403>
- Cheng, F. K. (2016). Is Meditation Conducive to Mental Well-being for Adolescents? An Integrative Review for Mental Health Nursing. *International Journal of Africa Nursing Sciences*, 4(March), 7–19. <https://doi.org/10.1016/j.ijans.2016.01.001>
- Chittenden, E. H., & Ritchie, C. S. (2011). Work-Life Balancing: Challenges and Strategies. *Journal of Palliative Medicine*, 14(7), 870-874. <https://doi.org/10.1089/jpm.2011.0095>
- Clark, S. C. (2001). Work Cultures and Work/Family Balance. *Journal of Vocational Behavior*, 58, 348–365. <https://doi.org/10.1006/jvbe.2000.1759>
- De Villiers, J., & Kotze, E. (2003). Work-Life Balance: A Study in The Petroleum Industry. *SA Journal of Human Resource Management*, 2(1), 15–23. <https://doi.org/10.4102/sajhrm.v1i3.27>
- Eby, L. T., Casper, W. J., Lockwood, A., Bordeaux, C., & Brinley, A. (2005). Work and Family Research in IO/OB: Content Analysis and Review of the Literature (1980-2002). *Journal of Vocational Behavior*, 66(1), 124–197. <https://doi.org/10.1016/j.jvb.2003.11.003>
- Ernst Kossek, E., & Ozeki, C. (1998). Work-Family Conflict, Policies, and the Job-Life Satisfaction Relationship: A Review and Directions for Organizational Behavior-Human Resources Research. *Journal of Applied Psychology*, 83(2), 139–149. <https://doi.org/10.1037/0021-9010.83.2.139>
- Folkman, S., & Moskowitz, J. (2004). Coping: Pitfalls and Promise. *Annual Review of Psychology*, 55, 745-774. <https://doi.org/10.1146/annurev.psych.55.090902.141456>
- Frone, M. R. (2003). Work-Family Balance. In J. C. Quick & L. E. Tetrick (Eds.), *Handbook of Occupational Health Psychology* (p. 143–162). American Psychological Association. <https://doi.org/10.1037/10474-007>
- Gatrell, C.J., Burnett, S.B., Cooper, C.L., & Sparrow, P. (2013). Work-Life Balance and Parenthood: A Comparative Review of Definitions Equity and Enrichment. *International Journal of Management Review*, 15, 300– 316. <https://doi.org/10.1111/j.1468-2370.2012.00341.x>
- Greenhaus, J. H., & Beutell, N. J. (1985). Sources of Conflict between Work and Family Roles. *The Academy of Management Review*, 10(1), 76–88.
- Greenhaus, J. H., Collins, K. M., & Shaw, J. D. (2003). The Relation between Work-Family Balance and Quality of Life. *Journal of Vocational Behavior*, 63(3), 510–531. [https://doi.org/10.1016/S0001-8791\(02\)00042-8](https://doi.org/10.1016/S0001-8791(02)00042-8)
- Gropel, P & Kuhl, J. (2009). Work-Life Balance and Subjective Well-Being: The Mediating Role of Need Fulfillment. *British Journal of Psychology*, 100(2), 365-75. <https://doi.org/10.1348/000712608X337797>
- Grzywacz G., J., & Bass L., B. (2003). Work, Family, and Mental Health: Testing Different Models of Work- Family Fit. *Journal of Marriage and Family*, 65(1), 248–261. <https://doi.org/10.1111/j.1741-3737.2003.00248.x>
- Grzywacz, J. G., Carlson, D. S., & Shulkin, S. (2008). Schedule Flexibility and Stress: Linking Formal Flexible Arrangements and Perceived Flexibility to Employee Health. *Community, Work & Family*, 11(2), 199–214. <https://doi.org/10.1080/13668800802024652>
- Gyanchandani, R. (2017). A Qualitative Study on Work-Life Balance of Software Professionals. *IUP Journal of Organizational Behaviour*, 16(4), 53–67.
- Halbesleben, J. & Rotondo, D. (2007). Developing Social Support in Employees: Human Resource Development Lessons from Same Career Couples. *Advances in Developing Human Resources*, 9, 544-55. <https://doi.org/10.1177/1523422307305492>

- Hsu, Y. Y., Bai, C. H., Yang, C. M., Huang, Y. C., Lin, T. T., & Lin, C. H. (2019). Long Hours' Effects on Work-Life Balance and Satisfaction. *BioMed Research International*, 2019. <https://doi.org/10.1155/2019/5046934>
- Hyman, J., & Summers, J. (2007). Work and Life: Can Employee Representation Influence Balance? *Employee Relations*, 29(4), 367–384. <https://doi.org/10.1108/01425450710759208>
- Indian-employers-rank-stress-as-1-lifestyle-risk-factor. (2014, May 6). Retrieved, from <http://www.towerswatson.com/en-IN/Press/2014/05/Indianemployers-rank-stress-as-1-lifestyle-risk-factor>
- Kengatharan, N. (2015). The Nature of Work Family Conflict: A Review and Agenda for Future Research. *International Journal of Human Resource Studies*, 5(2), 163. <https://doi.org/10.5296/ijhrs.v5i2.7630>
- Kossek, E. E., Pichler, S., Bodner, T., & Hammer, L. B. (2011). Workplace Social Support and Work-Family Conflict: A Meta-analysis Clarifying the Influence of General and Work-Family-Specific Supervisor and Organizational Support. *Personnel Psychology*, 64, 289–313. doi:10.1111/j.1744-6570.2011.01211.x
- Krippendorff, K. (2004). *Content Analysis: An Introduction to Its Methodology* (2nd ed.) Thousand Oaks, CA: Sage Publications.
- Kristensen, A.R. & Pedersen, M. (2017). 'I Wish I Could Work in My Spare Time' Simondon and the Individuation of Work-Life Balance. *Culture and Organization*, 23 (1), 67-79. <https://doi.org/10.1080/14759551.2016.1240751>
- Lapierre, L. M., & Allen, T. D. (2006). Work-Supportive Family, Family-Supportive Supervision, Use of Organizational Benefits, and Problem-Focused Coping: Implications for Work-Family Conflict and Employee Well-Being. *Journal of Occupational Health Psychology*, 11(2), 169–181. <https://doi.org/10.1037/1076-8998.11.2.169>
- Major, D. A., & Lauzun, H. M. (2010). Equipping Managers to Assist Employees in Addressing Work-Family Conflict: Applying the Research Literature toward Innovative Practice. *The Psychologist-Manager Journal*, 13, 69–85. doi:10.1080/10887151003761275
- Moen, P., & Yu, Y. (2000). Effective Work/Life Strategies: Working Couples, Work Conditions, Gender, and Life Quality. *Social Problems*, 47(3), 291-226. <https://doi.org/10.1525/sp.2000.47.3.03x.0294h>
- Moen, P., Kelly, E. L., & Huang, Q. (2008). Work, Family and Life-Course Fit: Does Control Over Work Time Matter? *Journal of Vocational Behavior*, 73, 414–425. <https://doi.org/10.1016/j.jvb.2008.08.002>
- Mohammed, S. (2019). Unthinking Images of Time in Organizations: 'The Shopping Centre Keeps Time with a Rubato Waltz.' *Organization*, 26(2), 199–216. <https://doi.org/10.1177/1350508418808241>
- Mudra, L. (2016). Employees' Perception of Work Life Balance Practices: A Study in an IT Company, Bhubaneswar. *Vilakshan, XIMB Journal of Management*, 14 (1), 101-109.
- Oludayo, O. A., Falola, H. O., Obianuju, A., & Demilade, F. (2018). Work-Life Balance Initiative as a Predictor of Employees' Behavioural Outcomes. *Academy of Strategic Management Journal*, 17(1).
- Nayak, P., & Sharma, N. (2018). Managing Faculty's Work-Life Balance in Indian Business Schools. *Teorija in Praksa*, 55(3), 604-621
- Nithya, J. (2013). Work Life Balance Strategies: Emerged as a Strategic Issue for HRM and a Key Element of an Organization's Employee Retention Strategies. 4(1), 27–38.
- Noor, N. M. (2002). Work-Family Conflict, Locus of Control, and Women's Well-Being: Tests of Alternative Pathways. *Journal of Social Psychology*, 142(5), 645–662. <https://doi.org/10.1080/00224540209603924>
- Patton, M.Q. (2002). *Qualitative Research and Evaluation Methods*. Thousand Oaks, CA: Sage.
- Porter, S., & Ayman, R. (2010) Work Flexibility as a Mediator of the Relationship between Work-Family Conflict and Intention to Quit. *Journal of Management & organization*, 16(3), 411-424. <https://doi.org/10.1017/S1833367200002054>
- Quick, J.D., Henley, A.B. and Quick, J.C. (2004). The Balancing Act: At Work and at Home. *Organizational Dynamics*, 33, 426-438. <http://dx.doi.org/10.1016/j.orgdyn.2004.09.008>
- Roberts, E. (2008). Time and Work-Life Balance: The Roles of Temporal Customization” and Life Temporality. *Gender, Work and Organization*, 15, 430–453. <https://doi.org/10.1111/j.1468-0432.2008.00412.x>

- Schueller-Weidekamm, C., & Kautzky-Willer, A. (2012). Challenges of Work-Life Balance for Women Physicians/Mothers Working in Leadership Positions. *Gender Medicine*, 9(4), 244–250. <https://doi.org/10.1016/j.genm.2012.04.002>
- Schultz, N. J., Hoffman, M. F., Fredman, A. J. & Bainbridge, A. L. (2012). The Work and Life of Young Professionals: Rationale and Strategy for Balance. *Qualitative Research Reports in Communication*, 13(1), 44-52. <https://doi.org/10.1080/17459435.2012.719208>
- Sharma, N., & Nayak, P. (2016). Study on Work Life Balance and Organisation Policy in IT Sector in NCR. *Amity Global Business Review*, 115–123.
- Todd, S. (2004). Improving Work-life Balance: What are Other Countries? Human resource and skills development Canada, Labour Program.
- Townsend, N.W. (2002). *The Package Deal: Marriage, Work and Fatherhood in Men's Lives*. Philadelphia, PA: temple University Press.
- V, Chandra. (2012). Work-Life Balance: Eastern and Western Perspectives. *The International Journal of Human Resource Management*, 23 (5), 1040-1056. <https://doi.org/10.1080/09585192.2012.651339>.
- Valcour, M. (2007). Work-Based Resources as Moderators of the Relationship Between Work Hours and Satisfaction with Work-Family Balance. *Journal of Applied Psychology*, 92(6), 1512–1523. <https://doi.org/10.1037/0021-9010.92.6.1512>
- Valk, R., & Srinivasan, V. (2011). Work-Family Balance of Indian Women Software Professionals: A Qualitative Study. *IIMB Management Review*, 23(1), 39–50. <https://doi.org/10.1016/j.iimb.2010.10.010>
- Wang, X., Li, A., Liu, P., and Rao, M. (2018). The Relationship between Psychological Detachment and Employee Well-being: the Mediating Effect of Self-Discrepant Time Allocation at Work. *Front. Psychol.* 9:2426. doi: 10.3389/fpsyg.2018.02426
- Wilkinson, K., Tomlinson, J., & Gardiner, J. (2018). The Perceived Fairness of Work-Life Balance Policies: A UK Case Study of Solo-Living Managers and Professionals without Children. *Human Resource Management Journal*, 28(2), 325-339. <https://doi.org/10.1111/1748-8583.12181>
- Xiao, Y., & Cooke, F. L. (2012). Work-Life Balance in China? Social Policy, Employer Strategy and Individual Coping Mechanisms. *Asia Pacific Journal of Human Resources*, 50(1), 6–22. <https://doi.org/10.1111/j.1744-7941.2011.00005.x>
- Zimet, G. D., Dahlem, N. W., Zimet, S. G., Gordon, K., & Farley, G. K. (2010). The Multidimensional Scale of Perceived Social Support. *Journal of Personality Assessment*, 52(1), 37–41. <https://doi.org/10.1207/s15327752jpa5201>

Communication, Entrepreneurship Education and Social Media in the Era of Post-truth: Analyzing Challenges for Holistic Progression

Key words: Communication, Entrepreneurship Education, Social Media, Post-truth, Holistic Progression

Manpreet Arora* and Roshan Lal Sharma**

ABSTRACT

Purpose: This paper attempts to perspectivize various dimensions of communication, entrepreneurship education and social media for effective business communication especially in the era of post-truth for holistic progression of the economy, individuals, leaders, entrepreneurs and managers. Communication as a means to connect with the world has gained relevance in recent years owing to the advent of various communication technologies and digital tools to revolutionize the way we think and plan about business and do it. Thus, communication can take various forms nowadays as it can be visual, available on social media, and oral alongside being written. For ensuring success of sustainable products in the market several types of communication is required. It can be related to green products, ecofriendly policies, water conservation, better work facilities at workplace, and empathetic attitude of the management towards its workers/ employees. Entrepreneurship education seeks to provide students with the knowledge, skills and motivation to encourage

entrepreneurial success in a variety of settings. Despite the fact that entrepreneurship education can bring about important societal changes, its successful implementation remains a challenge even today. The post-truth scenario is a new challenge for businesses today as it surrounds us in the form of deception, fake news, propaganda and lies. This paper argues how authentic, genuine and ethical communication can overcome this post-truth phenomenon which has been vitiating all arenas of human activities today. Social media has a very serious role to play in its eradication as false information and fake news have been causing havoc in all walks of life today.

Methodology: This paper is qualitative and seeks to avail of secondary data to substantiate our conceptual perspectives.

Findings: This study suggests that we need to realize the importance of effective and ethical communication and entrepreneurship education which must not remain a far-fetched dream from the viewpoint of its implementation to attain holistic growth of our economy through

*Assistant Professor Management, Department of Accounting and Finance, School of Business and Management Studies Central University of Himachal Pradesh, Dharamshala, India | E-mail: arora.manpreet3@gmail.com

**Professor, Department of English, School of Languages, Central University of Himachal Pradesh, Dharamshala, India E-mail: roshanlal.sharma@gmail.com

flourishing businesses. Moreover, the menace of post-truth also needs to be dealt with stringently as it has vitiated business as well as political environments grievously.

INTRODUCTION

Ethical communication is the foundation of every business (Ardichvili et al. 2009). Communicating with general public at large on the basis of facts, honesty and accuracy is central to ethical communication (Day 2005). Social media has opened channels of communication to the marketers which have the ability to directly connect with the customers (Tsimonis and Dimitriadis, 2014). Many companies who could foresee the future were able to build information and business processes around the social media platforms (Williams and Chinn 2010). Other companies in this process picked up comments about the brands whenever they occurred be that in various blogs, comment boxes and personal or external spaces of companies (Palmer and Koenig-Lewis 2009). Such comments are valuable feedback for the organizations to take their strategic decisions, product development decisions, product placement decisions but they also generate opportunities to move further in a particular direction (Ashford and Cummings 1983).

Social media is much more than a source of communication these days. It has led to give opportunities to the marketers to build their brand image and brand reputation. Many companies have paved way to new products and service development as organizations have to develop strategies for growth by using information on these media platforms. They not only affect the present communication strategies, product development aspects but also generate opportunities to move further in a particular direction improving the chances of sustainability. The pace of changes in the external environment due to digitalization has accelerated thereby accelerating the decline processes of many brands and products in the market at a rapid speed (Shojaee and Azman 2013).

Communicating strategically is relatively a much-needed concept in the field of management and it has a long way to go. Traditionally businesses focused their efforts and resources on disseminating information which was first the requirement of the stakeholder (Schein 1993). Moreover, the aspects of financial reporting were limited only to communicating official statistics. With the help of strategic communication function the development and implementation of communication strategies is done in a very thoughtful and planned manner (Ciborra 1992). With the changing environment the organizations have to develop certain communication strategies which have the ability to communicate strategically relevant facts and figures provoking a positive reaction out of a customer. It involves breaking the psychological barriers of the

potential customers to be able to choose that particular product and brand. If a deeper thought is given as to how to communicate with general public at large, it can create wonders and a company/ business organization can behave in a more enlightened/informed manner focusing on building a corpus of useful information architecture which can then help to achieve vision and mission of the organization. Sometimes the deeper analyses of a business firm help reveal where it lacks, potential areas for improvement, marketing strategies to retain customers along with thrust areas to do research and development.

In the light of present circumstances, it becomes important for the organizations to behave rationally and keep in mind the strategic factors which affect the brand reputation of the company in the long run. In this regard, various modes of digital media, communication media, and social media platforms to reach public and thus keep a tab on advancement in technology can prove to be helpful. Thereby it also becomes important for the budding leaders to focus on their communication as well as entrepreneurial skills in order to be part of dynamic business environment. The authors in this paper have attempted to perspectivise various dimensions of communication, entrepreneurship education and social media for effective business communication especially in the era of post-truth for holistic progression of the economy, business organizations, individuals, business leaders, entrepreneurs and managers.

RESEARCH METHODOLOGY

This is a conceptual qualitative paper and aims at using data from secondary sources like websites and published reports of international repute for substantiating theoretical perspective/ opinion. Rigorous literature review will serve as basis to build theoretical and conceptual aspects of the paper. After theoretically expounding on the notions of communication, entrepreneurship education and social media, the concept of post-truth will be discussed in details to eventually work out as to how these can be used/employed to attain holistic growth of the economy as well as business organizations.

The Trio of Communication, Entrepreneurship Education and Social Media: Diverse Dimensions

These days, organizations cannot afford to ignore the information posted or shared by the competitors and their customers (Grégoire et.al 2015), and considering this aspect, the entrepreneurial skills, communication skills and skills to handle social media can prove to be helpful. If the cues from these platforms are taken wisely, the organizations can always make better policies and strategies to combat the uncertainties and challenges posed by hostile business environment. Viewed

practically, organizations cannot afford to ignore the information shared by potential customers and their reviews which they post on online platforms about their products. Another challenge faced by the business concerns these days is to plan for the sustainability of their products. For ensuring sustainable products in the market several types of communication are required. It can be related to green products, abiding by the ecofriendly policies, water conservation, better work facilities at the workplace, and empathetic attitude of the management towards its workers/ employees.

