

AMITY BUSINESS REVIEW

Vol. 25, No. 1, January - June 2024

Bi-Annual, Double-Blind, Peer-Reviewed & Refereed Journal of

Amity Business School

ISSN: 0972-2343

ASI-SCORE: 1.3

Indian Citation Index

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Message from Editor in Chief

The New Year '2024' began with its promises, new energies and new commitments. It was full of enthusiasm, innovation and new leadership lessons learned with passage of time as the half year is knocked. With the passion and perseverance of elections with a political perspective to great beginning of Olympics with mix of achievements and learning ahead we progressed.

Across the globe there have been a vivid changes and avenues opening, on one hand with Israel and Gaza unrest to up trending Mergers and acquisitions to bolster competitive positions and changing inflation and monetary policy with Global Economic Outlook and advancement in economies, changing leadership guesses and speculation across the developed nations the world is witnessing sea changes for guaranteed success and sustainability.

Everywhere we see there are new avenues opening understanding the rapid advancement of technology, with Generative AI tools across the market revamping the data science market upscale to a strong economic contribution to certain social hassle affecting equity to varied other developments in science, technology and management the approaches and aspects work together to ensure a big benefit.

With environmental to financial opportunities opening everyday a new opportunity the only tool with which effectual development promises is 'Research'. We are happy to put forth the Volume 25, Issue 1 of well recognized and accepted Bi-annual Referred Journal Amity Business review who's each issue brings across a new parlance towards not only the brighter side but also the areas to be revamped and carved further. The present issue brings forward perspective from researchers across the geographies in all areas of management verticals ranging from tourism to financial policies.

We are sure that this issue will provide an academic enlightenment for our readers and our deep thanks to all contributors for sharing their valuable contributions.

Wish everyone a very Happy and insightful learning.

Prof. (Dr) Sanjeev Bansal
Editor-in-Chief ,ABR
Amity Business Review, (ISSN: 0972-2343)

Message from Editor

“Innovation is the lifeblood of any thriving organization. In a world where technological advancements are accelerating at an unprecedented pace, staying ahead of the curve requires a relentless commitment to continuous improvement. Whether it’s in product development, customer service, or internal processes, fostering a culture of innovation empowers teams to think creatively and challenge the status quo. By encouraging experimentation and learning from both successes and failures, organizations can uncover new opportunities for growth and differentiation. Ultimately, those who prioritize innovation and are dedicated to refining their strategies and operations will not only lead their industries but will also set new standards of excellence.”

We are delighted to bring to the readers a platform by way of Amity Business Review to share contemporaries going forward in various verticals of Business in a strategic and providing insight for improvements. The present Volume 25, Issue 1, 2024 brings core and specificity of research in the area of strategic agility in manufacturing to actors affecting ownership structure, skill development and its challenges, Role of Artificial intelligence in growth of SME’S and role of Emotional Intelligence for effective functioning.

We are sure that the insights, findings, scope and future gamut’s will provide a new direction and inquisitiveness in the minds of readers.

We are thankful to all contributors for bringing this after rigorous review and keeping patience to bring in its best form.

Prof (Dr)Vijit Chaturvedi
Editor
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(ISSN: 0972-2343)

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Evaluation of Challenges Faced by salesman at PDS Outlets in Kangra district of Himachal Pradesh

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Abstract

The PDS plays a crucial role in ensuring food security and equitable distribution of essential commodities to the population. However, there are various problems and constraints that hinder the smooth functioning of these outlets. Through a comprehensive analysis, this evaluation will shed light on the issues faced by salesmen, including limited infrastructure, inadequate manpower, supply chain disruptions, bureaucratic hurdles, and social conflicts. Furthermore, this study will identify potential solutions and strategies to overcome these challenges effectively. The findings of this evaluation will be valuable for policymakers, PDS authorities, and other stakeholders involved in the distribution of essential commodities in Kangra District, ultimately contributing to the improvement of the PDS system in the region.

Keywords - Public Distribution System (PDS), Cash Transfer (CT), Fair Price Shop (FPS), Minimum Needs Programme (MNP), National Food Security Act (NFSA)

Introduction

The Public Distribution System (PDS) is a critical mechanism implemented by the government to ensure food security and provide essential commodities to the population at affordable prices. It has been instrumental in reducing hunger and poverty across the country. One of the key components of the PDS is the network of outlets where salesmen play a pivotal role in facilitating the distribution of goods to the consumers.

The Kangra district, situated in the state of Himachal Pradesh, is home to numerous PDS outlets that serve a significant number of beneficiaries. However, it is essential to evaluate the challenges faced by salesmen working in these outlets to identify areas that need improvement. By understanding these challenges, policymakers

and stakeholders can develop effective strategies to address them, thus enhancing the efficiency and effectiveness of the PDS.

This research paper seeks to evaluate the challenges faced by salesmen at PDS outlets in Kangra district, Himachal Pradesh. The primary objective is to identify and analyze the key challenges faced by salesmen working at PDS outlets and also examine their impact on the distribution system. By doing so, we aim to provide insights into the specific challenges faced by salesmen and offer potential solutions to overcome them.

The findings of this research will not only contribute to the existing body of knowledge on PDS, but will also provide valuable insights to policymakers, PDS authorities, and other stakeholders in the region. By addressing the

identified challenges, it is expected that the distribution of essential commodities will become more streamlined, ensuring better access to affordable food and other basic necessities for the population of Kangra district.

In conclusion, an evaluation of the challenges faced by salesmen at PDS outlets is crucial to identify the specific issues hindering the efficient functioning of the distribution system. By examining these challenges, we can propose effective strategies and interventions to address them and enhance the overall efficiency and effectiveness of the PDS in this region. The subsequent sections of this research paper will delve into the detailed analysis, findings, and recommendations to overcome these challenges.

Objective Of The Study

The main objectives of the study are:

To identify and analyze the key challenges faced by salesmen working at PDS outlets in Kangra District, Himachal Pradesh.

To assess the impact of these challenges on the distribution system and the overall functioning of PDS outlets in Kangra District.

Literature Review

The evaluation of challenges faced by salesmen at Public Distribution System (PDS) outlets, highlights the importance of understanding the obstacles that hinder the smooth functioning of these outlets and affect the accessibility of essential commodities for the local population. This review of literature aims to provide an overview of the existing research and scholarly works on the topic, identifying key themes and findings relevant to the

evaluation of challenges faced by salesmen at PDS outlets in Kangra District.

1. Role of Public Distribution System in India:

The Public Distribution System in India is a crucial mechanism for providing subsidized food grains and essential commodities to the economically vulnerable sections of society. Numerous studies have emphasized the significance of PDS in ensuring food security and reducing poverty levels in the country. However, limited attention has been given to the challenges faced by salesmen working at PDS outlets.

2. Challenges faced by Salesmen at PDS Outlets:

The studies examining the challenges faced by salesmen at PDS outlets suggest that several factors contribute to the inefficiencies of the distribution system. For instance, inadequate infrastructure and lack of storage facilities have been identified as common challenges faced by salesmen. The limited manpower and inadequate training further exacerbate these challenges, resulting in delays and mismanagement at PDS outlets.

3. Supply Chain Disruptions:

The research indicates that supply chain disruptions pose a significant challenge for salesmen at PDS outlets. These disruptions can be caused by a range of factors, such as transportation issues, delays in procurement, and supply-side constraints. The impact of supply chain disruptions on the availability of essential commodities and the overall functioning of PDS outlets needs to be examined in the context of Kangra District.

4. Bureaucratic Hurdles:

The influence of bureaucratic hurdles on the operations of PDS outlets and the challenges faced by salesmen cannot be overlooked. Administrative complexities, excessive paperwork, and delays in decision-making processes have been identified as crucial obstacles that impede the efficient functioning of PDS outlets in various regions. Exploring the specific bureaucratic hurdles faced by salesmen in Kangra District would provide valuable insights into this aspect.

5. Socio-economic and Political Influences:

The socio-economic and political dynamics play a significant role in understanding the challenges faced by salesmen at PDS outlets. The social conflicts, local power dynamics, and political interference have been identified as factors that influence the smooth functioning of PDS outlets. Evaluating these influences within the

context of Kangra District would help identify specific challenges faced by salesmen and explore potential solutions.

6. Policy Interventions:

A comprehensive review of policy interventions addressing the challenges faced by salesmen at PDS outlets is essential. Understanding the effectiveness of existing policies and interventions would provide insights into potential areas of improvement and inform future policy decisions.