Whether entrepreneurship can be taught or not, has always been debatable. Many top business schools across the country offer entrepreneurship education with certain tailored courses which claim to inculcate and induce a variety of skills encompassing a multidisciplinary approach. Many researchers argue that entrepreneurial spirit is inherent, innate or inborn quality. But there are others argue that effective entrepreneurship education can foster the right entrepreneurial attitude with requisite training. The development of entrepreneurship as a field of study has been inspired by the acceptance of entrepreneurship as a legitimate tool for economic growth. The effectiveness of the entrepreneurial education is driven by the type and design of such education.

Developing the right entrepreneurial culture and education for the growth and the development of emerging economies has been becoming crucial. The basic features and processes of entrepreneurship are associated with factors such as wealth creation, risk taking, vision, identification of a niche market, launching new products, etc. Therefore, many people across the world contemplate that these qualities cannot be taught. Nevertheless, in case entrepreneurship is taught, a myriad of effects has been specified by researchers.

Entrepreneurship education seeks to provide students with the knowledge, skills and motivation to encourage entrepreneurial success in a variety of settings. Variations of entrepreneurship education are offered at all levels of schooling right from primary to secondary schools and later through graduate university programs. The need of the hour is to prepare our younger generation as innovative communicative entrepreneurial leaders who will help create more humane and equitable world through the creation of products, services, and new ventures that serve communities not only in India but around the globe.

The ultimate goal of the entrepreneurship education should either be to launch their own firms, or join a venture-capital-backed startup, or step into a business development role in larger corporate enterprises. It can further contribute to a social enterprise or bring new innovative skills and associations. The two most

recurrent terms used in the area of entrepreneurship education are 'enterprise education' and 'entrepreneurship education' in the venture of becoming self-employed (Mahieu, 2006). Being entrepreneurial can mean different things to different people. A common notion according to Gartner (1990) is that entrepreneurship is about entrepreneurial individuals creating innovative organizations that grow and create value, either. The term 'enterprise education' has been defined as focusing more broadly on personal development, mindset, skills and abilities whereas the term 'entrepreneurship education' has been defined to focus more on the specific context of setting up a venture for the purpose of profit. But entrepreneurship does not always mean that new organizations will be created, it can happen in the existing organizations as well (Shane and Venkataraman, 2007). It is not only limited to the entrepreneurial individual, but also to entrepreneurial opportunities and the relation between the individual and the opportunity, i.e. the individual-opportunity nexus as described by Shane (2003).

What is Entrepreneurship Education?

While talking about entrepreneurship education many researchers are of the view that it should help one to be creative and innovative. In a report "EntreComp: The Entrepreneurship Competence Framework" issued by European commission in 2016, various competencies which are a must for a potential entrepreneur have been discussed.

"This report presents the EntreComp Framework. By producing a common definition of what entrepreneurship as a competence is, the framework aims to establish a bridge between the worlds of education and work and to be taken as a reference de facto by any initiative which aims to foster entrepreneurial learning. The framework is a flexible source of inspiration, to be used or adapted to support different contexts. The EntreComp Framework is made up of 3 competence areas: 'Ideas and opportunities', 'Resources' and 'Into action'. Each area includes 5 competences, which, together, are the building blocks of entrepreneurship as a competence. The framework develops the 15 competences along an 8-level progression model. Also, it provides a comprehensive list of 442 learning outcomes, which offers inspiration and insight for those designing interventions from different educational contexts and domains of application."

A summary of various competencies discussed in this report are shown with the help of following table. It is a resume of competencies only.

Table 1 - Competencies

Area	Competence
Ideas and opportunities	Spotting opportunities
	Creativity
	Vision
	Valuing ideas
	Ethical and sustainable thinking
Resources	Self-awareness and self-efficacy
	Motivation and perseverance
	Mobilising resources
	Financial and economic literacy
	Mobilising others
Into Action	Taking the initiative
	Planning and management
	Coping with uncertainty, ambiguity and risk
	Working with others
	Learning through experience

Source: *EntreComp: The Entrepreneurship Competence Framework - European commission, 2016*

Communication as the Key for Long-Term Sustainability

The only way to combat the threats posed by digitalized external environment is to match the pace of environment and devise strategies accordingly. Just observing the environment from outside is not enough. One has to jump into the environment to get the real picture, to understand its peculiarities and the opportunities available in it. That is why most of the business organizations have been making their pages online on various social media platforms like Twitter, Instagram, Facebook, etc. They are proving to be a great source of communication to masses at large at negligible costs. Many companies are taking serious business decisions on the basis of the information shared on these platforms by the stakeholders. It is also an excellent way to share the desired communication by the companies to its stakeholders.

The present era is marked with presence of online technologies, cut-throat competition, newer modes of marketing, and wide variety of choices available to the customers. The long-term sustainability of the organization depends on various factors out of which many are dependent on effective communication such as effective organizational structures, proper planning and forecasting, demand and supply analysis as well as the customer satisfaction. These factors play an important role in determining and strengthening the sustainability

dimension of the organization.

Communication as a tool to connect with the world has gained relevance in the past years due to advent of various techniques and advancement in technologies available in the market to reach larger sections of customers (Gascoigne and Metcalfe 1997). It can take various forms. It can be visual, it can be on social media, and it can be with the help of oral and written messages. Due to the advent of various communication techniques companies are now more involved in creating direct connection with the customer and there are very few boundaries now within the businesses. Today marketing strategies are focused on finding out the answers to the questions such as how the customer can engage with us and how the mutual partnership between a customer and an organization can be created. Social media and the other digitalized modes of communication have resulted in deep engagement with customers in particular.

Phenomena of Post-truth Surrounding the Business Scenarios and Communication

The post-truth scenario is a new challenge for the businesses which is surrounding us in the form of deception, fake news, propaganda and lies in the environment. It is ultimately deteriorating the value of information thereby affecting language use adversely. It can have serious implications affecting the brand image and the reputation of businesses.

Role of Social Media

Social media has emerged as a game changer in business and marketing arenas. Customers scattered at different places can be dealt with the help of social media easily. Different marketing tools are used to understand them, to encourage them, to engage with them, to make them get familiar with the brand and ultimately help them create brand reputation and value (McWilliam 2000). Not only making the messages accessible to the general public at large is important in this digitalized world, but it is also important to respect the diversity of thought and perspective while communicating ethically (Harris Rae 2011). Business Ethics are basically code of conducts which business is expected to follow while doing the business (McCabe and Butterfield 1996). Business Ethics also include values and principles which help in shaping the behaviour of the organizations; there should be a balance between the needs of the stakeholders and desire to make profits (Norris and O'Dwyer 2004).

The sustainable practices adopted by the organizations help them grow to larger markets, the unexplored segments, the wider zones which can make their customers loyal towards them (Öberseder et.al 2013). Organizational policies and the approach of the management towards looking and handling the social menaces also attract the customers towards that company. All these, when communicated by the organizations through their working styles, can have deeper impact on the minds of the customers. These days customers are very learned and smart as they understand the unsaid by analyzing the approaches of the company from its working style, and also from how it handles the problems of its employees, and how much it does by carrying out its responsibilities towards the society.

Why does Entrepreneurship Education Focus on Communication?

Young people with entrepreneurship education are more likely to set up their own companies which ultimately contribute toward economic growth. The most common reason that researchers and experts also give to provide entrepreneurial education is that entrepreneurship is seen as a major engine for economic growth and job creation. An entrepreneur in fact is an innovator with an unusual will and energy, clarity of vision and ability to act. With the growing trend of entrepreneurship, women entrepreneurs are also emerging to a great extent to help in the nation's development. Development and growth of a nation relies on how efficiently and effectively its resources (i.e. physical, human, and monetary) are being utilized to get maximum benefit out of it. According to the sixth economic census released by the Ministry of Statics and Programme Implementation, women constitute around 14% of total entrepreneurship, i.e. 8.05 million out of total 58.5 million entrepreneurs. Women being

integral part of the world, they constitute almost 50 percent of the world population. This self-owned women's business also enables women empowerment which helps in the growth of the economy of a country. The other reasons, which literature supports, as to why entrepreneurship education should be given, are listed below:

1. Entrepreneurial education is regarded as a response to the uncertainties posed by the complex, globalized world.
2. The challenges posed by globalization can be faced with the developed competencies and skills in the business world, and to develop these skills and competencies, entrepreneurship education is the key.
3. Employees' perceived engagement and motivation and involvement in the entrepreneurial or other developmental activities can be promoted by right entrepreneurial knowledge supported by education.
4. The increased entrepreneurship education can bring about important societal changes. Entrepreneurial education can be used as a means to empower people and organizations to create social value for the public good.
5. Entrepreneurship education benefits students from all socioeconomic backgrounds because it helps students think outside the box and nurture unconventional talent and skills. Moreover, it also creates opportunity, ensures social justice, instills confidence and stimulates the economy.
6. Historically it is seen that entrepreneurship has spurred minorities. It has helped women and immigrants to create better lives for themselves and their families. In small countries like Bangladesh small entrepreneurial ventures started by women promoted through microfinance created wonders.
7. More reasons for entrepreneurship education include the likelihood that it will promote social and emotional well-being. Entrepreneurship involves commitment, shared sense of achievement with the team, and transformational aspects. So, it may even correlate with happiness more than other categories of business endeavors.
8. In the present economic situation and challenging global environment, having knowledge of an academic subject is no longer sufficient for students or learners. They increasingly feel the need to have skills and abilities which will increase their employability, such as the retrieval and handling of information; communication and presentation; planning and problem solving; and social development alongside interaction. This can be inculcated with the help of entrepreneurial education

to a great extent.

9. Entrepreneurial education and training provide individuals with an aptitude to recognize viable opportunities which can generate employment opportunities not for the entrepreneur alone but for others as well. It enhances self-esteem, knowledge and skills to act on them. It includes training in opportunity recognition, commercializing a concept, managing resources, and initiating a business venture. It also includes education in traditional business disciplines such as management, marketing, information systems and finance.
10. Entrepreneurship education indeed is a lifelong learning. Under entrepreneurial learning entrepreneurial skills are developed and supplemented at different points in life. It trains a person regarding various aspects of life management, interactions with the outer world/ stakeholders, self-guided action, a capacity for innovation and an ability to encounter change. Education and training help entrepreneurship evolve into a mode of operation in which attitude, will and desire to take action combine with knowledge and advanced competence.
11. It will be quite beneficial in every aspect to perceive entrepreneurial education as a means to achieve more self-evolving, joyful engagement and creativity among students.
12. The booming student-interest in social entrepreneurship is another unusual but promising starting point for entrepreneurial education. Interest among young people to engage in solving societal challenges is pretty high around the world. Here entrepreneurship can be positioned as a tool for young people to attempt to act as societal history makers. If such an interest can be mobilized as part of curriculum, it can propel deep learning and put theoretical knowledge to practical work in meaningful ways for students. Corporations can also be asked to participate with their financial resources in such endeavors.

REFERENCES

1. Ardichvili, A., Mitchell, J. A., & Jondle, D. (2009). Characteristics of Ethical Business Cultures. *Journal of business ethics*, 85(4), 445-451.
2. Day, L. A. (2005). *Ethics in Media Communications: Cases and controversies*. Cengage Learning.
3. Tsimonis, G., & Dimitriadis, S. (2014). *Brand Strategies in Social Media*. Marketing Intelligence & Planning.
4. Palmer, A., & Koenig-Lewis, N. (2009). An Experiential, Social Network-based Approach to Direct Marketing. *Direct Marketing: An International Journal*.
5. Williams, J., & Chinn, S. J. (2010). Meeting Relationship-Marketing Goals through Social Media: A Conceptual Model for Sport Marketers. *International Journal of Sport Communication*, 3(4), 422-437

KEY ISSUES AND CHALLENGES IN IMPARTING ENTREPRENEURSHIP EDUCATION

A good strategy at the policy-making level is a difficult task but more challenging is the implementation of the policies uniformly. Firstly, the training of teachers who themselves are not entrepreneurs is a big challenge as the belief still persists that entrepreneurship cannot be taught. Secondly, the assessment of entrepreneurial skills learnt by young people is again a big challenge from the viewpoint of evaluating / assessing them genuinely. Thirdly, the support to entrepreneurship education is a big consideration still. Fourthly, making entrepreneurship education as a basic feature in education system is a challenge in itself especially in case of developing countries, and lastly, sharing of ideas, knowledge, experience, and best practices in various countries, stakeholders, and practitioners require an acceptance and openness of mind. Therefore, the field of entrepreneurship education requires a deviation from the traditional ways of learning, teaching and sharing knowledge.

SUMMATION

To sum up, it can be said that if we wish to attain holistic growth of our economy through flourishing businesses, we need to realize the importance of effective and ethical communication and entrepreneurship education which must not remain a far-fetched dream from the viewpoint of its implementation. Moreover, the menace of post-truth also needs to be dealt with stringently as it has vitiated business as well as political environments grievously. The individuals, leaders, entrepreneurs and managers need to take a lead in this direction as we need to ensure holistic progression of the economy which has received a severe jolt due to the coronavirus pandemic. Social media, communication technologies and digital tools need to be used judiciously to ensure conducive business environment which offers adequate opportunities for businesses to grow and thus benefit economy at large.

6. Ashford, S. J., & Cummings, L. L. (1983). Feedback as an Individual Resource: Personal Strategies of Creating Information. *Organizational Behavior and Human Performance*, 32(3), 370-398.
7. Schein, E. H. (1993). On Dialogue, Culture, and Organizational Learning. *Organizational Dynamics*, 22(2), 40-51.
8. Duffy, B. E., & Hund, E. (2015). "Having it all" on Social Media: Entrepreneurial Femininity and Self-Branding among Fashion Bloggers. *Social Media+ Society*, 1(2), 2056305115604337.
9. Neti, S. (2011). Social Media and its Role in Marketing. *International Journal of Enterprise Computing and Business Systems*, 1(2), 1-15.
10. Downs, C. W., & Adrian, A. D. (2012). *Assessing Organizational Communication: Strategic Communication Audits*. Guilford Press.
11. Ciborra, C. U. (1992). From Thinking to Tinkering: The Grassroots of Strategic Information Systems. *The Information Society*, 8(4), 297-309.
12. Gascoigne, T., & Metcalfe, J. (1997). Incentives and Impediments to Scientists Communicating through the Media. *Science Communication*, 18(3), 265-282.
13. Grégoire, Y., Salle, A., & Tripp, T. M. (2015). Managing Social Media Crises with your Customers: The Good, the Bad, and the Ugly. *Business Horizons*, 58(2), 173-182.
14. McWilliam, G. (2000). Building Stronger Brands through Online Communities. *MIT Sloan Management Review*, 41(3), 43
15. Harris, L., & Rae, A. (2011). Building a Personal Brand through Social Networking. *Journal of Business Strategy*.
16. McCabe, D. L., Trevino, L. K., & Butterfield, K. D. (1996). The Influence of Collegiate and Corporate Codes of Conduct on Ethics-related Behavior in the Workplace. *Business Ethics Quarterly*, 461-476.
17. Norris, G., & O'Dwyer, B. (2004). Motivating Socially Responsive Decision Making: The Operation of Management Controls in a Socially Responsive Organisation. *The British Accounting Review*, 36(2), 173-196.
18. Öberseder, M., Schlegelmilch, B. B., & Murphy, P. E. (2013). CSR Practices and Consumer Perceptions. *Journal of Business Research*, 66(10), 1839-1851.
19. Miller, K. I. (2007). Compassionate Communication in the Workplace: Exploring Processes of Noticing, Connecting, and Responding. *Journal of Applied Communication Research*, 35(3), 223-245.
20. Shojaee, S., & Azman, A. B. (2013). An Evaluation of Factors Affecting Brand Awareness in the Context of Social Media in Malaysia. *Asian social science*, 9(17), 72.
21. Mahieu, R. (2006). *Agents of Change and Policies of Scale: a Policy Study of Entrepreneurship and Enterprise in Education* (Doctoral dissertation, Svenska och samhällsvetenskapliga ämnen).
22. Shane, S., & Venkataraman, S. (2007). The Promise of Entrepreneurship as a Field of Research. In *Entrepreneurship* (pp. 171-184). Springer, Berlin, Heidelberg.
23. Gartner, W. B. (1990). What are We Talking About When We Talk about Entrepreneurship?. *Journal of Business venturing*, 5(1), 15-28.
24. Cortés, C., Ferrer, D., & Tarres, F. P. (2018). *Entrepreneurial Leadership*.
25. Ganesini, G., Cubico, S., Favretto, G., & Leitão, J. (2018). Entrepreneurial Competences: Comparing and Contrasting Models and Taxonomies. In *Entrepreneurship and the Industry Life Cycle* (pp. 13-32). Springer, Cham.
26. Kuratko, D. F. (2005). The Emergence of Entrepreneurship Education: Development, Trends, and Challenges. *Entrepreneurship Theory and Practice*, 29(5), 577-597.
27. Peterman, N. E., & Kennedy, J. (2003). Enterprise Education: Influencing Students' Perceptions of Entrepreneurship. *Entrepreneurship Theory and Practice*, 28(2), 129-144.
28. Vesper, K. H., & Gartner, W. B. (1997). Measuring Progress in Entrepreneurship Education. *Journal of Business venturing*, 12(5), 403-421.

29. Gorman, G., Hanlon, D., & King, W. (1997). Some Research Perspectives on Entrepreneurship Education, Enterprise Education and Education for Small Business Management: A Ten-Year Literature Review. *International Small Business Journal*, 15(3), 56-77.
30. Kirby, D. A. (2004). Entrepreneurship Education: Can Business Schools Meet the Challenge?. *Education+ Training*, 46(8/9), 510-519.
31. Oosterbeek, H., Van Praag, M., & Ijsselstein, A. (2010). The Impact of Entrepreneurship Education on Entrepreneurship Skills and Motivation. *European Economic Review*, 54(3), 442-454.
32. Honig, B. (2004). Entrepreneurship Education: Toward a Model of Contingency-based Business Planning. *Academy of Management Learning & Education*, 3(3), 258-273.
33. Pittaway, L., & Cope, J. (2007). Entrepreneurship Education: A Systematic Review of the Evidence. *International small business Journal*, 25(5), 479-510.
34. Henry, C., Hill, F., & Leitch, C. (2005). Entrepreneurship Education and Training: Can Entrepreneurship be Taught? Part I. *Education+ Training*, 47(2), 98-111.
35. Gürol, Y., & Atsan, N. (2006). Entrepreneurial Characteristics amongst University Students: Some Insights for Entrepreneurship Education and Training in Turkey. *Education+ Training*, 48(1), 25-38.
36. Von Graevenitz, G., Harhoff, D., & Weber, R. (2010). The Effects of Entrepreneurship Education. *Journal of Economic Behavior & Organization*, 76(1), 90-112.
37. Samwel Mwasalwiba, E. (2010). Entrepreneurship Education: A Review of its Objectives, Teaching Methods, and Impact Indicators. *Education+ Training*, 52(1), 20-47.

Conditions of Female Domestic Workers – A Case Study of Ghaziabad District

Key words: *Women Domestic Workers, Socio-Economic Status, Covid-19*

Pankaj Dutta*

ABSTRACT

Purpose: Over the years domestic workers in India have increased rapidly. In today's India, especially in urban India, domestic worker plays a very important role. The paper attempts to explore and understand the status of women domestic workers in urban India by studying the women domestic workers of Ghaziabad city. The paper highlights the demographic outline of the women domestic workers in terms of age, educational status, caste status and marital status etc.

Design/ Methodology/ Approach: The socio-economic position of women working as domestic help in the city of Ghaziabad is analyzed to understand their average monthly income, reasons why they are working, health issues, type of work they do, safety concerns etc. The paper also discusses the major concerns of the workers during the lockdown period of 2020 due to COVID -19. Finally, suggestions are given to improve their conditions and future policy decisions regarding them.

Findings: Author concludes that a model contract specifying the working conditions, wages based on tasks performed, duration of work, paid leaves per month etc. has become an absolute essential for both the employers and the domestic workers. Paper advocates that adequate mechanism also needs to be in place so that nonpayment of dues or any kind of sexual harassment faced during work gets reported. Domestic work being temporal in nature, no household can legally be forced to keep a person in work if they don't need them or if the person's work is not up to the expectation.

INTRODUCTION

According to ILO, domestic worker is "someone who carries out household work in private households in return for wages". More specifically, a domestic worker is one who carries out the household tasks either as a part-time worker or as a full-time worker. The household tasks include washing utensils, cleaning clothes, floor cleaning, cooking, taking care of small children etc.

*Visiting Faculty, IMTCDL, Ghaziabad, UPSIDC Industrial Area, Meerut Road Industrial Area, Ghaziabad, Uttar Pradesh 201003
E-mail: pankajd75@gmail.com

Domestic workers in India are unique in the sense that they are ubiquitous but remains imperceptible. The existence of domestic helps or workers to do the household jobs has always been part of Indian society but due to urbanization, increased income of growing middle class, increase in nuclear family, migration from village to city areas and other sociological changes, the demand as well as the supply of domestic workers have increased over the time. According to 2001 census, the number of domestic workers in India was 6.7 million. NSSO, 61st round 2004-05, put the number of domestic workers as 4.2 million. In January 2019, government press release based on 'NSSO 68th round 2011-12' estimated the total domestic worker numbers at 3.9 million. The number related to domestic servants or workers are considered contentious one, the numbers given are survey estimates and not exact enumeration; secondly, the union minister of state for labor and employment, Mr. Harish Rawat himself admitted the absence authentic data about the numbers of domestic workers in India. According to the Mr. Rawat, around 15 million people work in India as domestic help. However, according to many in media the figure was about 90 million. Though in literature, the domestic workers have progressed from being domestic servant until a few decades ago to domestic help or aid and now as domestic worker. But this elevation is only cosmetic. In reality, the socio-economic problems of the domestic help have not changed much over the years. Most of them come from economically poor families. Like most jobs in the informal sector, domestic helps work for long hours at a low wage without any job security and social protections. Misbehavior from the members of the household along with physical and mental abuses are common experience for most woman domestic workers. Being mostly uneducated, domestic workers are not cognizant of their basic rights, social security schemes and the laws that can protect them. The nature of the job also makes it difficult to form a worker's union to press for their rights and improved terms and conditions of work. In India as domestic work don't falls in purview of formal labor, it is not included in any fulltime labor legislation. Even in the 'Minimum Wages Act (1948)' it was included only in 2007 as a daily wage activity. In addition, though both the Central and State Governments can fix/revise minimum wages as per the provisions of Minimum Wages Act (1948) but since domestic workers is a state subject the central legislation covering minimum wages excludes domestic work. However, some states like Andhra Pradesh, Karnataka and Kerala in south, Bihar in east, Rajasthan in west and Dadra and Nagar Haveli among the union territories have notified minimum wages for people who work as domestic worker.

A study of the existing work on domestic workers highlights many different facets of domestic workers. A

review of the literature shows that majority of the domestic workers are women (Augustine & Singh, 2016), are at dependent on their employers (Chandramouli, 2018), have poor bargaining power (Moghe, 2013), not entitled to legally defined minimum wages (Bhattacharya, 2010), don't have legal protection (Neetha & Palriwala, 2011); faces occupational health problems (Paul et al., 2018), many times victim of physical and sexual abuse (Hamid, 2006; Paul et al., 2018), and violations of human right in other forms (Chandramouli, 2018). Many authors discussed the type of work that f the women domestic workers do, their household assets, consumption pattern (G D Bino Paul, Susanta Datta and R Venkatesha Murthy, 2011), employment rights protection (Kundu, 2008; Mann, 2015), the exploitation nature of the domestic workers (Raghuram,2001), implementation of social security schemes for domestic workers. Besides a number of authors focused on exploring the socio-economic conditions of the domestic workers in different cities or districts in India.

Ghaziabad is the largest city in the western Uttar Pradesh. Similar to urban areas of India where approximately 75% of the domestic workers are women (Ghosh,2013), in Ghaziabad also most of the people who work as domestic workers are women. The purpose of the study is to explore, analyze and understand the issues and concerns of women domestic workers, their economic and social status as well as suggest ways to improve the working conditions of the domestic workers.

OBJECTIVE OF THE STUDY

- To Study the demographic profile of the women domestic workers in Ghaziabad city.
- To Study the economic and social status of the women domestic workers of Ghaziabad city.
- To study the impact of lockdown due to COVID-19 on the women domestic workers in Ghaziabad city.

RESEARCH METHODOLOGY

The present study is descriptive in nature. It follows an empirical approach where the conclusions are drawn from the data collected through survey research technique. The women domestic help engaged in different areas of Ghaziabad city as part time and not as live in, served as the population of the study. To have a proper representation of the population, convenience and judgmental sampling techniques were used. Responses were collected from 80 domestic workers using a structured interview schedule during August 2021 to September 2021. Simple statistical techniques, like average and percentage etc. have been used to draw the results. The limitation of the study is that it only includes domestic workers who don't leave in the household(s)

where they work and excludes the full-time domestic workers who stay with their employer in the same house.

RESULTS AND DISCUSSION

Demographic Profile of the Women Domestic Workers in Ghaziabad:

To understand the demographic back ground of the respondents, questions were asked about their age, educational status, caste status and marital status. The responses are summarized in table no 1.

Table 1 – Basic Information of the Surveyed Domestic Workers

Parameter	Measures	No1	%	Parameter	Measures	No	%
Age	Below 25 Years	26	32.5	Educational Status	Illiterate	9	11.25
	25 Years to 50 Years	43	53.75		Primary School	47	58.75
	Above 50 Years	11	13.75		Secondary School	24	30
	Total	80	100		Total	80	100
Caste Status	General	7	8.75	Marital Status	Unmarried	19	23.75
	Scheduled caste	35	43.75		Married	43	53.75
	OBC	23	28.75		Widow	11	13.75
	Others	15	18.75		Divorce /Others	7	8.75
	Total	80	100		Total	80	100
Migration Status	Yes	53	66.25	Type of House	Rented	43	53.75
	No	27	33.75		Owned	27	46.25
	Total	80	100		Total	80	100
Do You have a Mobile?	Yes	73	91.25	Do You have Aadhar Card?	Yes	80	10
	No	7	8.75		No	0	0
	Total	80	100		Total	80	100

No1: Number of respondents.; %: Percentage of respondent's fulfilling a particular measure of that parameter. Source: Primary survey by the author.

More than half of the respondents in the study were in the age group of 25 to 50 years. Around 32% were below the age of 25 years while the remaining 14% (approx.) were above the age of 50 years. In terms of educational qualification, more than 58% went to primary school, while 30% said they went to secondary school. Only around 11% said they don't know how to read and write. But most of them said they can do the basic calculations required in day to day life. Majority of the respondents, around 44% belong to schedule caste, followed by OBC (around 29%) and approximately 9% were from general category. The rest didn't want to disclose their caste status. More than 50% of the respondents were married while around 24% were unmarried. Approx. 14% were widow and the remaining were divorce or whose husband has left. As far as migration status of the workers are concerned 66% are not originally resident of Ghaziabad city. They shifted to the city because either their husbands or fathers shifted to Ghaziabad from the surrounding districts and even from Bihar and Bengal in pursuit of better life. With respect to the type of the house

approximately 54% stay in rented house while around 46% stays in their owned house. More than 91% workers have a mobile phone and only around 9% don't have any direct access to mobile. Finally, as far as Aadhar card is concerned all respondents claim to have it.

Economic and Social Status of the Women Domestic Workers in Ghaziabad City:

To understand the economic and social status of the women domestic workers in Ghaziabad city questions were asked regarding their average monthly income, reasons why they are working, health issues, type of work they do safety concerns etc. The results of the economic status are summarized in table number 2 and that of the social status were summarized in table number 3.

The average monthly income of 65% of the respondents was in the range of Rs. 5000 to Rs. 10000. Around 21% earned more than Rs. 10,000 while only 14% earned less than Rs. 5000. When asked about the primary reason they work, around 59% of the respondent said to support the

household expenses, followed by 32.5 % respondent who said to support children’s education and for only around 9% the reason for working was to save or other things (mainly their own expenses). Most of the respondents i.e. 57.5 % work between 4 and 6 houses. Around 26% work in 3 or less than 3 houses and only approximately 16% work in 7 or more houses. Mostly the respondents were engaged in washing utensils, sweeping and mopping, around 50% while around 26% were engaged in only cooking and the rest were engaged in washing utensils and cooking. Finally, most of the respondent said that the primary purpose for which the money spent is household

expenses. When asked about whether they are happy or otherwise with their current earnings, 48.75% said they are happy while 51.25% answered in negative. 65% of the respondent also said yes of getting bonus or gifts during festival times while 35% didn’t get any bonus or gifts during festival seasons. As far as timely and regular payment of wages, approximately 89% said yes and only a small percent complained. But regarding paid leave 61% said there is always a threat of wage deduction for being absent and the rest of 39% said they get at least 1 day paid leave every month.

Table 2 – Economic Characteristics of the Surveyed Domestic Workers

Parameter	Measures	No	%	Parameter	Measures	No	%
What is the Monthly Average Income?	Less than Rs. 5,000	11	13.75	What is the Primary Reason for Work?	Support Family Income	47	58.75
	Rs. 5,000 to Rs. 10,000	52	65		Children’s Education	26	32.5
	More than Rs.10,000	17	21.25		For Future Savings & Others	7	8.75
	Total	80	100		Total	80	100
What is the average Number of Houses They work?	3 or Less	21	26.25	Type of Work	Washing Utensils, Sweeping and Mopping	41	51.25
	Between 4 and 6	46	57.5		Only Cooking	21	26.25
	7 or More	13	16.25		Washing Utensils and Cooking	18	22.5
	Total	80	100		Total	80	100
Are You Satisfied with the Current Earnings>	Yes	39	48.75	Do You Get Bonus / Gifts during Festivals?	Yes	52	65
	No	41	51.25		No	28	35
	Total	80	100		Total	80	100
Timely & Regular Payment	Yes	71	88.75	Do You Get Paid Leave?	Yes	19	23.75
	No	9	11.25		No	61	76.25
	Total	80	100		Total	80	100

No1: Number of respondents.; %: Percentage of respondent’s fulfilling a particular measure of that parameter. Source: Primary survey by the author.

When asked about whether employer supports them during emergency or crisis 26 % said yes while 74% said no. Among the respondents 57% said that they felt safe while work and 23% had some concerns about their safety while working. Regarding any health issues in the last one year 41 % said no. Around 39% reported experiencing cold, cough and fever. Remaining 20 % reported some kind of health problems.

Around 59% respondent the primary reason for working was to support the household. Followed by 32%

respondent who said to support children’s education. For only around 9% the reason for working was to save or other things. Around 75% of the respondents said they had faced some kind of harassment mostly verbal abuse while the remaining did not have experience of any abuse verbal or physical. Among the respondents only 30% said that are allowed to use their toilet while 70% said they are not allowed. Regarding social security schemes, 92.5 % respondents were found not aware of any schemes while only 7.5% had some knowledge.

Table 3 - Social Information of the Surveyed Domestic workers

Parameter	Measures	No	%	Parameter	Measures	No	%
Do the Employer Support During Emergency or Crisis?	Yes	21	26.25	Do You Feel Safe at the Workplace?	Yes	57	71.25
	No	59	73.75		No	23	28.75
	Total	80	100		Total	80	100
Have You Faced any Health Issues in Last One Year?	No Health Concern	33	41.25	Did You Face Any Kind of Harassment?	No	19	23.75
	Cold Cough and fever	31	38.75		Verbal	44	55
	Others	16	20		Physical	17	21.25
	Total	80	100		Total	80	100
Are You Allowed to Use the Toilet?	Yes	24	30	Are You Aware of the Social Security Schemes	Yes	74	92.5
	No	56	70		No	6	7.5
	Total	80	100		Total	80	100

No1: Number of respondents.; %: Percentage of respondent's fulfilling a particular measure of that parameter. Source: Primary survey by the author.

Impact of COVID-19 on the Women Domestic Workers in Ghaziabad:

Because of the COVID-19 pandemic and the subsequent lockdown when the Indian economy came to a standstill it affected the livelihoods and employment of both formal

and informal sector workers but the effect was more on the informal sector. The women domestic workers just like the other informal sector workers lost jobs and livelihood due to lockdown restrictions. The major impacts of the pandemic during the lock down periods are summarized in table no 4.

Table 4 - Major Concerns during the Lockdown Months

Parameter	Measures	No	%	Parameter	Measures	No	%
Did You Get Paid for the Lock Down Period?	Yes	71	88.75	Did You Reduce Your Expenditure?	Yes	69	86.25
	No	9	11.25		No	11	13.75
	Total	80	100		Total	80	100
What Stopped You from Working?	Employer	74	92.5	Did You Borrow Money?	No	16	20
	Transportation restrictions	2	2.5		Yes, from friends/ relatives / employers	41	51.25
	On my own	4	5		Yes, from money lenders	23	28.75
	Total	80	100		Total	80	100
What was Your Major Concern?	Managing Expenses	71	88.75	Did You Get Help from NGOs/ Govt./ Others?	Yes	53	66.25
	Remaining safe and healthy	9	11.25		No	27	33.75
	Total	80	100		Total	80	100

No1: Number of respondents.; %: Percentage of respondent's fulfilling a particular measure of that parameter. Source: Primary survey by the author.

Around 89% of the respondents were paid for the lock down period while around 12% didn't receive any payment for the period they were not able to work.

Among those who were paid majority were paid half of their regular wages and only a few got full payment. Approximately 86% were forced to reduce their

expenditure while the rest said no major reduction took place in their expenses. In most of the cases, it's the employer who asked them not to come but a small percentage also stopped working because of transportation or on their own. 80% respondents were forced to borrow money, most of them from friends, relatives or employers, interest free while some of them were forced to borrow from money lenders at high interest rate. Around 66% got help from self-help groups, NGOS and govt. agencies. However, many, especially those who were without proper documents had a tough time getting access to the relief measures offered by the government.

CONCLUSIONS AND SUGGESTIONS

Domestic work is not only an important source of livelihood for a huge section of uneducated and unskilled women in urban areas, it has also become an important part in urban life style. The socio-economic status as well as the issues faced by the women domestic workers are found to be similar to that of the other urban areas of India. A minimum standard of life with proper working conditions, adequate social security and legal protection is something that the domestic workers of Ghaziabad need urgently.

To make it easy for both the employers and the domestic workers' a model contract specifying the working conditions, wages based on tasks performed, duration of work, paid leaves per month etc. has become an absolute essential. Adequate mechanism also needs to be in place so that nonpayment of dues or any kind of sexual harassment faced during work gets reported. Domestic work will always remain temporal in nature. No household can legally be forced to keep a person in work if they don't need them or if the person's work is not up to the expectation. This very aspect of domestic work makes it difficult to ensure job security of domestic workers. Following are some suggestions in specific terms that can address the problem of domestic workers to some extent -

- 1) Maintaining a database: Municipal authority should

make it mandatory that only domestic workers registered in their database can be hired. This database can stop the employment of little children as domestic help and it will also ensure that the policy and welfare schemes mandated for them actually reaches them. Anyone who wants to work as a domestic work can register in the database with the help of Aadhar card and bank account.

- 2) Database of household employing domestic worker: Every household after hiring a domestic worker should update all the information like the municipality, registration code of the worker, work to be done, wages decided, no of paid leaves, bank account details of the worker, floor area of the house, locality of the house etc. within 15 days. Similarly, when a worker is terminated it should also be necessary to update that information within 7 days. All this information will increase transparency and in the long run help both the employer and the worker find out what is the prevailing wages, paid leaves granted etc.
- 3) Payment of the wages: It should also be made mandatory that the payment of the wages is credited to the bank account of the workers. This will help prevent problems like irregular payments and non-payments of wages. And also help in developing banking habits among the workers.
- 4) Help line number: A help line number or an online system to report cases of sexual or other forms of harassment.
- 5) Feedback system: A feedback system where the employer as well as the domestic workers can rank each other.

All the measures suggested are not an alternative of changes in legal framework suggested by many authors to bring domestic work within the ambit of minimum wage and dispute settlement laws. The measures suggested are only to complement the enforcement of legal and welfare provisions.