Overall, the existing literature emphasizes the need to evaluate and address the challenges faced by salesmen at PDS outlets in Kangra District, Himachal Pradesh, to ensure efficient and effective distribution of essential commodities. Further research is required to gain a deeper understanding

of the specific challenges and explore potential solutions to overcome them.

Hypotheses Of The Study

After the review of literature and in line with the objectives of the study, the following hypotheses are formulated and tested:

Ho: There is significant difference in the opinion with regard to challenges faced by salesmen working at PDS outlets in Kangra District of Himachal Pradesh.

Ho: There is no significant difference in the opinion with regard to challenges faced by salesmen working at PDS outlets in Kangra District of Himachal Pradesh.

Research Methodology

Sources of Data

To achieve the objectives of the study primary data has been used. The data is collected from the salesmen working in the fair price shops under Public Distribution System (PDS) from the Kangra district of Himachal Pradesh with the help of questionnaire method (Gupta, S.P., 2020).

Sampling design

The data for the study purpose is collected through random sampling method. For the selection of the sample from the entire population multi-stage sampling method was used. In total a sample of 120 respondents' has been taken up for the study purpose.

Tools and techniques

The collected data is edited, classified and

analyzed by using statistical techniques consistent with the objectives of the study like mean, standard deviation, skewness, variance, kurtosis and P-Value.

Analysis And Interpretation

The table 1.1, highlights the salesmen opinion with regard to problems and constraints faced by them at Fair Price Shops under Public Distribution System (PDS). They were asked to rate the level of their satisfaction on the five point likert scale i.e. (1) Highly dissatisfied, (2) Dissatisfied, (3) Neutral, (4) Satisfied, (5) highly satisfied.

Table 1.1

Problems and Constraints Faced by salesman at PDS Outlet

Sr. No	Statement	N	Mean	Standard Deviation	Variance	Skewness	Kurtosis	P-Value
1	Missing entries in Ration card	120	1.066	0.250	0.063	3.519	10.556	0.00
2	Fake information has been entered	120	1.283	0.452	0.205	0.974	-1.070	0.00
3	Some entries have been over written	120	1.316	0.647	0.420	1.844	1.953	0.00
4	Entries are illegible	120	1.125	0.332	0.110	2.297	3.330	0.00
5	Grain supply did not reach the PDS outlets	120	1.108	0.312	0.097	2.552	4.591	
6	Lack of cash at the time when grain was available at the PDS outlets	120	1.20	0.478	0.229	2.402	5.162	0.00
7	Grain supplied at the PDS outlets is of poor quality	120	2.05	0.684	0.468	-0.063	-0.833	0.00
8	Grain supply "rain out" by the time we went to buy	120	1.216	0.488	0.238	2.228	4.303	0.040
9	Available edible things are safe for health	120	2.175	0.774	0.599	-0.315	-1.263	0.00
10	Ration dealer refused to give full quota	120	1.108	0.312	0.097	2.552	4.591	0.00
11	Not interested in buying grain from PDS outlets	120	1.125	0.332	0.110	2.297	3.330	0.00

Source: Computed from primary data

Missing entries in Ration card:

The mean of 1.066 indicates that on average, there are some missing entries in ration cards, and the standard deviation of 0.250 suggests a moderate variation in the frequency of this issue. The high positive skewness (3.519) implies that there are a few outlets where this issue is more severe, and the kurtosis (10.556) indicates heavy-tailed distribution with extreme outliers. The p-value of 0.00 indicates strong

evidence against the null hypothesis, suggesting that the occurrence of missing entries is significant.

Fake information has been entered:

The mean of 1.283 implies a relatively common occurrence of fake information, and the standard deviation of 0.452 suggests a considerable variation. The positive skewness (0.974) indicates that there are some outlets where this problem is more pronounced, and the kurtosis (-1.070) suggests a relatively flat distribution. The p-value of 0.00 indicates statistical significance.

Some entries have been overwritten:

The mean of 1.316 suggests that on average, there is a relatively common occurrence of overwritten entries, and the higher standard deviation of 0.647 indicates a wider range of variation. The positive skewness (1.844) suggests a few outlets with more severe cases of overwritten entries, and the kurtosis (1.953) indicates a heavy-tailed distribution. The p-value of 0.00 indicates strong evidence against the null hypothesis.

Entries are illegible:

This statement has a mean of 1.125 and a relatively low standard deviation of 0.332, indicating that the issue of illegible entries is fairly consistent and not very variable.

The skewness and kurtosis indicate that the data is moderately skewed and has a heavy-tailed distribution.

Grain supply did not reach the PDS outlets:

The mean value was 1.108, indicating a relatively low frequency of this problem. The standard deviation was 0.312, suggesting some variability in the data points. The skewness and

kurtosis values were positive.

Lack of cash at the time when grain was available at the PDS outlets:

The mean value was 1.20, indicating a moderate frequency of this problem. The standard deviation was 0.478, suggesting a relatively large variability in the data points. The skewness and kurtosis values were positive.

Grain supplied at the PDS outlets is of poor quality:

The mean value was 2.05, indicating frequent occurrences of this problem. The standard deviation was 0.684, suggesting some variability in the data points. The skewness value was negative, but the kurtosis value was close to zero.

Grain supply “rained out” by the time we went to buy:

The mean value was 1.216, indicating a moderate frequency of this problem. The standard deviation was 0.488, suggesting some variability in the data points. The skewness and kurtosis values were positive.

Available edible things are safe for health:

The mean value is 2.175, indicating that salesmen have a slightly positive perception regarding the safety of the available edible items. The standard deviation (SD) is 0.774, suggesting that there is some variation in the responses. The variance is 0.599, indicating a moderate amount of dispersion in the responses. The skewness is -0.315, suggesting a slightly negative skewness, implying that the responses are slightly skewed to the left. The kurtosis is -1.263, indicating a platykurtic

distribution. This means the distribution has light tails and lacks significant outliers. The p-value is 0.00, implying that the mean is statistically significant from zero.

Ration dealer refused to give full quota:

The mean value is 1.108, indicating that salesmen have a relatively negative perception about the refusal of ration dealers to give the full quota. The standard deviation is 0.312, suggesting a low amount of variation in the responses. The variance is 0.097, indicating a small dispersion in the responses. The skewness is 2.552, indicating a highly positive skewness, implying that the responses are highly skewed to the right. The kurtosis is 4.591, indicating a leptokurtic distribution. This means the distribution has heavy tails and contains significant outliers. The p-value is 0.00, suggesting that the mean is statistically significant from zero.

Not interested in buying grain from PDS outlets:

The mean value is 1.125, indicating that salesmen have a relatively negative perception about the lack of interest in buying grain from PDS outlets. The standard deviation is 0.332, suggesting a moderate amount of variation in the responses. The variance is 0.110, indicating a moderate dispersion in the responses. The skewness is 2.297, indicating a positive skewness, implying that the responses are skewed to the right. The kurtosis is 3.330, indicating a leptokurtic distribution. This means the distribution has heavy tails and contains significant outliers. The p-value is 0.00, suggesting that the mean is statistically significant from zero.

Findings

The main findings of the study are as follows:

- The frequency of missing entries in the ration card is relatively high, which is also supported by mean value and other methods used for the study purpose;
- There is a moderate frequency of fake entries in the data. Some variability is observed in the data points;
- There is a moderate frequency of overwriting in the entries. The data points show a relatively large variability;
- The illegible entries were relatively infrequent among salesmen at PDS outlets, with a mean value of 1.125;
- The grain supply not reaching PDS outlets was also relatively rare, with a mean value of 1.108;
- The lack of cash at the time when grain was available at PDS outlets was slightly more common, with a mean value of 1.20;
- The study reveals that grain supplied at the PDS outlets is of poor quality, which is also supported by its mean value 2.05, indicating frequent occurrences of this problem;
- The salesmen have a slightly positive perception regarding the safety of the available edible items;
- The mean value of 1.108, indicates that salesmen have a relatively negative perception about the refusal of ration dealers to give the full quota;
- The study reveals that salesmen have a relatively negative perception about the lack of interest in buying grain from PDS outlets.

Suggestions:

The main suggestions and recommendations of the study are as follows:

- The steps should be taken to reduce the number of missing entries. This could include conducting regular audits and improving the data entry process to ensure accurate and complete information.
- The measures should be implemented to prevent the entry of fake information. This could involve implementing stricter verification processes or using advanced technology to detect falsified data.
- The steps should be taken to minimize the occurrence of overwriting entries. This could involve training the salesmen on proper data entry techniques and implementing a system that tracks and alerts for overwritten entries.
- Although illegible entries were not a significant problem, it is important to ensure that salesmen improve their handwriting or use clear and standardized formats to avoid any potential misinterpretation or errors.
- Even though grain supply not reaching PDS outlets was infrequent, measures should be taken to minimize the variability in delivery and ensure a consistent supply.
- Given the moderate frequency of lack of cash at the time when grain is available, efforts should be made to improve cash flow management and coordination between the PDS outlets and the customers to avoid any inconvenience or disappointment.
- To address the problem of poor quality grain supplied at PDS outlets, the management should focus on improving the quality control measures to ensure consistent and better quality grain.
- To mitigate the issue of grain supply being “rained out,” the management should implement better inventory management practices to ensure sufficient stock availability during rainy seasons.
- Although the perception of salesmen regarding the safety of available edible items is slightly positive, it is important for the management to regularly conduct quality checks to ensure the safety standards are met consistently.
- To overcome the difficulties faced in procuring necessary items, the management should consider streamlining the procurement process, providing better training and support to salesmen, and establishing a strong supply chain system.
- To address delays in delivery, the management should evaluate the current delivery system and identify areas of improvement. They should also establish effective communication channels with suppliers to ensure timely delivery of required items.
- Improve the marketing and promotion strategies for PDS outlets to increase customer interest. This could involve offering discounts, loyalty programs, or highlighting the benefits of buying grain from PDS outlets.
- Identify and address any specific issues or barriers that may be influencing customer decision-making, such as pricing, quality, or convenience.

Conclusion:

The analysis of the problems and constraints faced by salesmen at PDS outlet reveals that missing entries in the ration card, fake information, supply issues, overwritten entries and lack of interest from customers are all issues that need to be addressed. The frequency and variability of these issues suggest that there is room for improvement in the data management process. By implementing the

suggested measures, the accuracy and reliability of the data can be improved, leading to better functioning of the PDS outlet. These improvements will not only enhance the overall functioning of the PDS outlet but also improve customer satisfaction and experience.

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Rooted in Health: Understanding and Shaping Consumer Perceptions of Organic Food Products

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Abstract

The degradation in the quality of land had an adverse impact on the quality of food products which leads to many health issues among the countries and their citizens. Therefore, the need for good quality food products arrived and is increasing day by day. Organic food products provide the solution to this issue as they have no harmful chemicals, are environmentally friendly and safer to eat. This study is an attempt to shed a light on the consumers' perception towards organic food products. The data has been collected from 200 respondents through the online questionnaire in Delhi- NCR. The results indicate that Consumers consider Organic Food products as very healthy, of higher nutrition value and Safe. However, these products are considered quite expensive.

Keywords - Organic foods, Consumers' Perception, Sustainable Development

1. Introduction

In light of the advent of different diseases and environmental threats, people become more concerned about their health. What type of food a consumer consumes have a profound impact on his physical and mental health. Conventional foods used pesticides and different fertilisers that are not only harmful to land but also for people's health. Due to all these concerns, consumers are shifting their attention towards organic products as these products have no harmful chemicals, and are environmentally friendly and safer for consumption. Furthermore, these food products not only take care of health concerns of people but also contribute to sustainable development. Apart from this organic farming is less costly to farmers and needed less water as compared to conventional farming. (Crowder & Reganold, 2015)

All over the world, 190 countries are involved in organic activities. A total of 74.9 million hectares which represent 1.6 % of total agricultural land is used for organic farming. From 2019 to 2020 there is seen an increase of 4.1 % (3 million hectares) of organic agricultural land. There are about 3.4 million producers of organic food in the world and India is the largest organic producer across the world in 2020. The organic food market has increased at a rapid rate as in 2000 global organic market is valued at 15.1 billion euros that has reached at 120.6 billion euros in 2020 which is the largest organic market is the US. Per capita consumption of organic food is 15.8 euros where Switzerland hold first place. (FiBL, 2022).

India the second largest populated country in the world, had to faced acute food scarcity after attaining independence, and it paved the way for the green revolution under which the use of pesticides, fertiliser and modern technology was appreciated

in agriculture. While production of the crop is increased through the green revolution, however, it degraded the quality of land, diminished the water resources, and increased the occurrence of human and livestock diseases.(Rahman,2015). Considering the harmful effect of convention food products on both consumers as well as farmers gradually switching to organic food products(Chandrashekar, 2010).

In light of benefits provided by organic food products government of India has also launched different schemes for promoting organic farming like “National Project on Organic Farming (NPOF)”, “National Project on Management of Soil Health and Fertility (NPMSHF)”, “National Horticulture Mission (NHM)”, “Rashtriya Krishi Vikas Yojna (RKVY)”, “Network Project on Organic Farming of ICAR”, and “Agricultural and Processed Food Development Export Authority (APEDA)” (Organic Agriculture, n.d.). Due to all these interventions made by the Indian government, Indian farmers are now shifting their interest towards organic farming. Now, India has become the largest organic producer all over the world. In India, a total of 4339184.93 hector land is used for organic food production as of 31 March 2021 and it holds at 8 place in World’s Organic Agricultural land. (Agricultural and Processed Food Products Export Development Authority(APEDA), 2022)

While these product markets flourish in developed countries like USA, Germany and France but an emerging economy like India is in a nascent stage but still growing(Dangi & Narula, 2020). It is estimated that the organic food market in India would grow at 25.25% during 2022-2027(India Organic Food Market Report and Forecast 2022-2027, 2022). Organic food product demand have a

crucial role in the organic food product market in India as most of the population of India belong to the youngster (15 to 65) (India - Age Distribution 2010 to 2020, 2021) and they become conscious about their health concern so it is important to know the consumers’ perception towards organic food products. Consumer attitudes and perceptions towards organic products would determine the future of this industry in India. After knowing the consumer perception and attitude government, organic food producers and marketers make their strategies accordingly so the research article’s focus would be to identify the consumer perception towards these food products and to explore the reason for shifting towards it.

2. Literature review

Different definition has been given by different country for organic food products according to different conditions applied to organic food production. As per the definition given by the US Department of Agriculture (USDA) “Organic is a labelling term that indicates that the food or other agricultural product has been produced through approved methods. The organic standards describe the specific requirements that must be verified by a USDA-accredited certifying agent before products can be labelled USDA organic” another definition is given by as per Agricultural and Processed Food Products Export Development Authority(APEDA) (2022) “Organic products are grown under a system of agriculture without the use of chemical fertilizers and pesticides with an environmentally and socially responsible approach. This is a method of farming that works at grass root level for preserving the reproductive and regenerative capacity of the soil, good plant nutrition, and sound soil management, produces nutritious food rich in vitality which has

resistance to diseases". there is a large amount of

literature available on consumers' perception towards organic food products in foreign countries where the organic food market is mature some of the studies are:

In the study conducted by Salleh et al (2010) in Malaysia on 136 academicians, the data was collected through survey method. The study results revealed that health is a dominant factor of consumers' motivation towards purchasing organic foods products than that of environmental concern. Another study conducted by Gracia Royo & de-Magistris (2007) in the south of Italy on consumers behaviour towards organic food purchase depicted that both environmental and health concerns are major factors that have an impact on consumer buying intention and final purchase decision apart from that consumer knowledge and income level positively impact his final decision of buying organic products. (Bryla, 2017) explored the European Union's perception towards organic food quality the study support that the consumer who has a positive perception towards organic food products are willing to pay the premium price. According to (Seegebarth et al., 2016) study conducted on USA and Germany customers showed that there is found cultural and cross- national difference in consumer perceived value.

In Indian context also numerous studies have been conducted on consumer perception towards organic food products. Some important findings of these studies are summarized below:

Misra & Singh (2016) studied the perception of consumers towards organic food products conducted in Delhi- NCR with a survey on 150 respondents. The study revealed that the consumers

considered the organic food product expensive as compared to non-organic food products however they also support that organic products are environmentally friendly and safer for health. The study also reveals that females are more concerned about health than males.

Another study conducted by Nandi et al (2016) Bangalore for knowing consumer's motives and preferences towards organic products with 201 respondents survey. The study used factor analysis, cluster and ANOVA for the accomplishment of the objectives. Findings of the study suggest that demographic profiles also have an impact on consumers' preferences towards the organic product as females and the High-income group have positive attitudes towards organic food products. Organic fruits and vegetables are the most purchased item. Effect on health, environmental concerns and humanity contribute towards organic food preferences

Singh & Verma (2017) studied Indian consumers' buying behaviour towards organic products. For the accomplishment of the study objective, data from 611 respondents belong to four major cities of India Allahabad, Bhopal, New Delhi, and Mumbai through random sampling. The study supports major factors that positively impact consumer buying behaviour are health, consciousness, knowledge of organic food respectively. Demographic characteristics also have an impact on consumers buying as age group form 31- 40, higher-income group and highly educated more inclined to organic food purchase. Conversely, gender does not have any impact on consumer buying behaviour towards organic purchases.