REFERENCES

1. Begum, B. (1976-77). The Problems of Female Domestic Servants at Nabha. Project report submitted to the Department of Political Science and Public Administration, Punjabi
2. Mahadevan, U. (1989). Plight of Women Domestic Workers, in R.K. Sapru (ed.), Women and Development, Ashish Publishing House, New Delhi, Pp. 127-134.
3. Tripathi, S. N. (1991). Informal Women Labourers in India, Discovery Publishing House, New Delhi.
4. Jeemol, U. and Rani, U. (1999). Informal Sector Women in the Emerging Labour Market', The Indian Journal of Labour Economics, 42 (4)
5. Hazarika, B., Ghosh, S., Chattopadhyay, A., Majumdar, A. and Kumar, S. (2002). Women Domestic Workers: Their Life, Problem and Dream, Centre for Women's Studies, University of North Bengal, Darjeeling, West Bengal, India.

6. Nandal, S. (2006). Women Workers in Unorganised Sector: A study on construction industry in Haryana, *International Journal of Development Issue*, 5(2), pp: 119-120.
7. Gothoskar, S. (2005). New Initiatives in Organizing Strategy in the Informal Economy-A Case Study of Domestic Workers, Committee for Asian Women, July.
8. Singh, D.P. (2005). Women Workers in Unorganized Sector. Women Workers in the Brick Kiln Industry in Haryana. India: Deep and Deep Publications Ltd.
9. Hamid, A. (2006). Domestic Workers: Harsh Everyday Realities, *Economic and Political Weekly*. 61(13), April 1, pp. 1235-1237.
10. Kundu, A. (2007). Conditions of Works and Rights of Female Domestic Workers of Kolkata. *Indian Journal of Labour Economics*, 50(4), pp. 853-866.
11. Mehrotra, S.T. and Mewa, B. (2008). Rights and Dignity: Women Domestic Workers in Jaipur. New Delhi: Jagori
12. Jyoti, B. (2008). Report on Socio-economic Status of the Women Domestic Workers, Ministry of Women & Child Development, pp: 11-13.
13. Singh, B. (2008). Socio-Economic Conditions of Urban Female Domestic Servants- A Case Study. *Journal of Economic & Social Development*, 4 (1&2), pp. 39-49
14. Kundu, A. (2008). Conditions of Work and Rights of the Female Domestic Workers of Kolkata, MPRA Paper No. 7636, Munich Personal RePEc Archive
15. D'Souza, A. (2010). Moving towards Decent Work for Domestic Workers: An Overview of the ILO's Work.
16. Menon, G. (2010). Stree Jagruti Samiti: Spreading Awareness among Domestic Workers. *Labour File*. 8 (1-3), January – June 2010, pp. 56 – 59.
17. ILO, (2010). Decent Work for Domestic Workers, Report IV (1., International Labour Conference, 99th Session, Geneva.
18. Bhattacharya, Ss. and Sinha, S. (2010). Domestic Workers in India: Background and Issues. Unpublished paper written for the WIEGO Law Project, India.
19. Seepana Prakasam (2011). Employment and Living Conditions of Female Domestic Workers: Case study of Chandigarh, *Man and Development*: 41-54.
20. Paul, B. Datta, S. and Murthy, V. (2011) Working and Living Conditions of Women Domestic Workers: Mumbai: Adecco TISS Labour Market Research Initiatives.
21. Ghosh, J. (2013), The Plight of Domestic Workers in India. www.macrosan.org/cur/jan13/pdf/Domestic_Workers.pdf
22. Gothoskar, S. (2013). Confluence of Gender, Class and Caste Hierarchies: The Plight of Domestic Workers, *Economic and Political Weekly*. 48(22), June 1.
23. Moghe, K. (2013). Organising Domestic Workers in Pune City. *Economic and Political Weekly*, 48(43), 63–68.
24. Dar, J.A. (2014). Socio-Economic Conditions of Female Domestic Workers in Punjab: A Case Study of Sangrur District. *Research Journal of Humanities and Social Sciences*, 5(1), pp. 120-128
25. Mann, J.S. (2015), *Journal of the Indian Law Institute*, April-June 2015, 57(2), pp. 216-243
26. Poonam, K. (2016), Domestic Workers in Karnataka: The Battle for Decent Pays & Working Conditions Still Goes on, September 08, www.ezinearticles.com
27. Barbhuiya, F. (2016), Female Domestic Workers in India: From Socio-Economic Perspective, *New Man International Journal of Multidisciplinary Studies*, 3(1), pp:11-19
28. Chandramouli, and Kodandarama, (2018). Women Domestic Workers in India: An Analysis. *International Journal of Innovative Technology and Exploring Engineering*. 8, pp. 1-5.5.
29. Hazarika, B., Ghosh, S., Chattopadhyay, A., Majumdar, A. and Kumar, S. (2002). Women Domestic Workers: Their Life, Problem and Dream, Centre for Women's Studies, University of North Bengal, Darjeeling, West Bengal, India.

A Study of Consumer Preference towards Ready to Eat Food

Key words: Ready-to-Eat Foods, RTE Foods, Consumer Preferences, Consumer Behavior

Asima B. Bhatia*

ABSTRACT

Purpose: The study is made to understand the consumer preference and behavior towards Ready-to-Eat (RTE) food. With the changing style of nourishment utilization and the advantages benefited through the utilization of Ready-to-Eat nourishment has brought about an ensuing ascent in the RTE showcase. The examination concentrated on finding the explanations behind buy and non-acquisition of Ready-to-Eat nourishment as a substitute to an everyday supper (for example Indian breads, Rice and curries) mulling over the changes in financial conditions predominant today. It consequently centers around knowing the impression of the purchasers towards Ready-to-Eat nourishment and the effect of elements on their buy expectation. There existed an uncertainty of what Ready-to-Food is, as various sources given various implications

Methodology: The study is descriptive in nature. It has used structured non - disguised questionnaire and probability cluster sample methodology to collect data.

Findings: It has been concluded that consumers will prefer Ready-to-Eat food if available at reasonable price and quality is ensure. It was found to be a preferred choice among single or unmarried people or living alone or among working couples. Also, paper finds that promotional activities are required to popularize the Ready-to-Eat Food.

INTRODUCTION

Ready to eat food is getting very popular among people irrespective of their age group. Ready-to-East (RTE) food has a great range. People just need to add warm water in the mix to get a delicious food in two-three minutes. There are different types of products such as (vegetables mix, desert mix, rice mixes, etc.).

It is very popular among students living away from their homes, working couples who don't have much time at disposal for household chores, even elderly living alone and find difficult to cook now or people living alone and who are singles. Ready to eat mixes/products are life a

*Visiting Faculty and Business Consultant, Vasant Kunj, New Delhi - 110070 | E-mail: asimabbhatia01@gmail.com

lifeline for them, it will save their time and money and they can have a good quality. Since these are made of good quality ingredients hence from health point of view also, these are suitable.

There are many brands which are dealing in ready to eat food products. This study had conducted a survey of about 300 respondents of different strata to understand how demographic and psychological factors influence the selection of ready to eat food (RTEF).

The change in eating style has undergone a tremendous improvement from the last 10 years, India has becoming a hub of major food brands. Due to busy lifestyle people prefer short way of cooking the food. Non availability of raw material to prepare masala and tedious process involved in doing so influenced majority of people to go towards ready-to-eat food. During weekends people tend to spend their time doing leisure activity or with these kids and on other days they don't get even time to eat food, this type of lifestyle has majority seen in metropolitan cities.

Awareness of food products among the buyers has improved significantly more since rise in literacy level, proliferation of communication technology, more conscious consumer about the foods they intake and they take decision based on the wealth of resources available.

Prepared-to-eat nourishments are food sources that won't

be cooked or warmed before serving. These incorporate servings of mixed greens, cooked meats, for example, ham, treats, sandwiches, cheddar furthermore, nourishments that you have cooked ahead of time to serve cold.

The range of RTE includes Soups, Vegetable curries, Paneer sauces and different items made of rice. Each item in Ready-to-eat menu are additives free. Some popular brands are Amul, Legacy Nourishment, Mother Dairy and so forth.

According to a report "Indian Ready to eat food market forecast and opportunity, 2019" by TechSci Research, India's ready to eat food market was projected to grow at a CAGR (Compound Annual Growth Rate) of around 22%.

MTR is one of the key players among Ready-to-Eat food industry and has consistently tried to bring in new flavors to match customer need. It understands the regional differences in taste. Herbal Life, Amul and Amway are some other leading players.

They are trying to provide quality ready to eat food packages at a lower price than the price charged by the local restaurants.

Following illustration reflects some of the advantages of the Ready-to-East Food.

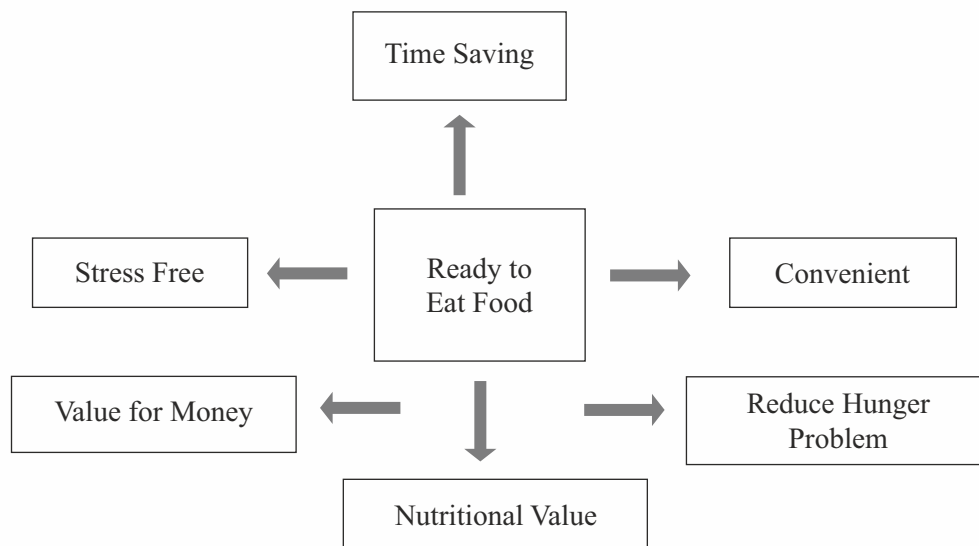


Figure 1 – Advantages of Using Ready-to-Eat Food

LITERATURE REVIEW

Though Ready-to-Eat Food literature search didn't generate much results, but following studies have discussed the Ready to Eat food from consumer perspective.

- Regmi and Dyck (n.d.) study titled, "Effects of Urbanization on Global Food Demand" analyzed

how urbanization accompanied by economic development and income growth has not drastically impacted consumption pattern in developed countries but significantly impacting developing countries as well.

- Jackson and Mc Daniel (1985) research titled "food shopping and preparation psychographic differences of working wives and house wives" explores various

characteristics exhibited by working wives as opposed to housewives in food shopping and food preparation by comparing responses of 246 working wives and 181 housewives to several food shopping and preparation related psychographic statements.

- Schroder and McEachern (2005) in their research, titled "Ready-to-eats and ethical consumer value: a focus on McDonald's and KFC" investigated the effect of communicating corporate social responsibility to young consumers.
- Asian Journal of Management, 2014 in their research title "Impact on RTEF" did a study on socio-economic factors influencing RTEF habits XVIII

OBJECTIVE OF THE STUDY

1. To review the market of Ready to Eat Food.
2. To study the perception of consumers towards Ready to Eat Food.
3. To perceive the consumption pattern of Ready –To – Eat Food products.
4. To analyze the consumption among totally different brands.

RESEARCH METHODOLOGY

The research design was used to gain knowledge and information through the primary data and secondary data, probability cluster sampling methodology was used on data collected from 300 respondents of different age groups.

The primary data was collected by distributing questionnaire among people visiting malls, shops, residential societies etc. For the collected data, 25 clusters were selected with sample size from 2 to 30 people in each cluster. This data was analyzed using t- test and ANOVA along with qualitative and quantitative techniques. To eliminate any bias in terms of age, gender, occupation data is collected from various professions and demographics were considered. Women participation was given utmost importance to prevent any kind of gender bias.

Tool used for Data Analysis

1. Sampling Method: Probability cluster Sampling Method
2. Sampling Units: Consumers
3. Sample Size: 300 respondents

The framework of the study is presented below:

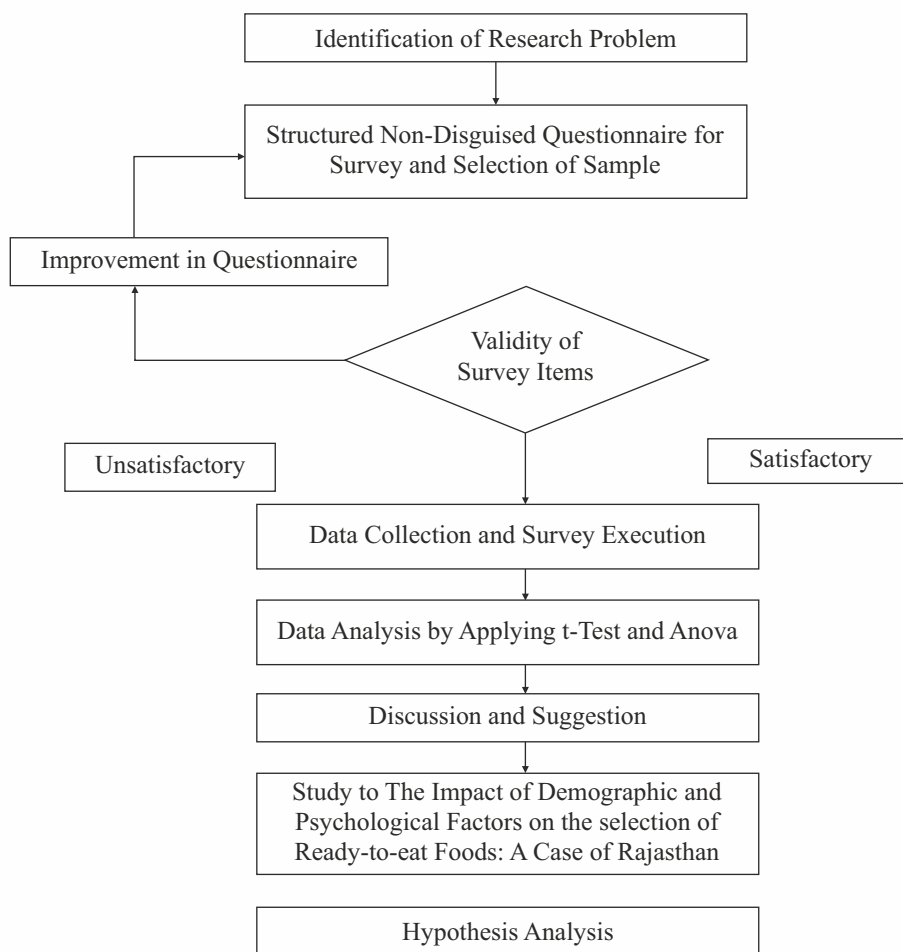


Figure 2 - Framework

Sample Selection

The primary data was collected by distributing questionnaire among people visiting malls, shops, residential societies etc. For the collected data, 25 clusters were selected with sample size from 2 to 30 people in each cluster. Respondents of different profession, gender, age group, rural and urban, married and unmarried were surveyed.

Formulation of Hypothesis

The paper tends to understand the impact of demographic and psychological factors on the selection of Ready-to-eat foods: For this purpose, factors have been categorized into eight categories: first is occupation, second is gender, third is area, fourth is marital status, fifth is time of consuming RTEF, sixth is alternative brands available, seventh is nutritive value and the last future of RTEF.

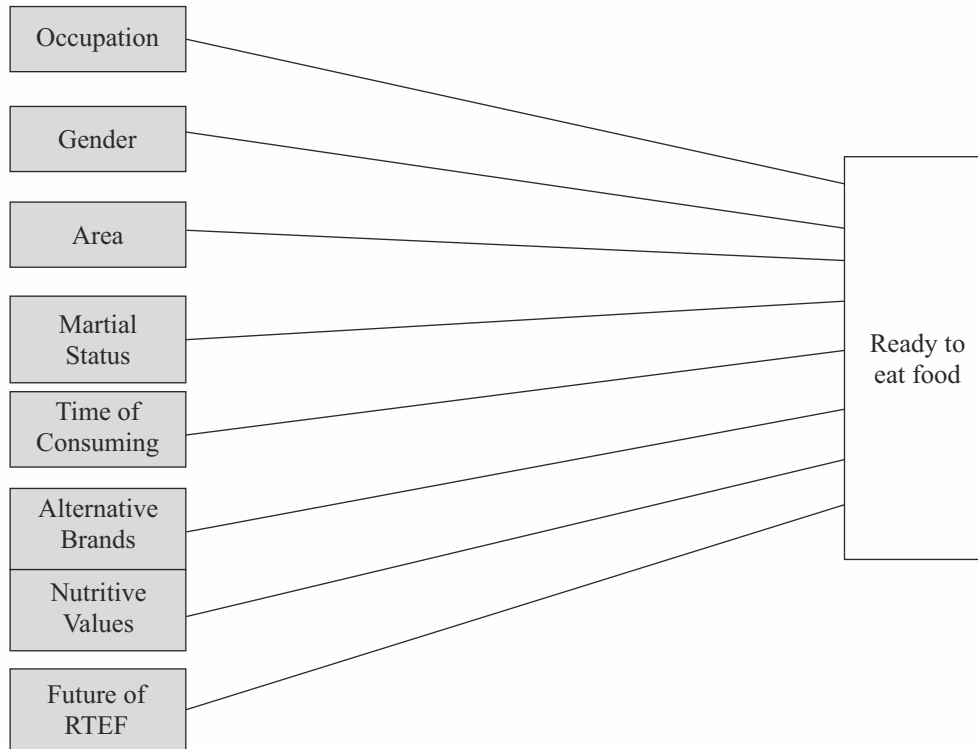


Figure 3 - Formulation of Hypothesis

Hypothesis Formulation are as follow: H1, H2, H3, H4, H5, H6, H7, H8

Based on research purpose and literature review the following hypothesis were formulated and tested using ANOVA

H1: Occupation structure among profession, service, home maker, business, student; the students have shown the more interest as compared to the others.