Another study carried out by (Sivathanu,

2015) in Pune city on consumer perception show that the demographic characteristic of the consumer has a role consumer attitude towards organic products as female educated and age group from 29 to 39 inclined towards organic food products.

Dash et al (2014) and Sharma & Singhvi (2018) support that health, environmental concerns and taste are the major factors in determining consumers' perception and attitudes towards organic food products.

Different demographic traits have an impact on how customers see organic food items. Research indicates that a substantial determinant of customer preferences for organic products is education. Those with higher education levels—university and postgraduate degrees, for example—are more likely to choose organic than conventional items. Consumer impression is also influenced by age and gender, with younger customers and women having a more favourable opinion of organic food. Based on literature following hypothesis is formed

H1 There is significant association between Consumers' Perception towards Organic Food Products and Demographic Variable.

For a variety of reasons, consumers are moving from conventional to organic food items. A contributing factor is the belief that food produced organically is fresher and healthier as it is produced naturally and does not contain dangerous chemical or pesticide residues (Pallathadka et al., 2022). A desire for organic food has also been influenced by worries about the health concerns connected to conventional farming's use of pesticides and insecticides. Furthermore, buyers are prepared to spend more for organic food that is unprocessed and eco-friendly as they are growing more aware

of environmental sustainability. Customers are often motivated to convert to organic food by their emotional apprehension of conventional food goods. Literature showed that there is less research is done to know the main reason or switching over from conventional food products to organic food products therefore other objective is set to identify the reasons for switching over from conventional food products to organic food products.

Objective of Study

The study is focused to answer the following research objectives:

1. To study the Consumers' Perception towards Organic Food Products with reference to different demographic characteristics.
2. To Identify the reasons for switching over from conventional food products to organic food products.

3. Research Methodology:

3.1 Research Design

The study is exploratory and descriptive in nature. It is exploratory because it will explore the reasons for switching over from conventional food products to organic food products and descriptive because it will describe the Consumers' Perception towards Organic Food Products.

3.2 Sampling and Data Collection

The study is based on the primary data which is collected through the questionnaire. A convenient sampling technique has been used for this research. Both male and

female respondents from Delhi-NCR are taken into consideration as a sample unit. The

sample size of the study is 200 respondents. Table 1 shows profile of the sample.

Table 1. Respondents Profile

Demographic Variable		Frequency	Percentage
Gender	Male	86	43.0
	Female	114	57.0
	Total	200	100.0
Age	Below 20	4	2.0
	20 to 30	135	67.5
	30 to 40	56	28.0
	40 to 50	3	1.5
	50 Above	2	1.0
	Total	200	100.0
Residence	Urban	130	65.0
	Rural	70	35.0
	Total	200	100.0
Educational Qualification	Matriculation	2	1.0
	10+2	9	4.5
	Graduation	53	26.5
	Post-Graduation and Above	136	68.0
	Total	200	100.0
Monthly Income	Below 20000	77	38.5
	20001 – 40000	70	35.0
	40001 – 60000	27	13.5
	60001 – 80000	10	5.0
	Above 80000	16	8.0
	Total	200	100.0
Family Pattern	Nuclear Family	103	51.5
	Joint Family	97	48.5
	Total	200	100.0
No. of Members in your family	Up to 3	23	11.5
	4 – 6	127	63.5
	7 and above	50	25.0
	Total	200	100.0

Source: Primary Data; N=200

3.3 Analytical Methods

The data is collected through the online questionnaire and then coded, tabulated, analysed and interpreted in order to draw some meaningful information and conclusion. In the beginning, the demographic characteristics of respondents is analysed. Secondly, descriptive analysis is applied to assess the perceptions of respondents. Statistical Package for Social Sciences (SPSS) is used in the analysis part of data.

4. Analysis and Findings

4.1. Perception regarding the Organic Food Products - Table 3 shows the statements used in the questionnaire and the respondent's perception based on the mean and standard deviations. Here responses were collected on 10 different dimensions on Likert scale ranging from strongly disagree (1) to strongly agree (5). Overall, respondents seem to have a positive perception regarding the Organic food.

Products. For example, organic food product positively perceived in terms of organic food is safe (mean 4.23), helpful to maintain health (mean 4.18), has higher nutrition value (mean 4.14), protect the environment (mean 4.23), as the average mean of all these statements are greater than 4. Most of the respondents perceived that organic food products are more expensive than conventional products (mean 3.64) and despite being more expensive, they prefer to buy organic food (mean 3.82).

Table 2. Descriptive statistics of Likert scale statements

SN	Description of Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
PER1	Organic food has more vitamins and minerals than conventional foods.	10 (5%)	4 (2%)	18 (9%)	114 (57%)	54 (27%)	3.99	0.946
PER2	Consumption of organic food is safe.	8 (4%)	7 (3.5%)	7 (3.5%)	88 (44%)	90 (45%)	4.23	0.969
PER3	Organic food is helpful to maintain health.	8 (4%)	2 (1%)	15 (7.5%)	96 (48%)	79 (39.5%)	4.18	0.918
PER4	Organic food assures for being safe and free from pesticides	5 (2.5%)	9 (4.5%)	30 (15%)	88 (44%)	68 (34%)	4.03	0.948
PER5	There is no preservative in organic food	11 (5.5%)	16 (8%)	58 (29%)	70 (35%)	45 (22.5%)	3.61	1.088
PER6	Organic food has higher nutrition value	5 (2.5%)	4 (2%)	24 (12%)	93 (46.5%)	74 (37%)	4.14	0.884
PER7	Consumption of organic food helps to protect the environment.	6 (3%)	6 (3%)	22 (11%)	68 (34%)	98 (49%)	4.23	0.970
PER8	Organic food is more expensive than conventional food	10 (5%)	26 (13%)	39 (19.5%)	76 (38%)	49 (24.5%)	3.64	1.134
PER9	It is worthy to pay some more money to buy organic food.	9 (4.5%)	15 (7.5%)	45 (22.5%)	88 (44%)	43 (21.5%)	3.71	1.031
PER10	Despite being more expensive, I prefer to buy organic food.	9 (4.5%)	11 (5.5%)	34 (17%)	99 (49.5%)	47 (23.5%)	3.82	1.001

Source: Primary Data; N=200

4.2 Perception regarding the Organic Food Products and Demographic Variables-

In this section, the researcher analyses the association between perception of the respondents regarding organic food products and demographic characteristics. To analyse the association of perception regarding organic food products with demographic variables, Hypothesis testing has been applied. 7 hypotheses have been formulated mentioned as below:

H01: There is no significant association between Consumers' Perception towards Organic Food Products and Gender.

The study reveals that both male and female have the same perception towards the organic food products. There is no significant association in the perception of male and female respondents regarding the "Organic food has more vitamins and minerals than conventional foods," "Consumption of organic food is safe," "Organic food is helpful to maintain health," "Organic food assures for being safe and free from pesticides," and "there is no preservative in organic food". However,

the difference is found in the perception of male and female respondents regarding some dimensions of organic food products i.e., “Organic food has higher nutrition value,” “Consumption of organic food helps to protect the environment,” “Organic food is more expensive than conventional food,” and “It is worthy to pay some more money to buy organic food.”

H02: There is no significant association between Consumers’ Perception towards Organic Food Products and Age group.

While considering different age groups, it is found that they have more or less the same perception regarding “Consumption of organic food is safe,” “Organic food is helpful to maintain health,” “Organic food assures for being safe and free from pesticides,” “Organic food has higher nutrition value,” “Consumption of organic food helps to protect the environment.” However, the difference was found in the perception from different age groups in respect of “Organic food has more vitamins and minerals than conventional foods,” “Organic food is more expensive than conventional food,” and “It is worthy to pay some more money to buy organic food.”

H03: There is no significant association between Consumers’ Perception towards Organic Food Products and Residence.

The result shows that the respondents of urban and rural areas have more or less the same perception towards the “Organic food is helpful to maintain health,” “Organic food assures for being safe and free from pesticides,” “Organic food has higher

nutrition value,” “Consumption of organic food helps to protect the environment,” and “It is

worthy to pay some more money to buy organic food.” However, the difference was found in the perception urban and rural respondents in respect of “Organic food has more vitamins and minerals than conventional foods,” “Consumption of organic food is safe,” “Organic food is more expensive than conventional food.”