H2: For gender both male and female have similar level of interest regarding RTEF.

H3: For the area more interest towards RTEF is shown by the urban as comparative to rural area.

H4: For the marital status, married people were less interested towards RTEF as compared to unmarried one.

H5: For consumption timing the people are similar level of response towards the RTEF

H6: For the alternative brands go to other shops and postpone purchase have shown the similar level of response.

H7: For the nutritive value no idea and low amount of response gets the similar level of response regarding RTEF.

H8: For the future of RTEF more number of people are agreed towards yes rather than no in response to RTEF.

RESULT AND DISCUSSION

Gender

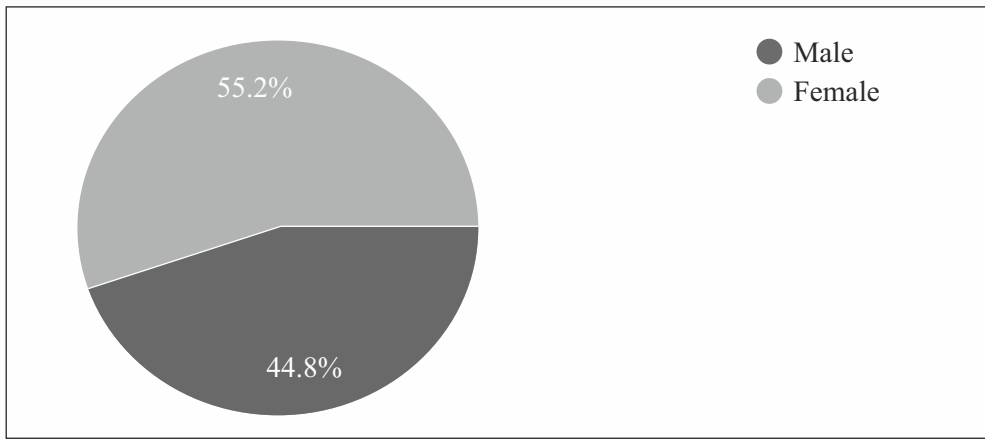


Figure 4 - Gender Impact

The survey was conducted for male and female group of respondents. Maximum responses can be seen from male age group.

Marital Status

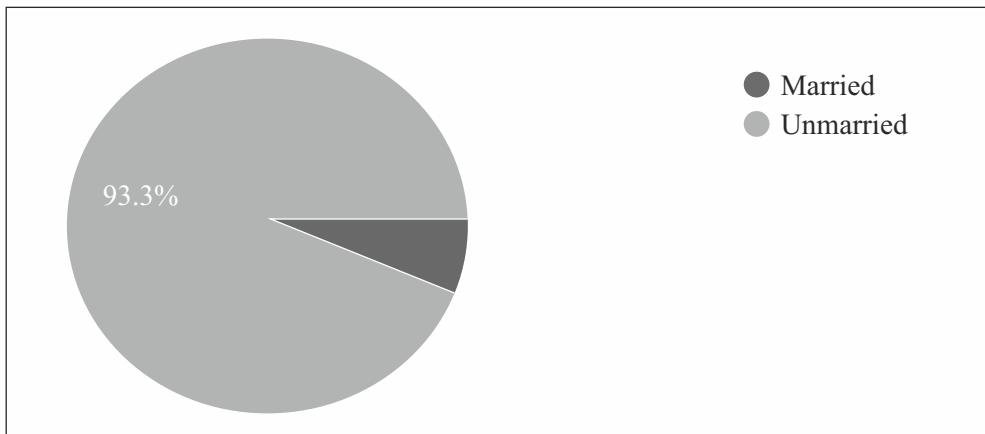


Figure 5 - Marital Status Impact

The survey was done keeping in mind the differential status. It shows 93.3% unmarried and 7.7% married. It shows the consumption pattern among married and unmarried people.

Have You Ever Consumed Ready to Eat Food

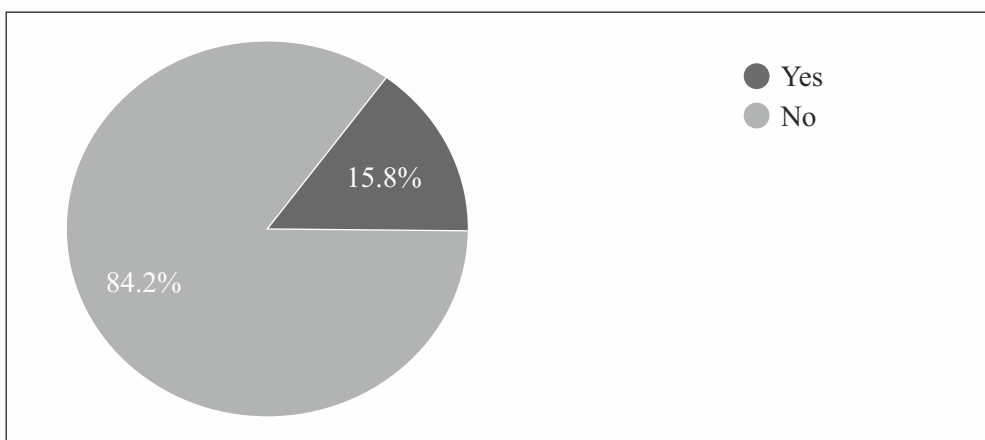


Figure 6 - Status if Ever Consumed RTE Food

The survey shows that the 84.2 % of people have consumed the ready to eat food and 15.8% have never consumed the same, they might be aware about the product but have not consumed it.

Occupation

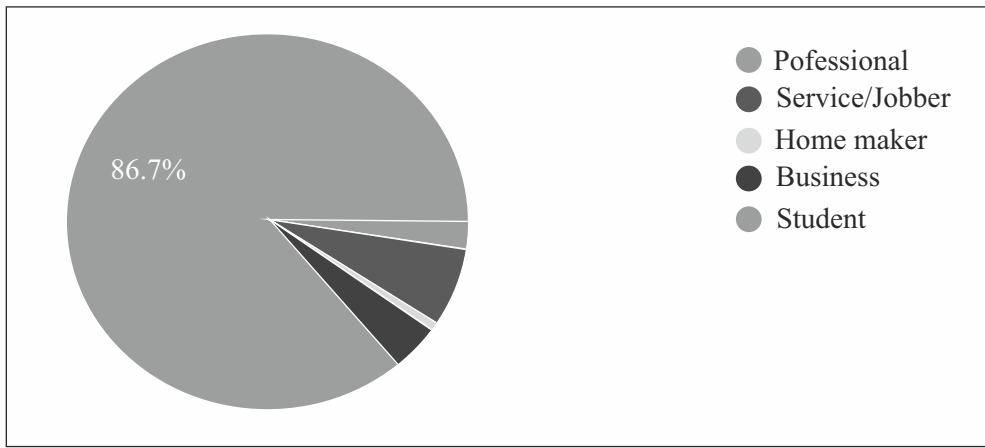


Figure 7 - Occupation Impact

The survey shows that majority of respondent consist of professionals 87.6% followed by 6.7% service/jobbers, and rest other consist of home maker, business, students.

Area

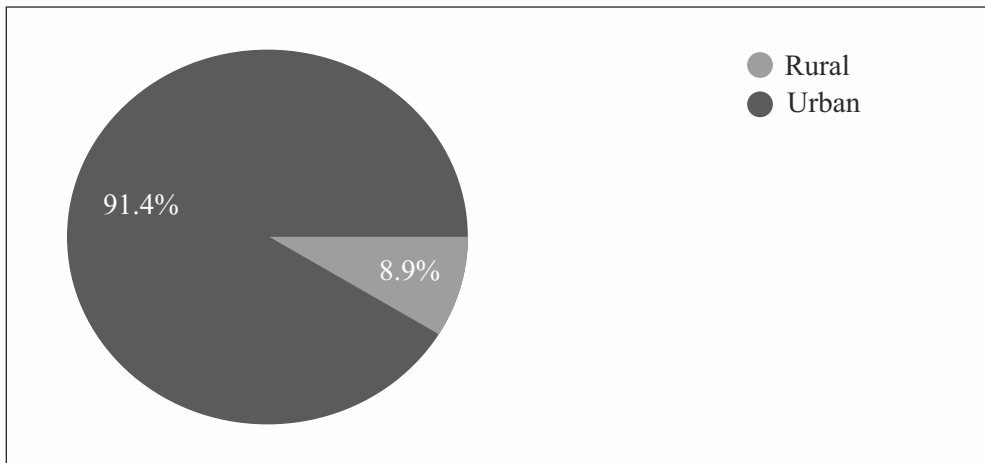


Figure 8 - Area Impact

91.4% of respondents were from the urban area and rest from the 8.6% rural areas.

Food Habits

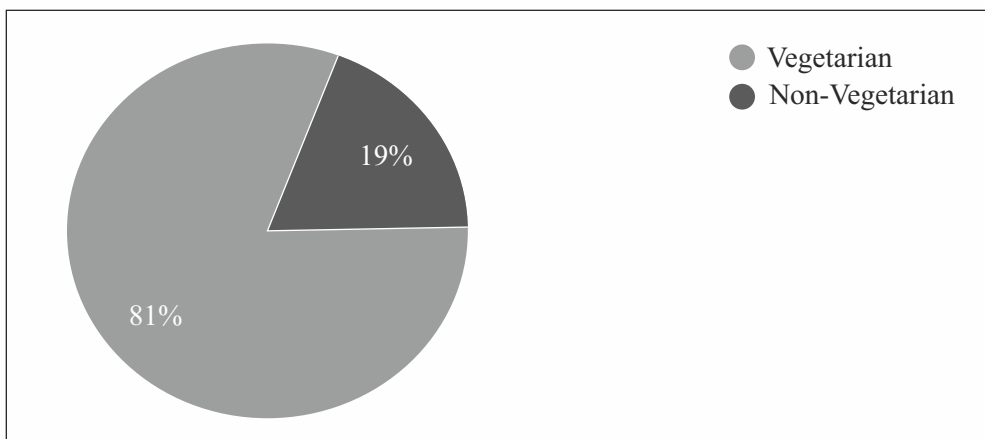


Figure 9 - Food Habits Impact

The survey was done to know the food eating habit of people, because it is assumed that vegetarians do not eat ready-to-eat food much fearing mixing of non-vegetarian ingredients among RTE foods. However, there were 81 percent vegetarian respondents and non-vegetarians were only 19%.

Type of Family

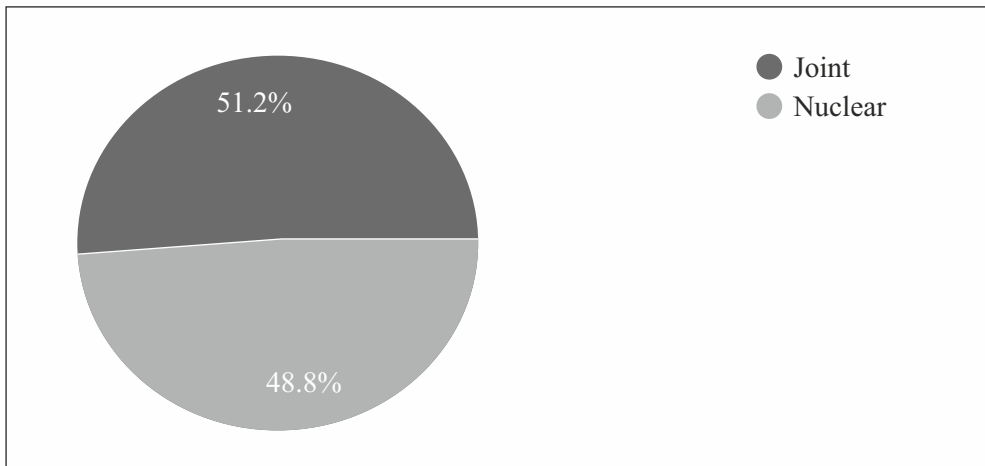


Figure 10 - Family Impact

The survey shows that 51.2% of respondents were from nuclear families and 48.8% from joint families.

What are the Alternatives if Preference Brand of Ready to Eat is not Available

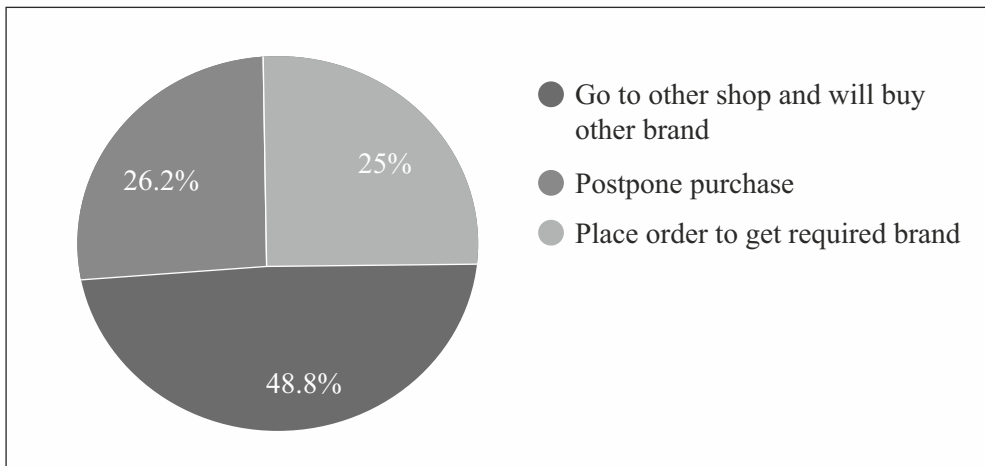


Figure 11 - Alternative Brands Choice

This survey indicates that 48.8% go to other shop and will buy other brand, 26.2 % will postpone the purchase and rest 25% place the order to get required brand.

How Much Fascinated towards the Ready to Eat Food

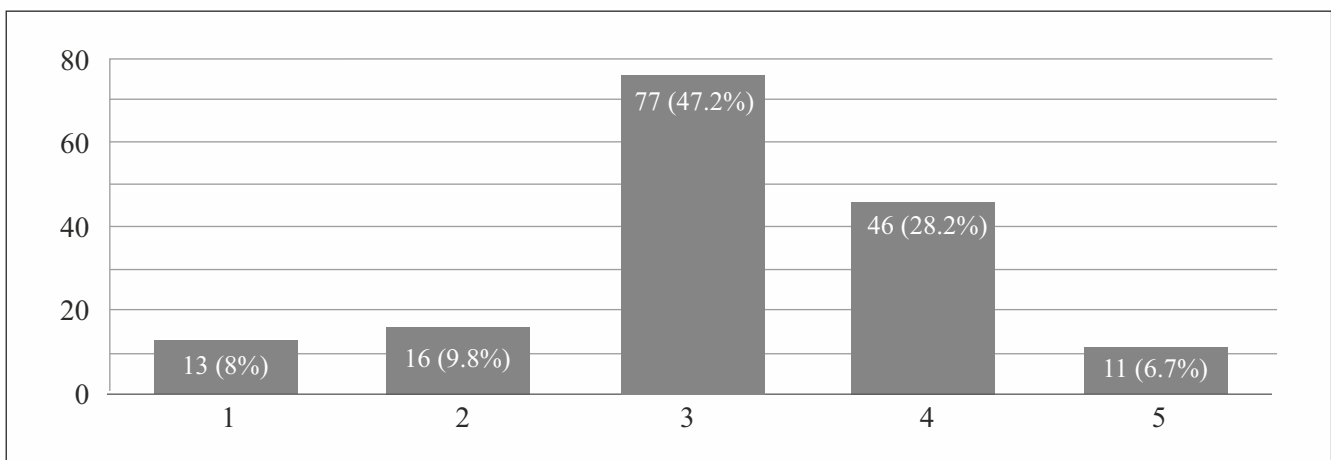


Figure 12 - Fascination towards RTE Food

The bar graph analysis shows on scale of 1 to 5 the popularity of ready to eat food, where major portion of survey showing the neutral path with 47.2 % towards neutral side.

What Do You Feel after Consuming Ready to Eat Food

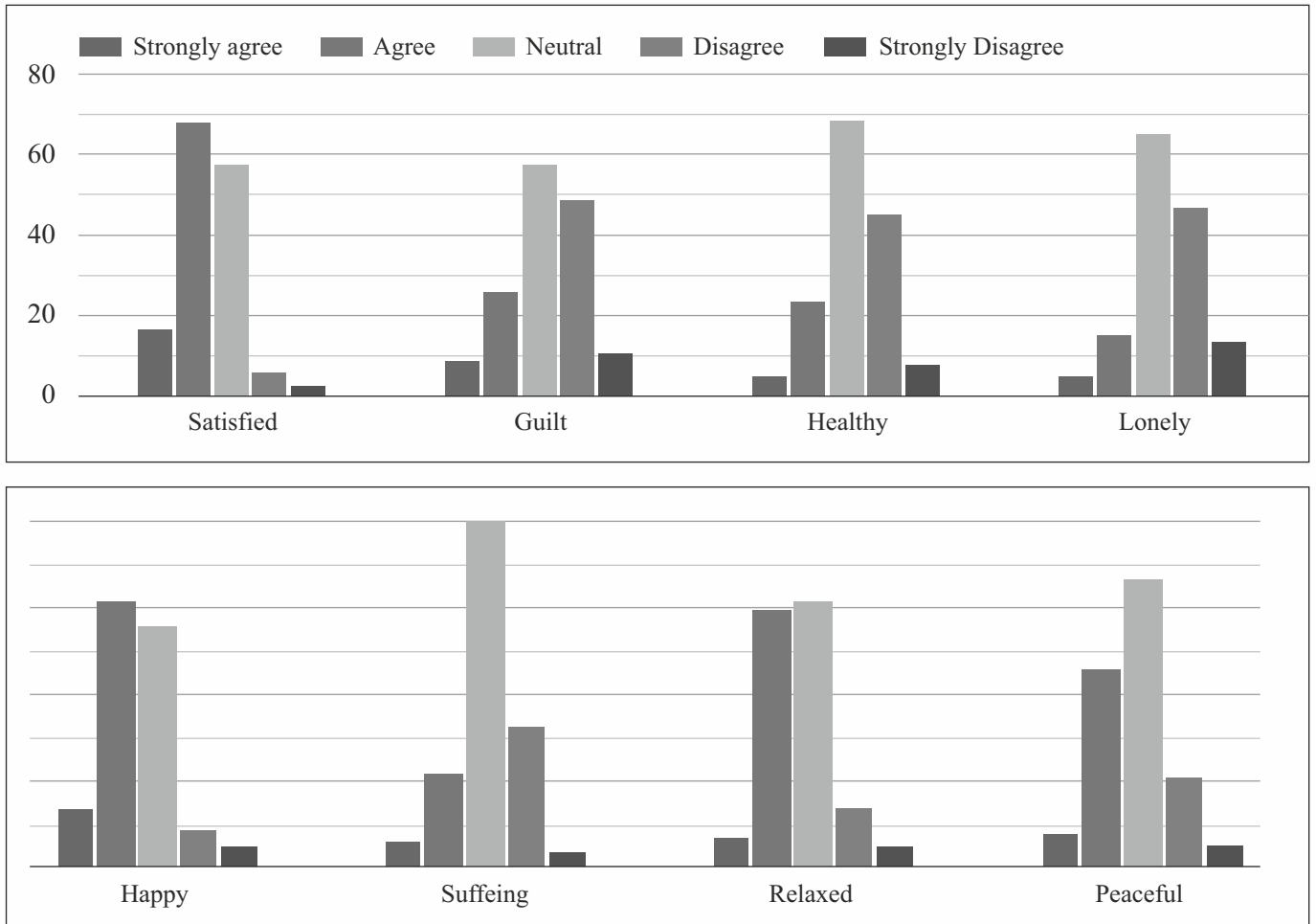


Figure 13 - Feeling after RTE Food Consumption

The survey shows that large percentage of consumers have neutral feeling after consuming the ready to eat food which shows that RTEF is producing the normal amount of satisfaction among the people of different sets.