H04: There is no significant association between Consumers’ Perception towards Organic Food Products and Educational Qualification.

The Research work exhibits that the respondents of different qualifications have almost the same perception regarding the organic food products.

Table 3. Association between Consumers’ Perception towards Organic Food Products and demographic variables

Demographic Variables		Dimensions of Perception									
		Per1	Per2	Per3	Per4	Per5	Per6	Per7	Per8	Per9	Per10
Relationship between perception and Gender of respondents	Chi-square value	2.140	8.340	6.826	8.125	7.970	10.251	18.198	11.275	10.314	3.122
	p-value	.710	.080	.145	.084	.093	.036	.001	.024	.035	.538
	Significant/ Not Significant	Not Significant	Not Significant	Not Significant	Not Significant	Not Significant	Significant	Significant	Significant	Significant	Not Significant
Relationship between perception and Age of respondents	Chi-square value	42.645	13.847	13.056	17.101	37.160	13.076	16.115	42.532	46.314	37.036
	p-value	.001	.610	.669	.379	.002	.667	.442	.001	.001	.002
	Significant/ Not Significant	Significant	Not Significant	Not Significant	Not Significant	Significant	Not Significant	Not Significant	Significant	Significant	Significant
Relationship between perception and Residence of respondents	Chi-square value	14.039	9.900	8.364	3.928	2.732	.957	5.842	12.287	6.787	3.302
	p-value	.007	.042	.079	.416	.604	.916	.211	.015	.148	.509
	Significant/ Not Significant	Significant	Significant	Not Significant	Not Significant	Not Significant	Not Significant	Not Significant	Significant	Not Significant	Not Significant
Relationship between perception and Educational Qualification of respondents	Chi-square value	9.066	13.583	9.027	8.123	22.301	9.506	18.242	17.688	18.112	17.517
	p-value	.697	.328	.701	.775	.037	.659	.109	.126	.112	.131
	Significant/ Not Significant	Not Significant	Not Significant	Not Significant	Not Significant	Significant	Not Significant	Not Significant	Not Significant	Not Significant	Not Significant

Relationship between perception and Income of respondents	Chi-square value	21.988	65.374	58.355	35.022	49.745	48.856	24.129	34.104	51.759	35.744
	p-value	.144	.001	.001	.004	.001	.001	.087	.005	.001	.003
	Significant/ Not Significant	Not Significant	Significant	Significant	Significant	Significant	Significant	Not Significant	Significant	Significant	Significant
Relationship between perception and Family Pattern of respondents	Chi-square value	11.095	11.300	11.513	2.660	21.226	14.392	18.450	10.435	1.905	3.555
	p-value	.026	.023	.021	.616	.001	.005	.001	.034	.753	.470
	Significant/ Not Significant	Significant	Significant	Significant	Not Significant	Significant	Significant	Significant	Significant	Not Significant	Not Significant
Relationship between perception and Number of members in your family of respondents	Chi-square value	17.950	67.350	15.878	8.437	22.352	8.763	27.327	15.477	23.526	18.073
	p-value	.025	.001	.044	.392	.004	.363	.001	.051	.003	.021
	Significant/ Not Significant	Significant	Significant	Significant	Not Significant	Significant	Not Significant	Significant	Not Significant	Significant	Significant

Source: Primary Data; N=200, *5% level of significance

H05: There is no significant association between Consumers' Perception towards Organic Food Products and Monthly Income.

The result reveals that there is a significant association between Consumers' Perception towards Organic Food Products and Monthly Income as the higher income group respondents have more positive perception than that of lower income group.

H06: There is no significant association between Consumers' Perception towards Organic Food Products and Family Patterns.

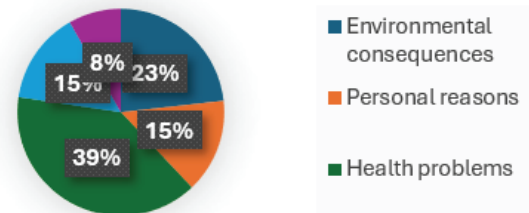
The research work exhibits that there is a significant association between Consumers' Perception towards Organic Food Products and Family Pattern. The results shows that nuclear family have a more favourable perception than that of joint family towards organic food products.

H07: There is no significant association between Consumers' Perception towards Organic Food Products and Number of members in family.

While considering the number of members in family, it has been found that there is a significant association between the Consumers' Perception towards Organic Food Products and Number of members in family. The result indicates that family of small number of members have a more positive perception than that of larger family.

4.3 Reasons for switching over from conventional food products to organic food products.

Reasons for switch over from conventional food products to organic...



Source: Primary Data; N=200

The results indicate that the main reason for switching over from conventional food products to organic food products is health problems (39%), followed by environmental consequences (23%), quality traits (15%) and personal reasons (15%). However, taste/ texture is considered by only 8% of respondents for switching over from conventional to organic food.

5. Conclusion

In summarize way, it is concluded that most of the respondents have a positive perception towards organic food products as they consider Organic food to have more vitamins and minerals than conventional foods, is safe, healthy, free from pesticides, has no preservatives, and has higher nutrition value, and environment friendly. The findings are consistent with Yiridoe et al. (2005), Ditlevsen et al. (2019) and Ghai et al.(2017) However, the results depict that higher income group respondents are more inclined to organic food products than that of lower income group. The results are supported by Briz & Ward (2009) and Sivathanu (2015)

Furthermore, it is found that nuclear families and small-size families have more favourable perceptions towards organic food products than that of joint family and big size family. The results are in line with (KA & Kannan, 2018)

The study result conclude that the health and environmental consequences are considered the main reasons for switching over towards organic food products

6. Practical implication

This research has a practical implication for the consumers, the seller, and the producers of organic product. The study reveals that consumer purchase and use more organic product if they perceive them healthy, nutritious and of superior quality. So, retailers can form their marketing strategy mainly focussing on these aspects. Producers also assure the quality of products by using ethical farming techniques.

7. Limitation of the study

Limitation of the research is their potential lack of population representation. Furthermore, the research may be subject to restrictions concerning sample size or methodology, which might have an impact on the precision and applicability of the results.

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Unravelling The Link Between Creativity And Job Satisfaction In Employees Of Higher Education

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Abstract

The relationship between creativity and job satisfaction has been extensively examined in organizational psychology and management literature. This study delves into this relationship within the context of Higher Education Institutions, analysing data from 100 employees with diverse job roles, tenure, and demographics. Prior research has hinted at a positive link between creativity and job satisfaction, yet empirical validation within specific contexts and sample sizes remains sparse. Participants completed structured questionnaires assessing both creativity and job satisfaction, and data analysis was conducted using SPSS, incorporating t-tests and correlation analysis.

Results indicate a significant positive correlation ($r = 0.220, p < 0.05$) between creativity and job satisfaction, suggesting that individuals with higher creativity levels tend to report greater job satisfaction. Furthermore, the t-test revealed a statistically significant difference in job satisfaction scores between high and low creativity groups. These findings lend empirical support to the notion that nurturing creativity in the workplace can contribute to enhanced employee satisfaction. The implications of this study underscore the importance for organizations to actively promote and acknowledge creative contributions from their employees, thereby fostering a more gratifying work environment. This research offers valuable insights for human resource management and organizational leaders seeking to optimize workplace conditions and improve overall employee well-being.

Keywords - Creativity, Higher Education Institutions, Job Satisfaction, Organizational Psychology, Workplace Environment

1. Introduction

The most significant institution in a country is its educational system, which is vital to its progress. To construct a modern world, universities generate and nurture knowledge. The most valuable resource in higher education institutions are the faculties. In the realm of higher education, key factors affecting workers include their satisfaction with their jobs and their mental well-being. Numerous studies have explored the link between worker performance in higher education institutions and their job satisfaction. For instance, research conducted by Pudjiati et al. (2023) found a significant correlation between job satisfaction and performance, highlighting the importance of cultivating a healthy work environment for staff members. Badri (2019b) noted that an imbalance between work and personal life was associated with poorer mental health, lower job satisfaction, and a greater likelihood of considering leaving one's job.

Conversely, Badri (2019b) also discovered that a healthy balance between work and personal life correlated with positive outcomes such as reduced intention to leave one's job, improved mental health, and higher job satisfaction. Slavić and Avakumović (2018) emphasized in their study that the success of higher education relies on teachers' satisfaction with their jobs, as it impacts their research, teaching efforts, and ultimately the success of students, institutions, and society as a whole. They highlighted that job satisfaction is crucial for organizational success, leading to higher retention rates, increased productivity, decreased absenteeism, and better mental and physical health.