Consumption Patterns for Ready-to-eat food

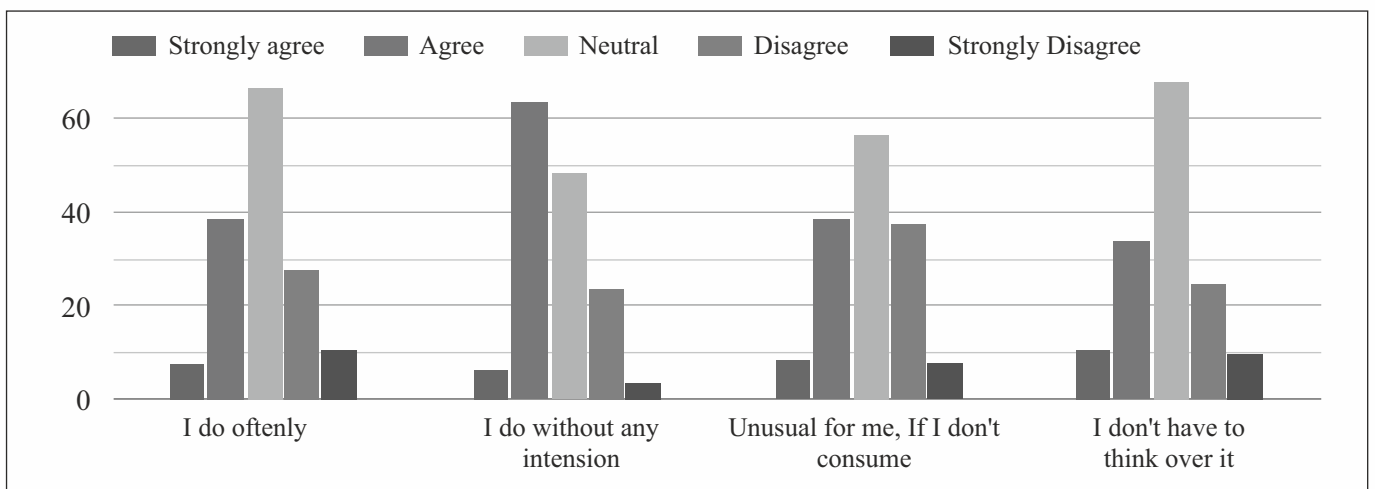


Figure 14 - Consumption Pattern

The survey shows that variety of response on consumption of ready to eat food again showed the neutral level of response.

Ready to Eat Food has a Nutritive Value

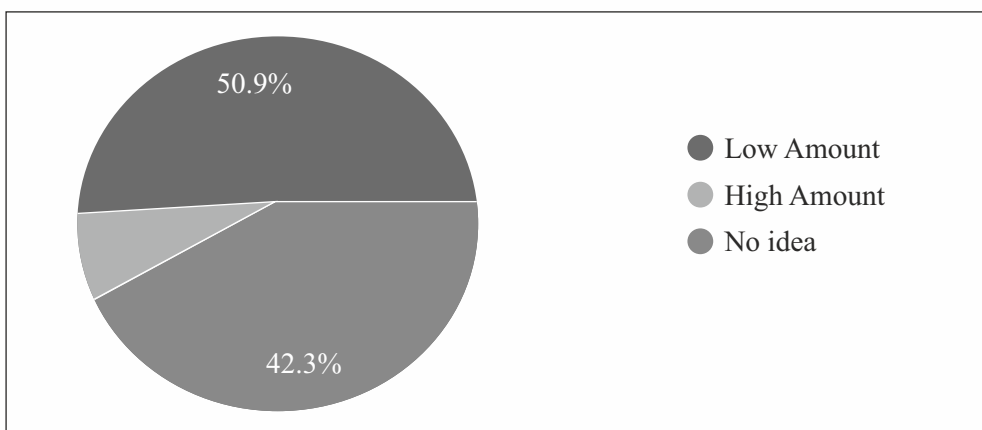


Figure 15 - Belief in Nutritive Value of RTE Food

This survey clearly shows that around 50.9% of people has no idea about nutritive value in ready to eat food, whereas other consists of high amount and no idea.

Any Idea about Where the Ready to Eat Product is Sold Near Your Locality

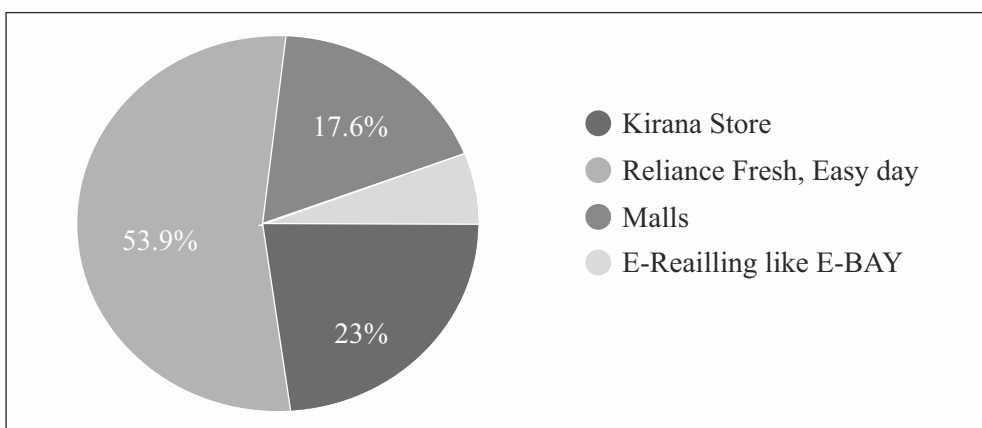


Figure 16 - RTE Food Outlets

This survey indicates 53.9 % of people get there ready to eat product from big stores like Reliance Fresh or Easy Day, 17.6% from malls and very little percentage order online.

Future of Ready to Eat is at Boom

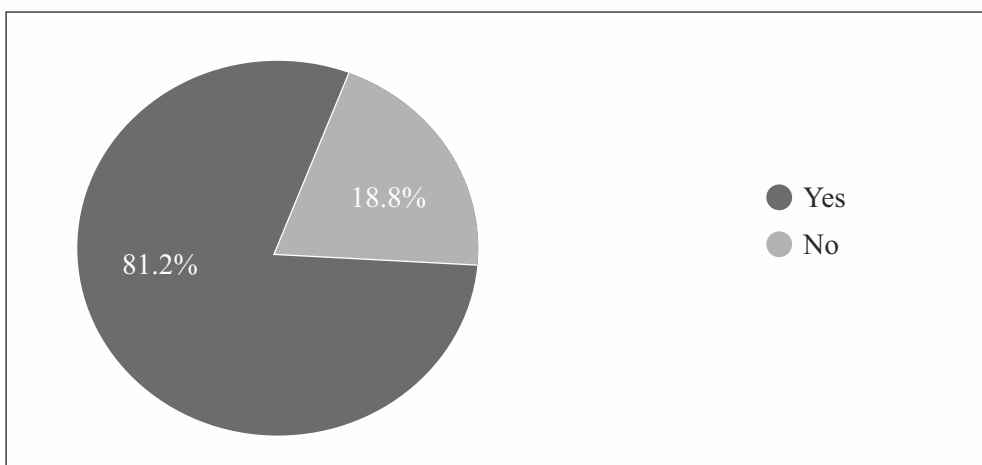


Figure 17 - Future Production of RTE Food

The survey indicates that around 81.2% of people think that ready to eat food is at boom, which clearly indicates good side of ready to eat food.

From Which Source You Acquired the Information for Ready to Eat Food

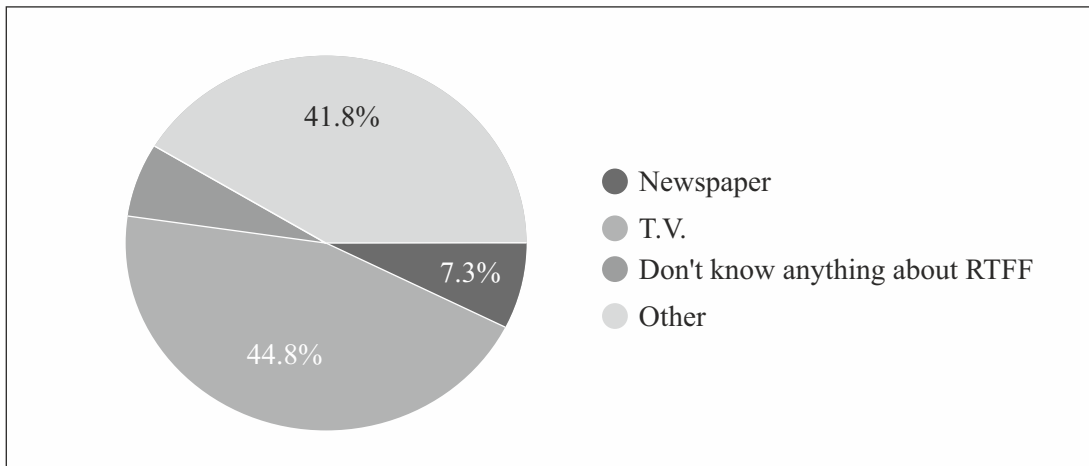


Figure 18 - Sources of Information about RTE Food

This survey indicates that 41.8% of respondents got to know through the T.V and rest 41.8% through newspapers about ready to eat food.

I Consume Ready to Eat Food at

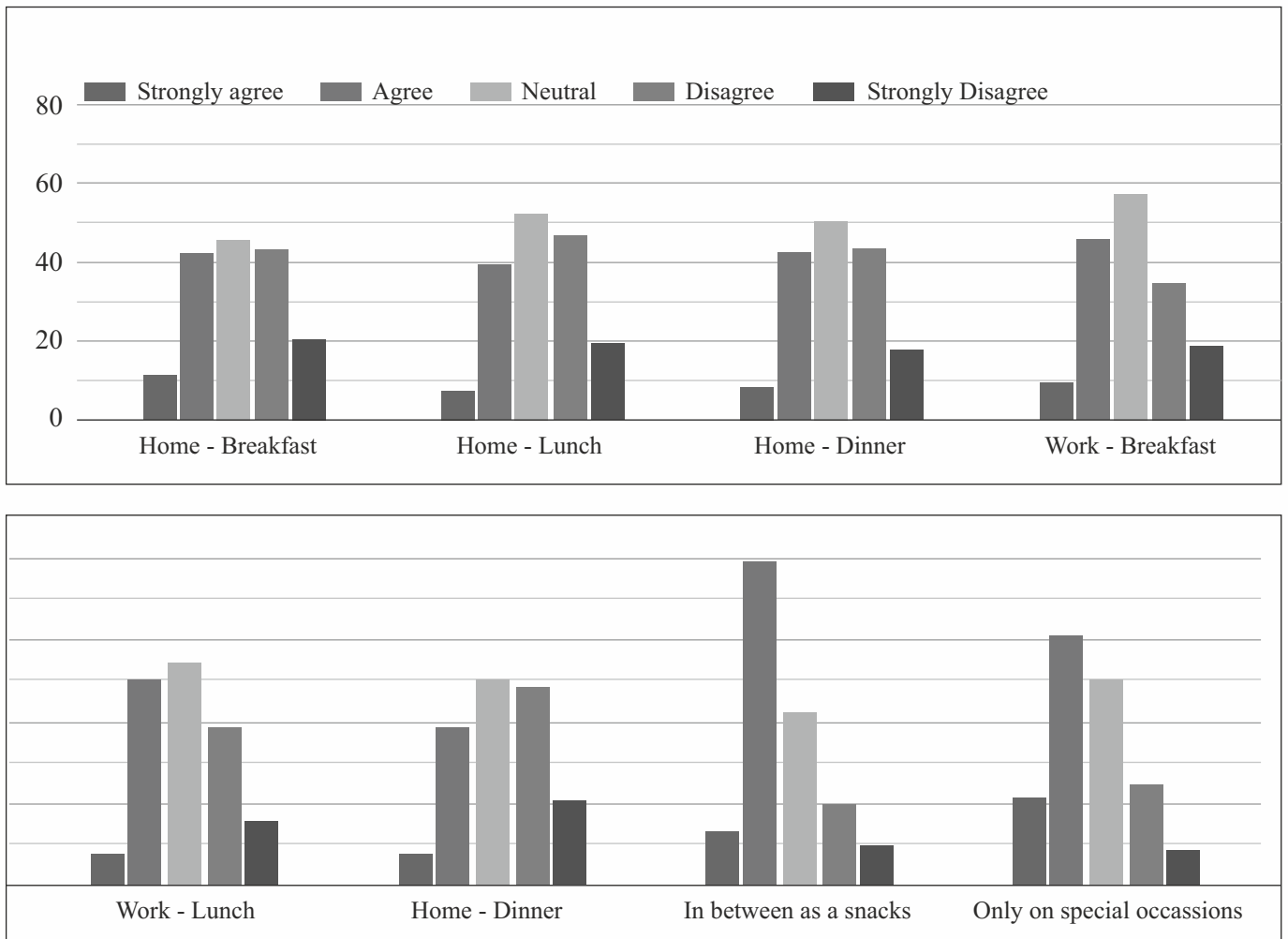


Figure 19 - Place and Time of RTE Food Consumption

This survey shows neutral answer majorly the people do not take into consideration when to eat ready-to-eat food. It slightly depends upon the amount of hunger you have at that point of time.

Best Influencer for Purchase of Ready to Eat Food is When it is at Best

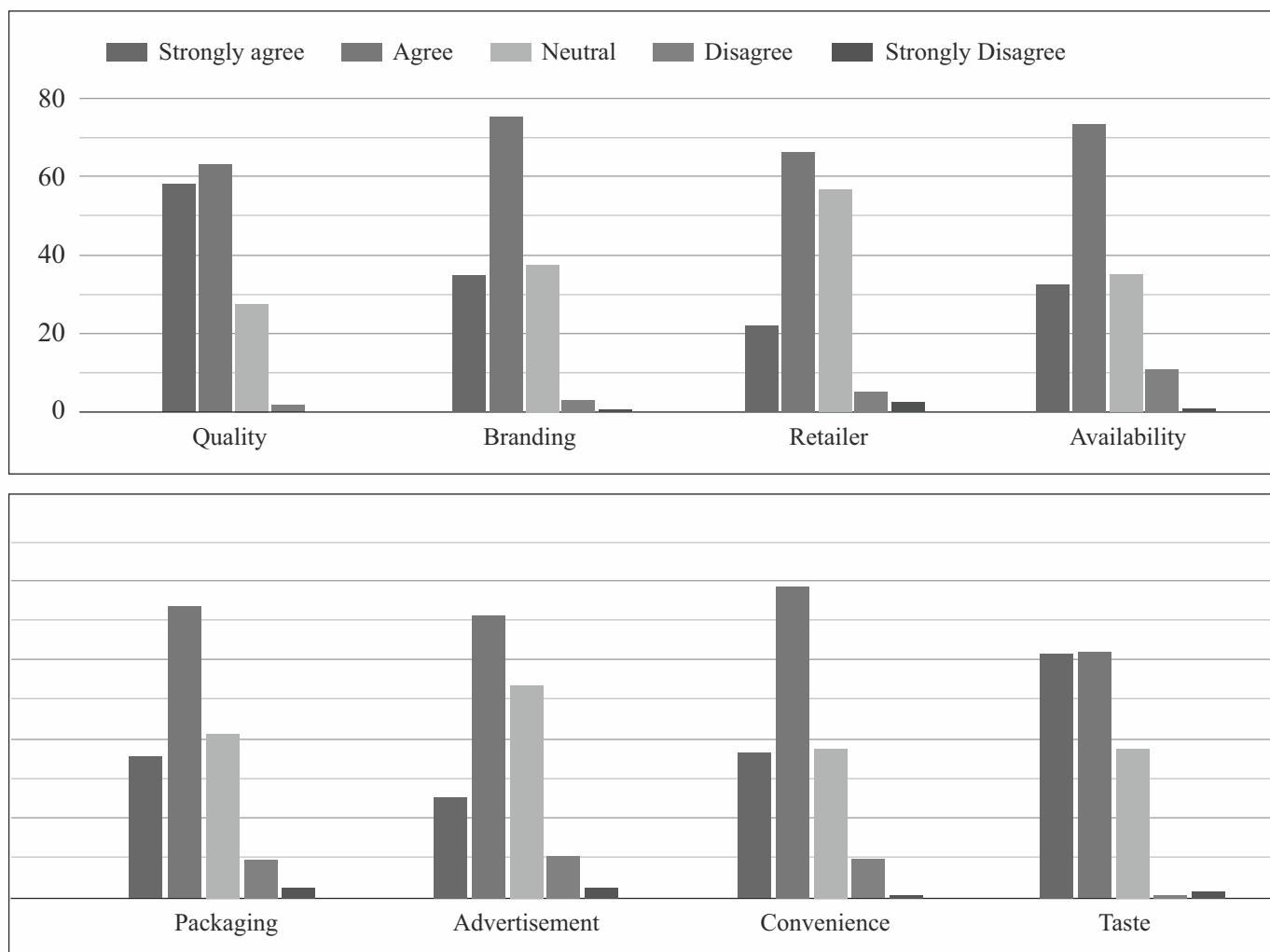


Figure 20 - Reasons to Buy RTE Food

The survey indicates that branding, availability, packaging, convenience are the major influencers for the purchase of ready to eat food.