Job satisfaction is defined as an individual's sense of contentment with their specific role and the fulfilment of their personal needs (Molero

Jurado et al., 2019). This subjective perception considers an individual's emotions toward their job and their satisfaction with the work they perform. Positive feelings towards one's work contribute to job satisfaction, which is closely linked to creativity among teachers (Raju, 2017). Kashirina et al. (2020) highlighted that certain factor affecting job satisfaction, such as inadequate supervision, low income, unfavourable working conditions, and strained relationships with colleagues, can inhibit teachers' creativity. Therefore, it is crucial to explore the impact of job satisfaction on teachers' creativity. Job satisfaction is influenced by various factors, including the work environment, meeting expectations at work, and emotional responses to circumstances. The degree of satisfaction reflects how individuals feel about their work, with satisfaction levels rising when individuals feel fulfilled and declining when they feel dissatisfied. This study aims to examine the impact of job satisfaction on creativity, specifically exploring originality, fluency, and flexibility, concerning factors such as teaching supervision, salary, working environment, personality, and relationships with coworkers.

According to Spector (1997), job satisfaction is the amount to which individuals enjoy or loathe their work; however, Brief (1998) defined it as an individual's affective attitudes towards their job. According to Buitendach and Witte (2005), job satisfaction arises from individuals' assessments of their employment relative to their specific needs and expectations. Weiss and colleagues (cited in Eslami & Gharakhani, 2012) argue that satisfaction can be categorized as total, extrinsic, or intrinsic. Buitendach and Witte (2005) define intrinsic job satisfaction as the positive feelings derived from job-related factors like autonomy and variety of

tasks. This suggests that an individual's intrinsic satisfaction originates from the inherent nature of the work itself (Eslami & Gharakhani, 2012). Conversely, extrinsic job satisfaction depends on factors external to the job tasks or labor, such as salary, working conditions, and colleagues (Buitendach and Witte, 2005).

Thus, someone who is extrinsically contented is content due to the material or financial benefits they receive from their employment. Job satisfaction occurs when individuals feel pleased by their work and receive opportunities and incentives. The effectiveness of a university's vision and mission is greatly dependent on its academic staff. Job satisfaction is crucial in almost every business, including educational institutions. It has an impact on employees' organisational commitment (Ayalew et al., 2019; Breugh et al., 2018), in the sense that satisfied employees are more likely to remain dedicated to their jobs and the institution. The level of job satisfaction among educators is a crucial consideration. The effectiveness of academic staff members as instructors and researchers influences students' learning and, as a result, plays a significant role in determining the quality of student satisfaction and the contribution these staff members make to society's higher education institutions. As a result, the motivation and contentment of the academic personnel become crucial. Due to its correlation with a number of causative elements, including financial, social, cultural, personal, and environmental aspects, job satisfaction is a complicated topic. An important consideration for determining an employee's the level of job satisfaction is the type of job satisfaction. The research conducted by Moloantoa and Dorasamy (2017) underscores the importance of recognizing the factors that impact job satisfaction among academic staff in tertiary

education. Their findings revealed that various factors such as salary, inadequate financial resources, dissatisfaction with benefits and allowances, absence of necessary equipment, and ineffective institutional management significantly influence job satisfaction. As outlined by Teymournejad (2017), creativity is characterized as the process wherein an individual generates novel ideas or approaches. A study conducted by Chaturvedi and Raavi (2019) to assess the job satisfaction across a range of industries. It has been found in the study that in addition to working circumstances, psychological, motivational, and reward elements also influence job satisfaction. Higher academic staff job satisfaction is a direct consequence of a robust and positive university structure. Along with improving the learning environment and raising university productivity, a healthy campus atmosphere will also boost academic staff job satisfaction (Bentley et al. 2013). According to Khalid et al. (2012), universities are regarded as the greatest repository of knowledge, where future workers receive specialised training to become multidisciplinary specialists. According to Machado-Taylor et al. (2010), academic staff members' motivation and job satisfaction are significant factors in the improvement of their institutions' quality and the learning of their students. This is true because a university's academic staff is vital for its success. Over the past decade, politicians, business owners, workers, educators, professors, students, and others have all adopted creativity as a mantra. It is believed that creativity can solve a variety of issues, including social, economic, and educational ones. Especially, creativity has grown in importance since it "becomes a force of great value when it is applied to causes that benefit humankind and the world at large (Fields, Z., et al. 2013)". Term creativity has root in a Latin word "creare" which

means produce something. Poets and painters have the ability to create something original, according to Latin poet Horatio. Graham Walas' theory, which was first presented in his 1926 book "Art of Thought," served as the foundation for the modern approach to creativity. The process of creating something new and distinct from what is already known is known as creativity, and it includes coming up with original solutions to problems as well as discovering the unknown (Ozimec, S. et al. 1987) In the face of significant economic, cultural, and other macroenvironmental challenges, higher education has been focusing on creativity. Employee creativity has been said to be the primary driver of innovation in all businesses (Amabile, Conti, Coon & Herron, 1996; Cummings & Oldham, 1997). The "creative inputs" that employees supply the 5JS and Creativity in Relation to TP and the Crisis company demonstrate the importance of their creative efforts, as highlighted by Cummings and Oldham (1997). Considering the significance of creativity for organisational life, a large body of research has examined the connection between personality and creativity, proposing that individuals may or may not possess "creative talents" (Cummings & Oldham, 1997; Woodman et al, 1993). These challenges have caused universities to shift from being traditional research institutions, or "ivory towers," to becoming entrepreneurial institutions that not only became autonomous in their decision-making but also created and implemented new research and transfer relationships within their respective regions. According to physicist David Bohm, creativity depends on perception and the capacity to identify something novel. It also requires a mindset that is "attentive, alert, aware, and sensitive" and does not impose preconceived notions. This is highly comparable to the condition that educationalist Mezirow claims is required for

transformational learning to occur, wherein an individual may need to give up or alter their values and beliefs to make room for their new experience and to give it new meaning. Rezzan, Uçar. (2022) study show that educators are very creative people and they expressed that they were satisfied with their work. Furthermore, it has been observed that teachers' job satisfaction levels can be estimated statistically from their expertise, motivation perceptions and creative thinking skills. The results of the study (Apriyani, P, et al. 2019) showed a strong positive correlation ($r = 0.217$) and a straightforward linear regression equation ($\hat{y} = 89.33 + 0.32 X_1$) between teacher creativity and principal visionary leadership. A 16.50% increase in teacher creativity is attributed to the principal's visionary leadership A number of things affect the creativity of workers in higher education. While knowledge-oriented leadership moderates the relationship between strategic thinking and employee creativity, it has been observed that strategic thinking fosters and increases employee creativity.

Creativity and Job Satisfaction have a complicated and multidimensional relationship. On the other hand, research indicates that there may be a positive association between the two, meaning that enhanced job satisfaction and increased employee creativity are positively correlated with one another. In a research conducted by Galina, Z., Efimova, and colleagues in 2023, it was found that individuals who expressed high levels of contentment with the nature

of their job, its fairness, and the comfort it provided tended to exhibit the highest overall job satisfaction. Furthermore, the study identified several factors that contributed to enhanced work

performance, including stability and reliability, social connections and opportunities for career growth, as well as managerial support. A study by Haleem and Rahman (2023), diversity in the workforce including differences in age, gender, and educational background—has a big impact on innovation. Thomas et al. (2020) describe satisfaction as stemming from effective effort, while job satisfaction, as defined by Emin Turkoglu et al. (2017), pertains to one's disposition toward coworkers' evaluations and the workplace. Nurhattati et al. (2022) found a significant correlation between job satisfaction and teachers' classroom creativity, with supervision having the most substantial impact, followed by compensation, work environment, personality, and coworker relationships. Similarly, Nurtjahjani and Puspita (2022) proposed that enhanced job satisfaction among professors leads to improved performance in higher education, identifying factors such as the nature of the work, compensation, advancement opportunities, supervision, and coworker relationships as predictors of lecturer satisfaction. Norouzpour and Pourmohammadi (2019) note that various facets of job happiness, including coworker interactions and workplace ambiance, contribute to one's willingness to engage in fulfilling tasks, impacting work output positively. Yilmaz (2018) suggests that satisfied faculty members demonstrate better job performance due to their heightened focus on work-related tasks, consequently fostering creativity and positively influencing student development. Furthermore, Norouzpour and Pourmohammadi (2019) assert that job satisfaction affects teachers' professional and personal lives, with contented faculty members exhibiting greater innovation in the classroom, a sentiment echoed by Ripki et al. (2019), who posit that job satisfaction correlates with enhanced

creativity and superior work output. Huynh Thi (2021) advocates for promoting job satisfaction and cultivating a comfortable work environment to bolster creativity, highlighting intrinsic factors such as recognition, awards, and job responsibilities as catalysts for creativity within the framework of job satisfaction.