I'm Willing to Buy or Continue Buying Ready to Eat Food if

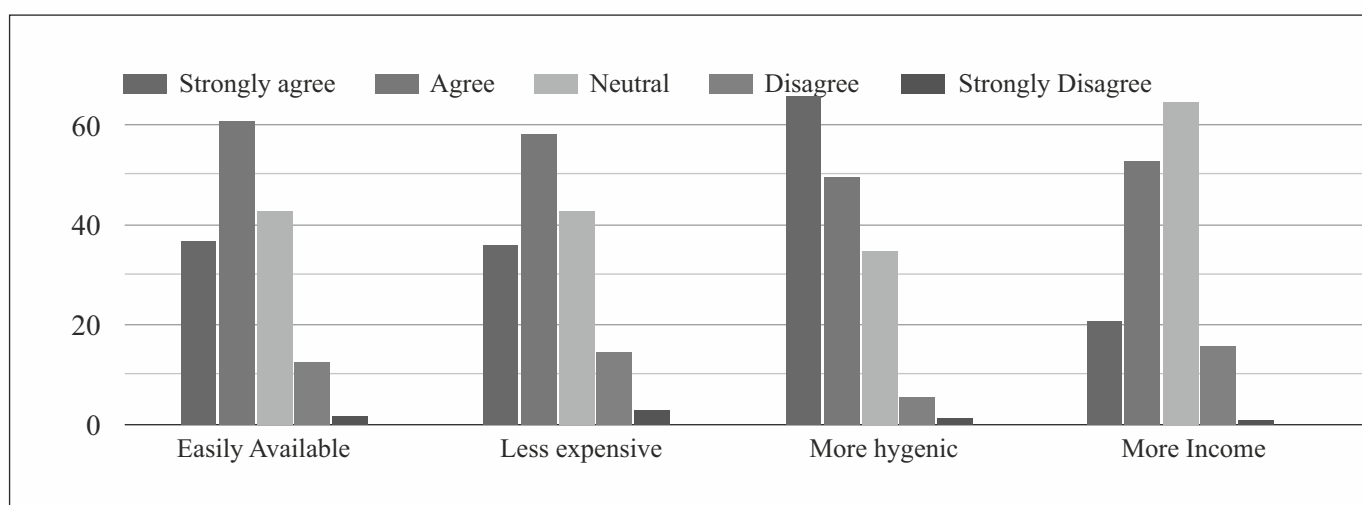


Figure 21 - Willingness Reasons to Buy RTE Food

This survey indicates that easily available, more hygienic better income are the best motivators for the consumer to buy ready to eat food.

Ready to Eat Food is Influenced from Western Culture

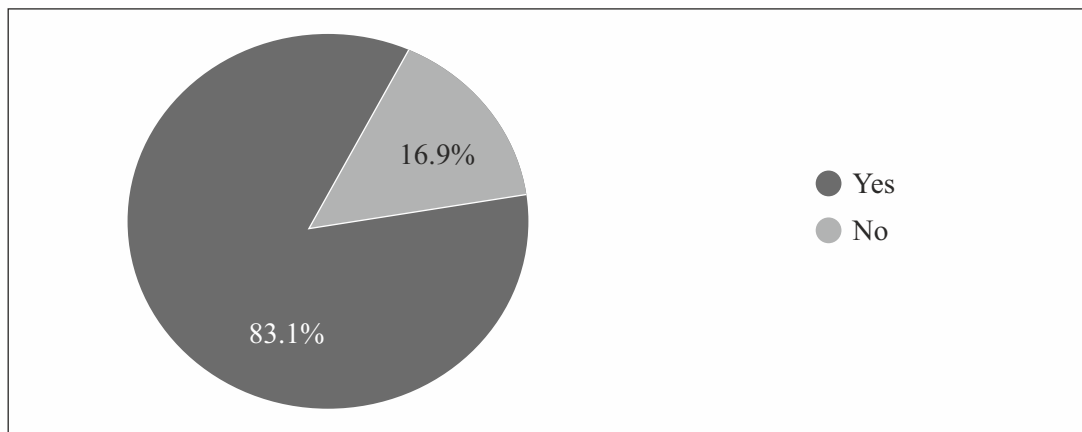


Figure 22 - Are RTE Foods Western Influenced

The survey shows that the around 83.1% of people agreed to the statement and only 16.9% didn't agree to this.

HYPOTHESESTESTING

Now after the descriptive statistics the research model

Hypothesis Testing – t- test Results

Table 2 - t-Test Results

Hypothesis	Hypothesis Path	t - Value	p - Value	Result
H1	FA - Occupation	2.867457987	4.3758e-05	Supported (+)
H2	FA - Gender	2.867457987	2.54e-07	Supported (+)
H7	FA- Nutritive Value	1.436547698	0.098765641	Supported (+)

The hypothesized model permits to examine the direct relation between different factors and ready to eat food preference. Impact of occupation is represented by H1 which predicts positive relation, reveal highly positive and significant relation as expected. The relation shows that the ready to eat food is highly significant related to occupation, gender, nutritive value

Hypothesis H2 predict association between gender and ready to eat food. The hypothesis testing showing

Hypothesis Testing – Annova Results

Table 3 - Annova Results

Hypothesis	Hypothesis Path	F - Value	p- value	Results
H3	FA -Area	10.34299	2.44e-07	Supported (+)
H4	FA -Martial Status	35.08619	2.5e-40	Supported (+)
H5	FA-Time Consuming	12.47114190	1.71e-15	Supported (+)
H6	FA-Alternative Brands	25.16224	2.16e-15	Supported (+)
H8	FA-Future of RTEF	2.078671	0.101264	Supported (+)

CONCLUSION

It was observed that if consumers' concerns related to high price, poor quality, taste etc. are satisfactory met, then majority of them will prefer to buy the ready to eat

was examined to test the hypothesis path coefficient and level of significance (p-value) are employed to test the hypothesized relation between The Impact of Demographic and Psychological Factors on the selection of Ready-to-eat Foods: A Case of Rajasthan

significant relation between them. But p- value is near 2.5%. Hypothesis H7 predicts association between nutritive value and ready to eat food. The result shows positive relation.

Area, Martial Status, Time of consuming, Alternative brands, Nutritive value, Future of RTEF structure as independent variables which affect ready to eat food purchase. The analysis indicates improvement performance of RTEF.

food. It turns out that single, unmarried, people living alone and working couples are more likely to purchase and consumer ready to eat food. Penetration of ready to eat food is very less among rural people hence more

promotional activities are required from these ready to eat food makers to penetrate and increase consumption

among this segment. Price and quality are two important determining factors related to consumption of ready to eat food.

REFERENCES

IUP Journal of applied finance, 2018

XVIII Annual International Conference Proceeding, 2017

Asian Journal of Management, 2014

<https://healthyeating.sfgate.com>

<https://www.scribd.com>

Cults: Manipulation of the Mind and Persuasion

Key words: Cult, Skepticism, Sanity, Manipulation

Rashika Shukla* and Amit Kumar Sinha**

ABSTRACT

Purpose: The focus of this study is to explain how cults use persuasion and manipulation to achieve their goals. Along with raising awareness about how individuals are exploited intellectually and emotionally in the name of religion, many cults are tackling this issue to protect themselves. This study examines the nature of cults, as well as an analysis of brainwashing techniques and the long-term effects that cults have on people and society.

Design/Methodology/Approach: In this paper, the researcher has attempted to capture information through case studies, newspaper articles, and substantial use of phenomenology.

Findings: Cults have the power to change people's minds because they use numerous tactics to persuade members to share their ideas. The issue is, a person does not have to be mentally ill or unstable to engage in these activities. It is not impossible, however, to be compelled to live in such an atmosphere and discover that they have been emotionally abused for an extended period of time.

Anyone can be lured into something that they may not be able to escape from because it has deep roots in their souls if they have trust and mutual respect. As a result, anyone, regardless of their sanity, can be the target of this mind control

CULTS: WHAT THEY ARE AND WHAT THEY AREN'T?

When people are driven to deepen their engagement with themselves, they foster their curiosity by identifying their needs and seeing themselves as unique individuals. One strategy to help a soul expand to its full potential is to approach the search for spiritual activities through "spiritual growth associations," also characterized as cults. According to researcher (Richardson, J. T.,1991) [1] in recent years, different types of legal action involving new religions—popularly known as cults—have attracted considerable attention from the legal profession, scholars in several disciplines, the media, and the general public, as different types of legal

*Research Scholar, Amity University, Lucknow, Malhaur Railway Station Road, Gomti Nagar, Lucknow, Uttar Pradesh 226010
E-mail: rashikashukla2207@gmail.com

**Associate Professor, Amity University, Lucknow, Malhaur Railway Station Road, Gomti Nagar, Lucknow, Uttar Pradesh 226010
E-mail: aksinha1@lko.amity.edu

action have been initiated involving new religions—popularly known as cults—as parties. One strategy to help a soul expand to its full potential is to approach the search for spiritual activities through "spiritual growth associations," also known as cults. Which leaders frequently promote their alternative belief systems, claiming that they would eventually provide an answer to the ultimate mystery of life and everything. Individuals are induced to abandon their primary life purpose after joining the movement and adopting the same set of consciousness as other inquirers. They must now practice and advocate for a radical ideology based on New Age philosophy or cult conspiracy theories. There is a growing body of accurate material about the nature of people's experiences in cults, and various overview publications are available. According to the source of information (Whitsett, D., & Kent, S. A., 2003) [2] The most comprehensive of publications is an edited anthology by Michael Langone (1993), which is largely aimed at a professional readership, but psychiatrists Arthur J. Deikman (1990) and Marc Galanter (1999) have written for both professionals and the general public. (Singer, 2003) [3]. In a "subtle and strongly psychological process of destabilization and induced reliance," cult thought reform programmes attack a person's self-concept by undermining reality awareness and defense systems. Both the central and peripheral channels are used to achieve this goal, with the peripheral being more prominent. As per the researcher it is human nature which wants approval and inclusion in a community. While some people struggle to express themselves, others seek to connect with one another in order to share a common interest and attain a common goal. Cults promised these people a community and the confidence that other advocates would help them overcome interpersonal troubles and reclaim their self-worth. The cultic member is caught between his sense of love and loyalty (Schwartz, L. L., & Kaslow, F. W., 1979) [4].

People are being lured into the mind-programming effort, believing that they must all join the charismatic heavenly leadership in order to save their identity, according to the author. Whereas researcher (Navarro, 2012) [5] says cult leaders are focused with the psychological goal of subjugating and dominating people. In which power is gained by denigrating desperately lonely and needy people on the basis of a hunger for control. As people seek alternate kinds of meaning, cult leaders indoctrinate and attract them to the movement's notion, allowing the manipulation of fragility and susceptibility to continue. Cult leaders are pathological, exploratory, and manipulative of others, and they will ask for something that will be delivered to them later. People under their power, on the other hand, agree to carry out those requests regardless of misgivings or inquiries since they, the

referred-to victims, are ritualistically abused. Money is, on this premise, one of the most effective mechanism tools for achieving such a technique of keeping someone in one's grasp. Many measures, such as monitoring, obtaining, and operating money resources, can be used to investigate how cultic leaders take advantage of their members financially. In India the list is long terrifying, ranging from money launderers to rapists and murders.

1. Gurmeet Ram Rahim
2. Asaram Bapu
3. Narayan Sai
4. Radhe Maa
5. Sant Rampal
6. Swami Aseemanand
7. Swami Sachidanand
8. Om Swami
9. Nirmal Baba
10. Icha Dhari Bhimanand

Turned out terrifying, ranging from money launderers to rapists and murders.

SKEPTICISMAABOUT SANITY

People outside such cults may find it difficult to comprehend that someone could be duped into joining such heinous and destructive groups. Still, the truth is that it has more to do with the person who invites rather than the person who is invited—starting with the fact that someone from the community introduces the possible members. Someone who is unhappy, rejected, or hopeless is more likely to rely on someone who, as previously stated, knows how to return to happiness. Love and members of the group are used by narcissistic leaders to make the targeted person feel loved and a part of the community. As a result, when the vulnerable person is targeted and lavished with validation, compassion, attention, and empathy, they begin to justify the behaviors or actions of others in the community, claiming that they are correct. Cults employ people's inherent instincts for love to keep them contained within the community, and cult leaders use this strategy to isolate them from the rest of society, greatly restricting people's perspectives because they are unable to communicate with anybody save their fellow cult members. As a result, by restricting emotional growth, people become trapped in a cycle of doubting that something is wrong with them. (Manipulative) gaslighting is often handled as a relational, rather than a political, issue in therapeutic discourse: gaslighting is seen as a quality of individual relationships, rather than social structures. (Stark, Cynthia, 2019) [6] The goal of the therapist is to assist

those who are stuck. To escape and recover from Skepticism about sanity. They need to get back on their feet are psychological side effects, such as disorientation and depression. Humans need the group's security and affirmation, therefore they gave up their mental faculties and reasoning in order to feel like they were a part of it. Similarly, the concept of cult persuasion and manipulation is prospering because they understand how to exploit one's inner shame and perplexity to persuade them to change their minds, rather than simply promoting their ideals, which will most likely push people away. As per the Researcher Skepticism cult leaders can successfully brainwash anyone to invest in an idea and promptly take action without highlighting its consequences by considering how certain persons build logics, attitudes, and show and piece together facts into their critical thinking model.

FORLORN UNTIL HELL FREEZES OVER

The study of ritual sacrifice has existed at a number of different levels that will only be discussed through the context of destructive cults. Human sacrifice is one of the oldest forms of religious practice.

Many cult leaders want to improve their power to influence people by assigning various jobs and responsibilities to their followers as a method to demonstrate their devotion to them. The degree of "work" that people can do while under the influence of cults, on the other hand, can be exceedingly distressing.

Cults employ people's inherent instincts for love to keep them contained within the community, and cult leaders use this strategy to isolate them from the rest of society, greatly restricting people's perspectives because they are unable to communicate with anybody save their fellow cult members. As a result, by restricting emotional growth, people become trapped in a cycle of doubting that something is wrong with them. Because humans have a hard time thinking outside of the box, the cognitive bias encourages people to cease thinking logically when their emotions get the best of them. (Lalich, J., 1996) [7] Cults appeal to the part of us that yearns for a better life. The sincere, heartfelt desires of good, honest human beings are a better world for others or a better self. Cult leaders can successfully persuade anyone to invest in an idea and take action without emphasizing its consequences by considering how specific persons build logics, attitudes, and exhibit and piece together facts into their critical thinking model.

MYSTICAL MANIPULATION

Specific patterns of behavior and emotion managed to appear as if they occurred spontaneously, despite the fact that they were carefully organized by the leader. (Petherick, W, 2017) [8]. This adds to their mystique and power, as they can seemingly create anything out of

nothing. Members of the group are also given the impression that they are in charge of their own membership or fate, despite the fact that they have little control over their own actions.

FORLORN EVERAFTER

Many cult leaders want to improve their power to influence people by assigning various jobs and responsibilities to their followers as a method to demonstrate their devotion to them. The degree of "work" that people can do while under the influence of cults, on the other hand, can be exceedingly distressing. With that said, regardless of its inhumane nature, life sacrifice was the most powerful instrument for cult leaders, rulers, and religious figures to retain or secure their power, or even to proclaim their own divinity.

Cult leaders use various arguments to persuade and deceive sacrificial victims into believing that in order to achieve true peace and salvation, they must kill or give up their life. Some narcissistic leaders believe they are the reincarnation of the greatest god, and that worshippers must make self-sacrifice in order to atone for their sins. (West, L. J., 1993) [9]. The following is a list of stresses that have been shown to increase the vulnerability of the hostage or recruit in either situation.

1. isolation and manipulation of the subject's environment
2. control over communication and information channels
3. debilitation due to lack of sleep, weariness, or a poor diet
4. self-depreciation or reduction
5. introduction of uncertainty, anxiety, and confusion, with the objective of bringing joy and certainty to the group via surrender
6. In a discipline setting, alternating harshness and forbearance
7. social pressure, which is frequently exerted through ritualized struggle sessions and results in remorse and confessions
8. insistence by ostensibly all-powerful hosts that the recruit's bodily, mental, or spiritual survival is contingent on his or her identification with the group
9. assigning monotonous tasks or activities, such as chanting, staring while immobilized, long chains of simple responses to simple commands, endless copying of written materials, and so forth
10. symbolic betrayal or renunciation of self, family, or community and previously held values.

CONCLUSION AND DISCUSSION

Many people are challenged by different ways of thinking and accepting diversity, but they fail to understand critical thinking once they have fully immersed themselves in a cult, as the environment has squeezed them out of their freedom of mind and forced them to become a part of it. Cults have the power to change people's minds because they use numerous tactics to persuade members to share their ideas.

The issue is, a person does not have to be mentally ill or unstable to engage in these activities. It is not impossible, however, to be compelled to live in such an atmosphere and discover that they have been emotionally abused for an extended period of time. Anyone can be lured into something that they may not be able to escape from because it has deep roots in their souls if they have trust and mutual respect. As a result, anyone, regardless of their sanity, can be the target of this mind control.

REFERENCES

1. Richardson, J. T. (1991). Cult/Brainwashing Cases and Freedom of Religion. *J. Church & St.*, 33, 55.
2. Whitsett, D., & Kent, S. A. (2003). Cults and families. *Families in Society*, 84(4), 491-502.
3. Singer, M. T. (2003). *Cults in Our Midst* (Revised Edition).
4. Schwartz, L. L., & Kaslow, F. W. (1979). Religious Cults, the Individual and the Family. *Journal of Marital and Family Therapy*, 5(2), 15-26.
5. Navarro, J. (Aug 25, 2012). Dangerous Cult Leaders. *Psychology Today*. Retrieved from: <https://www.psychologytoday.com/us/blog/spycatcher/201208/dangerous-cult-leaders>
6. Stark, C. A. (2019). Gaslighting, Misogyny, and Psychological Oppression. *The Monist*, 102(2), 221-235.
7. Lalich, J. (1996). Repairing the Soul after a Cult Experience. *Creation Spirituality Network Magazine*, 12(1), 30B33.
8. Petherick, W. (2017). Cults. In *The Psychology of Criminal and Antisocial Behavior*. 565-588. Academic Press.
9. West, L. J. (1993). A Psychiatric Overview of Cult-related Phenomena. *Journal of the American Academy of Psychoanalysis*, 21(1), 1-19.

Tata's Acquisition of Air India – Right Decision or Great Blunder?

Jitender Sharma*

Current economic policies of Government of India advocates not to run businesses but to focus on policies how to govern the country. From the strategic disinvestments of many public sector enterprises (PSUs), it is very clear that government strictly believes that businesses are to be run by business people.

In October 2021, after multiple rounds of auction and negotiation, Air India and its stake in two other businesses Air India Express Ltd (AIXL) and Air India SATS Airport Services Pvt Ltd (AISATS) were sold to Tata Group.

Air India (AI), in pre-independence era was owned by the Tata Group only which started Air India in 1932. However, AI was nationalized and made a Government Undertaking by first buying 49 percent stock in 1947 and remaining 51 percent share in 1953 by the Govt. of India. AI became the largest Indian aviation player and was operating largest number of overseas flights, however, it was running in great losses and was dependent upon

government support to cover up its losses. It is reported that by the August 2021, Air India had reached to a debt of 61,562 crore rupees and the Government of India had already spent about 1.1 lakh crore rupees of taxpayers' money to keep this airline afloat.

In 2007, decision of merging Air India (AI) with its domestic offspring Indian Airlines was taken up by the government with a hope to reduce its losses. Central government in past made several attempts to sell its stake in airline business but without success. First attempt was made in 2001 to sell 40 percent of Government's stake but didn't get any suitable buyer. With each passing day, government was incurring crores of rupees in loss in order to keep AI afloat. The 2018 attempt by NDA government to divest its 76 percent stake also couldn't succeed. The current sale out was also started in 2020. Among reasons attributed to this failure was industry's perception about not getting operational freedom as government was still trying to put its nose into the business in terms of minority stake hence making private

**Senior Librarian & Co-Editor – Jaipuria International Journal of Management Research
Jaipuria Institute of Management, Noida, A32-A, Sector – 62, Noida – 201309 | E-mail: jitender.sharma@jaipuria.ac.in*

players disinterested in the acquisition. Finally, after multiple past failures in divesting its stake, this time government divested 100 percent stake. Second reason was a huge debt on Air India which no bidder wanted to take on its shoulder. This time, Government of India made it clear that it will own the large chunk of over 61,000 crore rupees of debt hence making an attractive bet for private players.

Tata sons made a bid of about 18,00 crore rupees for owning 100 percent stake in Air India, 100 percent in Air India Express and 50% in the joint venture Air India SATS (airport services on ground and cargo handling). Out of this total amount, around 15,300 crore rupees debt will be Tata's responsibility and rest 2,700 crore rupees will be paid to the Government of India. AI's assets remaining with the government are expected to fetch about 14,718 crore rupees and still government will have to bear about 28,844 crore rupees debt in this deal. Government is, therefore, said to be a big loser in this deal but can take comfort in terms of not spending huge money on daily basis to keep this airline afloat.

For Tata's, it is both an emotional gain and a long term business gain. On one side, they have got back control of the airlines that they only started in 1932 and hence emotionally connected to. On the other hand, they have got control of India's largest airlines operating in largest foreign destination. With proper investment and effective

management control, it is expected that Tata Group in long run will be able to make this profitable business again. Tata group will also be able to get a pool of highly skilled staff of AI and AIXL. All the brands Air India, Indian Airlines & the Maharajah will be Tata's Group property and the group will also get a fleet of 141 wide-body and narrow-body aircrafts from Air India and AIXL altogether. Air India has a very large number of members in its frequent flyer program and has presence spread across continents. Thus, Tata Group won't have to start from scratch but will only have to add its professional management experience to once again make Air India a world-class airline as everyone knows that Tata Group knows how to run a business.

The path however is not so rosy. Currently, world over, airlines are running in great losses. Moreover, pandemic, has hit airlines operations and their customer base too. Each country had put one or the other restrictions on travel industry and for two years, aircrafts have remained grounded with travel restrictions in place almost everywhere. New strains of Covid virus are still a big threat for the whole world and nobody can say when will all this end.

In such uncertain times, putting a huge sum of money, in a risky business is a bet that Tata Group has played. Time will only determine if it was a wise business decision or great blunder!

Question 1: Should Businesses run on Emotions?

Question 2: Is acquisition of Air India by Tata a wise decision or a great blunder?

Question 3: Faced a situation like this, what would have been your decision about acquisition of a sick business?

Book Review

The Bahrupian Challenge: Investing the New HR by KK Sinha and SV Nathan (Eds.).

*New Delhi: Bloomsbury. 2021
(ISBN: 978-93-54350-11-5)*

Jitender Sharma*

Human resource management has never been a simple function as it involves dealing with people. Unlike machines, each person has a brain that thinks and functions in a unique way. Human beings are most complex entities with unpredicted brain capacities in each individual unlike other species and hence Human resource leader needs to continuously work on innovative methods so as to understand the complex behaviors and issues of employees and providing solutions that are in best interest of all stakeholders.

Current workforce in large number of organizations are not localized but globalized. There is a great diversity among workforce. They may or may not be available physically at a point and some of them may be available virtually only all the time. Each job function requires

different skills. Workplace ethics keep evolving. Societal values are also evolving and changing. Today, it has become very essential not to discriminate with any employee based upon race, caste, faith, gender, sex, orientation and so on. Human resource leader needs to find out methods so as to take everyone along without affecting the interest of organizations.

Technology is another dimension that has added to the work of human resource manager. No more, managing people is a manual, one to one interaction based system. Highly advanced HR systems have come up and established in the market and a human resource leader needs not only to know about them but need to continuously update himself as change will never stop but keep coming and it is necessary also.

*Senior Librarian & Co-Editor – Jaipuria International Journal of Management Research
Jaipuria Institute of Management, Noida, A32-A, Sector – 62, Noida – 201309 | E-mail: jitender.sharma@jaipuria.ac.in

Globalized businesses, work cultures and technology penetration in every aspect of life define current organizations. Human resource leader need to develop an innovative and fast adaptive work culture and this can't be achieved through copybook rules. One has to mix technology, theory and practical aspects along with human emotions and to develop a culture that suits present requirements.

In this backdrop, going through the book under review "The Bahrupian Challenge: Inventing the New HR" is a treatise for any HR leader as it provides some great insights for each different aspect of human resource management.

Honestly speaking, reading for the first time, it will be very difficult for anyone to understand in depth and inherent usefulness of the contents of the book. The book is non-traditional in the sense that it connects today's HR to the ancient Vedas and Upanishads philosophy which are at two extreme ends. This book is based upon Indian values and management systems and each paper contributed by stalwarts of HR domain deal with specific issues with overall context developed and provided by the editors of the book before each major section.

Extensive use of Sanskrit shlokas, verses and stories taken up directly from ancient scriptures and connected

with today's problem make this a unique reading though difficult to understand in one go. One has to devote time and attention both to dig out treasure of wisdom hidden in the contents.

The book is divided into six chapters and each chapter contains papers from related to broad topic of the chapters by highly established HR leaders. Chapter 1 is on HR in India and termed them as Bahrupias (a person who can take up many forms and can play multiple roles). As mentioned earlier, indeed an HR leader has to play a Bahrupia role in order to toggle multiple roles and manage people with different backgrounds in order to smooth and effective functioning. Second chapter is on managing present and future talent. Third chapter deals with future organizations and fourth chapter is going beyond culture and engagement management. Fifth chapter deals with new type of HR as we see today and how HR leaders will deal with this neo HR world. Finally book concludes with question "Who will be the next Manu?", the creator.

This book is not a textbook of HR and not meant for students. It is like the Bhagwad Gita of HR field and only saints of HR will be able to make use of the same. Their already attained knowledge will attain wisdom by the wisdom hidden in this book.

Guidelines for Authors

Jaipuria International Journal of Management Research (JIJMR) is a peer-reviewed bi-annual journal of Jaipuria Institute of Management, Noida. IJMR welcomes original papers from both academics and corporate practitioners on all areas in business management. Paper may be based upon empirical research, or dealing with new theory/concepts in management that has practical applicability or a case study dealing with a management issue. Book reviews of newly published books can also be sent along with a copy of the book for publication consideration.

The author(s) may send their manuscript in MS Word to jjjmr@jaipuria.ac.in, jitender.sharma@jaipuria.ac.in and shalini.srivastava@jaipuria.ac.in.

JIJMR scope covers:

1. Emerging issues or ideas in management research that call for action or rethinking.
2. Research papers that emphasises on the analytics and deal with resolving managerial issues.
3. Articles focusing on managerial applications of management practices, theories and concepts.
4. Case study describing an organisational problem or a societal issue that requires decision making or action by individual manager or by an organisation at strategic, functional and operational level and case analysis.
5. Book Reviews covering reviews of current books in any area of management.

Submission Guidelines

1. Author must submit a soft copy of the manuscript in MS Word in single space format in Times New Roman font with 12 font size at email IDs mentioned above.
2. The manuscript should be accompanied by the following:
 - (a) An abstract of 80-100 words;
 - (b) An executive summary of about 400 words along with five key words;
 - (c) A brief biographical sketch of the author(s) describing current designation and affiliation along with complete postal address, contact numbers and e-mail ID.
3. The recommended length of full paper is 5000 words.
4. Book reviews should be approximately 1000 words.
5. All tables, charts and graphs should be in black and not in colour. Source, if any, must be quoted at the bottom. Figures must be given in international standards of millions/billions and not in lacs/crores etc. Tables, charts and graphs are either included within the text or else proper referencing on a separate line has to be clearly mentioned at the position where a particular table, chart and/or graph has to be placed.
6. For references/citations/bibliography, the APA style must be followed uniformly.

7. For copyrighted material, if used, author(s) must take prior approval from copyright holders and due acknowledgement should be given to the original author. It will be sole responsibility of the author(s) for originality of his/her work. IJMR won't be responsible for violation of any copyright law.
8. Author must sign and send in original an undertaking that material doesn't interfere with any copyright issue and is the original, unpublished work of the author and has not been submitted earlier/parallel to any other journal.
9. Author will surrender copyrights of the paper to IJMR in totality.

Review Process

IJMR follows double blind review process. All received papers after checking their relevance with the journal theme and after thorough check for plagiarism are sent to two referees hiding the author(s) details. It takes about four-five months time to get reviewers' results. Authors may be asked to revise their manuscripts based upon reviewers' feedback. Reviewers' decision will be final and review data won't be shared with authors except in cases where reviewers have recommended revision of the paper. IJMR reserves the rights to incorporate any changes that it may deem fit to the paper from the publication point of view.

Reprints

Author will receive two copies of the journal issue against publication of his/her article. In case of multiple authors, single copy to each author will be sent for maximum up to four authors. Additional copies however may be purchased against a nominal amount as decided by IJMR.

APA Referencing Style

Single author of book

Gore, A. (2006). *An inconvenient truth: The planetary emergency of global warming and what we can do about it*. Emmaus, PA: Rodale.

In-text reference: (Gore, 2006)

Multiple authors of book

Michaels, P. J., & Balling, R. C., Jr. (2000). *The satanic gases: Clearing the air about global warming*. Washington, DC: Cato Institute.

In-text reference: (Michaels & Balling, 2000)

Miller-Rushing, A. J., Primack, R. B., Primack, D., & Mukunda, S. (2006). *The satanic gases: Clearing the air about global warming*. Washington, DC: Cato Institute.

In-text reference: (Miller-Rushing, Primack & Mukunda, 2006)

Edited volume

Galley, K. E. (Ed.). (2004). *Global climate change and wildlife in North America*. Bethesda, MD: Wildlife Society.

In-text reference: (Galley, 2004)

Journal Publications

Allen, L. (2004, August). Will Tuvalu disappear beneath the sea? Global warming threatens to swamp a small island nation. *Smithsonian*, 35(5), 44-52.

In-text references: (Allen, 2004)

Begley, S., & Murr, A. (2007, July 2). Which of these is not causing global warming? A. Sport utility vehicles; B. Rice fields; C. Increased solar output. *Newsweek*, 150(2), 48-50.

In-text references: (Begley & Murr, 2007)

If journal pages are continuous

Miller-Rushing, A. J., Primack, R. B., Primack, D., & Mukunda, S. (2006). Photographs and herbarium specimens as tools to document phonological changes in response to global warming. *American Journal of Botany*, 93, 1667-1674.

In-text reference: (Miller-Rushing, Primack, Primack, & Mukunda, 2006)

If journal pages starts again in new issue

Bogdonoff, S., & Rubin, J. (2007). The regional greenhouse gas initiative: Taking action in Maine. *Environment*, 49(2), 9-16.

In-text reference: (Bogdonoff & Rubin, 2007)

If journal article is available in some database

Mora, C., & Maya, M. F. (2006). Effect of the rate of temperature increase of the dynamic method on the heat tolerance of fishes. *Journal of Thermal Biology*, 31, 337-341. doi: 10.1016/j.jtherbio.2006.01.055

In-text reference: (Mora & Maya, 2006)

Website contents

United States Environmental Protection Agency. (2007, May 4). *Climate Change*. Retrieved from the Environmental Protection Agency website: <http://www.epa.gov/climatechange>

In-text reference: (United States Environmental, 2007)

Gelspan, R. (2007). *The Heat Is Online*. Lake Oswego, OR: Green House Network. Retrieved from The Heat Is Online website: <http://www.heatisonline.org>

In-text reference: (Gelspan, 2007)

FORM-IV

1. Place of publication : Noida, Gautam Budh Nagar
2. Periodicity of its publication : Half-Yearly
3. Printer's Name : Dayanand Pandey
Nationality : Indian
Address : A-32 A, Sector-62, Noida-201309
4. Publisher's Name : Dayanand Pandey
Nationality : Indian
Address : A-32 A, Sector-62, Noida-201309
5. Editor's Name : Dayanand Pandey
Nationality : Indian
Address : A-32 A, Sector-62, Noida-201309

I, Dayanand Pandey, hereby declare that the particulars given above are true to the best of my knowledge and belief.

Dayanand Pandey

SUBSCRIPTION / RENEWAL FORM / PROFORMA INVOICE

Jaipuria International Journal of Management Research

To subscribe JIJMR, please choose the preferred subscription period and pay the subscription amount by Demand Draft/Local Cheque payable at par at Noida. Bank details in case of online transfer are given below.

Tick Subscription Period	Subscription Period in Years	Subscription Rates in India in Indian Rupees	Subscription Rates for Foreign Countries including SAARC*
	1	1600	US\$ 100
	2	2900	US\$ 180
	3	4000	US\$ 270

*Please add US\$50 per year as postal charges

Please provide Payment Details:

Cheque / DD in favour of **Jaipuria Institute of Management, Noida** payable at par at Noida bearing Number

_____ Dated: _____ of the Bank _____

Bank Account Details for Online Transfer**

Beneficiary's Name	Jaipuria Institute of Management
Bank Name	Axis Bank
Savings Bank Account Number	723010100013934
Branch Name & Address	Axis Bank Ltd., Plot No. A-41, The Corenthum, Sector – 62, Noida
MICR No.	110211063
RTGS Code	UTIB0000723
NEFT Code	UTIB0000723
IFS Code	UTIB0000723
SWIFT CODE (International remittance)	AXISINBB723
Institute PAN details	AAATI1375E

**Please confirm online money transfer along with your address details at jjjmr@jaipuria.ac.in and ram.prakash@jaipuria.ac.in

Subscriber Details

Name:

Designation:

Institution Name:

Address:

City State Country PIN

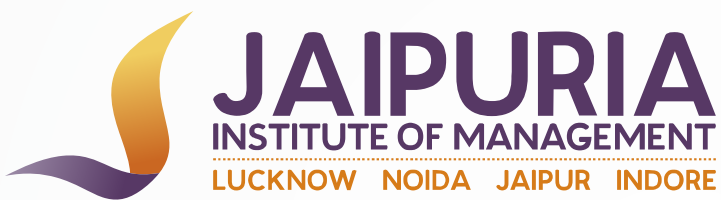
Telephone with STD/ISD Code Mobile

E-mail

Subscriber Number (for Renewal only):

Postal Address (Send through Speed/Regd. Post/DTDC/Blue Dart/Professional Courier only: **The Editor, JIJMR, Jaipuria Institute of Management, Plot No. A-32A, Sector – 62, Noida – 201309 (U.P.), India**

Printed and published by Dayanand Pandey on behalf of Jaipuria Institute of Management, Noida, A-32A, Sector-62 Noida, Gautam Budh Nagar and printed at M/s N Thirty Offset, Chaura Raghunathpur, Sector 12-22, Noida, Gautam Budh Nagar, Editor - Dayanand Pandey



JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA

A-32A, Sector 62, Opp. IBM, Noida - 201 309
Ph: +91 120 4638300 • Website : www.jaipuria.ac.in

©All Rights Reserved

Printed and published by Dayanand Pandey on behalf of Jaipuria Institute of Management, Noida, A-32A, Sector-62 Noida, Gautam Budh Nagar and printed at M/s N Thirty Offset, Chaura Raghunathpur, Sector 12-22, Noida, Gautam Budh Nagar, Editor - Dayanand Pandey

Ph: +91 120 4638300 • E-mail: dn.pandey@jaipuria.ac.in