According to Astuti et al. (2020), job satisfaction is regarded as a key indicator of performance effectiveness. When workers are happy, the organisation will achieve achievements that are commensurate with future salary rises. However, dissatisfaction among employees can lead to a high rate of absenteeism, a high frequency of workplace accidents, and employee turnover. The manifestation of employee happiness in this environment will positively influence employees' productivity, vitality, and creative output.

In a research paper, Hulya Gunduz (2016) highlights the pivotal role of job satisfaction in influencing various characteristics, particularly creativity. Gunduz suggests that individuals who experience dissatisfaction in their work environment are likely to encounter difficulties in expressing creativity. However, it's worth noting that Gunduz's study does not delve into the specific impact of job satisfaction on teacher creativity. This aspect remains unexplored within the existing research landscape. Moreover, the concept of creativity, as articulated by Ripki et al. (2019), extends beyond mere novelty in ideas. It encompasses a broader scope, aiming to contribute positively to ethical standards upheld by individuals, communities, or organizations. Ripki et al. (2019) emphasize the multifaceted nature of creativity encompassing the ability to generate original concepts while also comprehending diverse perspectives underlying

existing ideas.

Furthermore, creativity is characterized by abstract thinking, imagination, problem synthesis, pattern recognition, and empathy for others. These traits collectively define the creative mindset, indicating a capacity to navigate complex situations and generate innovative solutions. Notably, creativity thrives in environments where individuals consistently engage in learning and adapt their responses to various contexts, fostering the emergence of novel ideas and approaches.

Kim (2019) investigated the connections between job identity, energy level, self-efficacy, and creativity among employees in Korea's hotel sector and suggested that in order to improve the hotel's credibility and reputation in the long run, creative roles played by its staff should be encouraged. Islam and Monzur (2018) studied the factors that impacts and can be improved upon in terms of job satisfaction and found that concern for and interest in employees were important factors in determining job satisfaction. Fairness, care for working conditions, and ability enhancement were also comprised. At this point, job satisfaction has the potential to stimulate creativity in workers (Kumar, 2013).

Since the relationship between creativity and job satisfaction among employees of higher education institutions has been studied in the literature, there are still several research gaps that indicate a need for more research. After examining the existing literature, the following gap was found:

- There is a lack of comprehensive research focusing specifically on the unique context of higher education institutions. Existing studies often generalize findings from other
- sectors, neglecting the distinct characteristics and dynamics prevalent in academic settings.
- Most studies tend to lump together different categories of employees within higher education institutions, such as faculty members and administrative staff. More research is needed to understand how creativity and job satisfaction vary among these distinct roles and whether factors influencing them differ significantly.
- Notable research gaps exist, particularly concerning gender-specific investigations within these institutions. Current studies often overlook or inadequately address the nuanced differences in how males and females experience job satisfaction and express creativity within the context of higher education. Therefore, there is a clear necessity for additional research.
- A gap underscores the necessity for further investigation to better understand the dynamics of creativity and job satisfaction among employees within Indian higher educational institutions.

Addressing these research gaps can provide a more nuanced understanding of the relationship between creativity and job satisfaction among employees in higher education institutions, ultimately contributing to the development of evidence-based strategies for enhancing organizational performance and employee well-being.

2. Methodology

2.1. Aim:

The present study aims to explore the link between Creativity and Job Satisfaction among Employees of Higher Education Institutions.

2.2. Objectives:

1. To investigate the difference on the level of Creativity and Job Satisfaction among Male and Female Employees of Higher Education Institutions.
2. To measure the relationship between Creativity and Job Satisfaction among Employees of Higher Education Institutions.

2.3. Hypothesis:

1. There will be a significant relationship between Creativity and Job Satisfaction Among Employees of Higher Education Institutions.
2. There will be significant difference on the level of Creativity and Job Satisfaction among Male and Female Employees of Higher Education Institutions.

2.4. Rational of the Study:

Upon conducting a thorough examination of the relevant literature pertaining to the variables, it has come to our attention that a significant gap exists. To address this gap, the present research endeavours to investigate the relationship and gender difference on the level of Creativity and Job Satisfaction among employees in the Higher Education Institutions. It is important to investigate and comprehend the relationship between creativity and job satisfaction in higher education can help create more encouraging and rewarding work cultures, which will eventually benefit staff members as well as the institutions themselves.

2.5. Sample:

The sample was collected from 100 Employees (Male & Female) working in Higher Education Institutions of Delhi/NCR Region within

the age range of above 25 years. Demographic data, including variables such as age, gender, occupation, qualification, domicile, area of residence, and contact details, were also collected. The purposive sampling was used by the researcher to gather the information from the participants.

2.6. Tools:

The standardised tool developed by Kaufman Domain Of Creativity Scale (KDOCS) was utilized to gather the information from the participants on the context of creativity which has 50 Items and Job satisfaction survey (36 Items) developed by Paul E. Spector was also used to gather the information.

In assessing the reliability of tools commonly employed in research studies, James C. Kaufman (2012) yielded a reliability coefficient of 0.97, indicating a high level of consistency and stability in measuring creativity. This finding underscores the utility and robustness of the Creativity tool as a reliable instrument for assessing creative traits and behaviors in research contexts. In a separate investigation, Paul E. Spector (1985) evaluated the reliability of the Job Satisfaction Survey, a widely used instrument for gauging individuals' satisfaction levels in their work environments and reported a reliability coefficient of 0.91 for the Job Satisfaction Survey, indicating a high degree of internal consistency and reliability in measuring job satisfaction among respondents. These reliability coefficients suggest that both the Creativity measure and the Job

Satisfaction Survey are dependable tools for researchers seeking to assess and analyze creativity levels and job satisfaction within various populations and settings.

2.7. Procedure:

- To fulfil the objectives of the present study, a standardized questionnaire was given to the 100 employees from Higher Education Institutions of Delhi/ NCR Region.
- The participants were briefed on the purpose of the study, and informed consent was obtained, stating that participation was voluntary and that they could withdraw from the study at any time.
- Demographic information such as age, gender, occupation, qualification, domicile, area of residence, and contact information were also gathered. They were encouraged to participate and respond honestly to questions.

3. Results and Discussion:

The descriptive analysis provides quantitative data on the construct measure of the study. Independent t-test reveals the difference between the gender groups on the level of construct and the relationships between them. SPSS-27 was used to do the calculations. The analysis and interpretation are presented in the following sections.

Table 1

Difference on the level of Creativity and Job Satisfaction among Male and Female Employees of Higher Education Institutions

Variables	Gender	N	Mean	SD	t-value	p-value	Result
Job Satisfaction	Male	50	161.72	33.100	-1.600	0.001	Sig.
	Female	50	172.58	34.773			
Creativity	Male	50	167.88	29.417	-0.469	0.185	Insig.
	Female	50	170.84	33.505			

Table 2

Variable	N	JSS	KDOCS
JSS	100	1	.220*
KDOCS	100	.220*	1

Note: Correlation is significant at 0.05 level (2-Tailed)

The present study aimed to explore the relationship between creativity and job satisfaction among employees of higher education institutions (HEIs). The findings revealed a significant positive correlation ($r = 0.220$) between these two constructs, indicating that employees with higher levels of creativity tend to report greater job satisfaction and significant difference between male-female in the context of job satisfaction however no significance was found between males-females in the level of creativity. This

aligns with previous research suggesting that a positive work environment fostering creativity can contribute to employee well-being and satisfaction. The impact of employee satisfaction, particularly on personality, relationships with coworkers, and aspects of the working environment, has led to the employee's high level of creativity. The highest level of creativity is exhibited by the employees' proficiency in their respective disciplines. Creativity is positively impacted by employee satisfaction (Kusumajati, D. A. (2018).

The significant positive correlation confirms the hypothesis that creativity indeed influences job satisfaction in Higher Education Institutions. This suggests that organizations focusing on cultivating a creative atmosphere and encouraging innovative thinking among employees can potentially enhance their satisfaction with their work. Several mechanisms might explain this association. Creative work can provide employees with a sense of autonomy, engagement, and meaning, fulfilling their intrinsic needs and leading to higher job satisfaction. In order to improve teaching, learning, research, and the student experience, colleges should give priority to having a diverse workforce (Haleem & Rahman, 2023). Additionally, organizations recognizing and valuing employee creativity might foster a more positive and supportive work environment, further contributing to satisfaction.

While the research provides valuable insights, limitations need to be acknowledged. The cross-sectional design restricts causal inferences. Examining changes in creativity and job satisfaction over time using longitudinal designs could strengthen the understanding of their dynamic relationship. Additionally, exploring specific

institutional policies and practices promoting creativity alongside job satisfaction could offer actionable recommendations for HEIs.

4. Conclusion:

In conclusion, this research article provides empirical evidence supporting a positive correlation between creativity and job satisfaction within Higher Education Institutions. The findings suggest that individuals with higher levels of creativity tend to experience greater job satisfaction. This study addresses a gap in the literature by examining this relationship within a specific context and sample size, thereby adding valuable insights to the existing body of knowledge in organizational psychology and management. The implications of these findings underscore the importance for organizations, particularly within educational settings, to actively cultivate and recognize creative contributions from employees in order to enhance overall employee satisfaction and well-being. This research offers practical implications for human resource management and organizational leaders seeking to optimize workplace conditions and foster a more gratifying work environment.

5. Implications of the research:

The findings highlight the importance of fostering creativity in HEIs as a potential means to enhance employee well-being and satisfaction. This could involve:

- Encouraging diverse and flexible work arrangements, promoting collaboration and knowledge sharing, and providing opportunities for experimentation and innovation.
- Recognizing and rewarding creative

contributions effectively to motivate employees and signal that creativity is valued within the organization.

- Leaders demonstrating openness to new ideas, providing resources for creative projects, and fostering a culture of trust and risk-taking.

6. Scope for Future Research:

The present study opens doors for further investigation. Future research could delve deeper into:

- Investigating how institutional policies and practices support or hinder employees' ability to balance work demands with personal life can shed light on factors contributing to overall job satisfaction.
- Identifying variables that explain the relationship between creativity and job satisfaction, such as intrinsic motivation, autonomy, and organizational support.
- Exploring how different aspects of creativity (e.g., originality, fluency, flexibility) relate to job satisfaction in different organizational contexts.
- Examining the dynamic relationship between creativity and job satisfaction over time and across career stages.

By delving deeper into these nuances, future research can offer more comprehensive insights and practical recommendations for enhancing both employee creativity and job satisfaction within HEIs.

Conflict of Interest

The authors have no conflicts of interest to

declare.

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Employee Perspective & Ranking Of Occupational Health Issues. “A Case Study Of Industrial Employees Of Uttarakhand”

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Abstract

Purpose: *Occupational safety and health in the present times is a very important subject and it is related with taking care of safety, wellbeing and security of employees who are working in any sector. Health is related to the physical situation of both brain and body, of all individuals at the organization comprising of employees, suppliers and guests and their defense from damage in the form of accident or infection. Safety on the other hand, is linked to the physical situation at the work-place and affects a condition where the risk of injury and scratch has been eliminated or decreased.*

Methodology: *This research designed a questionnaire consisting of 15 questions and distributed to 300 respondents in 5 different food units located in IIE, Pantnagar. This research with the help of Chi-Square, Kendall's Coefficient of Concordance and Friedman Test analyzed the responses of the respondents.*

Findings: *The responses of the respondents concluded that the employees working in the production, quality and logistics departments give importance to some factors as compared to others in relation to safety and health parameters. Whereas the employees employed in H.R. and other departments consider all the factors same and does not give important to some over the others.*

Value: *The research found that the significance of various factors was different for the employees working in different departments of the same organization.*

Keywords - Occupational, Safety, Health, Workplace, Perspective

Introduction:

Safety in the work-place is very significant for each and every worker in the organization since all the employees wish to do job in a secure and shielded environment (Lucchini & London, 2014). Health and safety are the crucial aspect for all organizations so as to encourage the welfare of both workers and company (Benjamin, 2001).

It is the obligation and accountability of the organizations to take care of their workers' security. In the present times, organization safety and health are imperative for the welfare of both workers and organizations since a person's death is incalculable and unendurable (Bavon, 2000). Each and every organization does have safety hazards but the owners should dedicate their time to assume and organize the requirements regarding what safety provisions

are needed in their organization to make certain that their employees are safe at all times (Leung et al., 2020). Also, the owners should corroborate with all the employees regarding their day to day working and well-being (Galabova & McKie, 2013). This will help them to take precautions as per the employee's safety and security. In the end, this will help the decision makers to improve efficiency and excellence of their goods and services resulting in good profits (Zeithaml, 2000).

Occupational safety and health are a cross-curricular subject and it is related with taking care of safety, wellbeing and security of employees who are working for a particular organization (Pongracic & Marinac, 2021). Health is related to the physical situation of both brain and body, of all individuals at the organization comprising of employees, suppliers and guests and their defense from damage in the form of accident or infection (Szromek, 2021). Safety is linked to the physical situation at the work-place and affects a condition where the risk of injury and scratch has been eliminated or decreased to an acceptable intensity. The safety of the working environment is generally made of two components (Wirth, & Sigurdsson, 2008). First is the in-house environment and it is associated with the general circumstance in the work-place (Haugen, & Westin, 2016). Second, are the dangerous circumstances which are there in the external environment outside the employees' work-place (Kirschenbaum, 2000).

Review Of Literature:

Arun Vijay Subbarayalu (2013) conducted research to find out the occurrence of occupational health issues related to physical, psychological and mental problems of 180 workers employed in I.T.e.S. organizations in Chennai, Coimbatore and

Bangalore. The researcher employed a questionnaire for collecting primary data for both male and female respondents. The researcher used a number of tests to analyze the various issues related to health problems of the workers employed in these types of organizations. The results found out that about 58% of the employees have had some type of Work-Related Musculoskeletal Health in the last one year. The W.R.M.S.H.s pains among the employees were Lower Back (39%), Neck (24%), Wrists & Hands (17%), Shoulders (10%) and others (7%). The Eye Related problems have been reported by a number of employees which includes issues in eyes, ears and throat. The research in the end states that employees face a number of issues related to physical, psychological and mental health issues. The author concludes that a suitable avoidance policy is required to be implemented so that the employees can focus on their work and produce better results for their respective organizations.

Waqas Ahmed Khan, Talha Mustaq and Anmol Tabassum (2014) state that occupational safety and health is a field related with the protection, wellbeing and interests of the employees. The objective of occupational safety and health plans comprise of cultivating secure and strong working conditions. The authors conducted this research to gauge the present conditions of occupational health and safety in the textile organizations in the city of Lahore. The research also gave emphasis to examine the health and safety problems in various organizations along with the risk evaluation and to find out work related ailments which influences the physical wellbeing of workers. The authors collected data related to health, safety and risk issues in the big textile companies in the city of Lahore. To collect the data a questionnaire was distributed among the workers with a number of

parameters related to health, safety and risk issues. The results confirmed that the typically noise standard, illumination standard, humidity standard and stack emission standard were as per the norms. The research found out that wellbeing and safety program was not as per the standard and generally labors did not have any idea regarding P.P.E. The authors conclude a number of norms were not followed and a number of issues have to be taken care to implement occupational safety and health in the true spirit.

Gourab Biswas, Arkajit Bhattacharya and Rina Bhattacharya (2016) state that in the economic progress and development of a nation, construction sector has a very significant role to play. About 0.35 billion workers across the globe are directly employed in this industry and the count is increasing by each passing day. Owing to numerous occupational health problems, this industry tops the list for work related mishaps and harms. Employees in this sector are subject to numerous kinds of deadly occupational health dangers every day. In this research the authors have analyzed numerous research papers and thesis to obtain an extensive gamut of occupational health difficulties of construction employees. The major findings are employees have to work for longer duration and are vulnerable to various corporeal, synthetic, organic, perfunctory and psychosocial issues during their day to day working. This research found out that there is occurrence of body pains and these results in critical mishaps because of wrong body movements, carelessness, inappropriate utilization of body kits, overtime and dangers working environment. The authors recommended that job-specific precautionary acts for labors, employees' health observation plans for decreasing health hazards.

Andrei Nikulin and Anni Yulievna Nikulina (2017) state that novel obligations for occupational health and safety companies in Russia are identified with monetary and societal issues. Systems supported proposition to occupational health and safety combined with the implementation of innovative tools and innovative methods along with wellbeing, which is a feasible technique of decreasing work-place accidents and industrial misery. Innovative methods with well-organized organization arrangements help in considerable decrease of the work-place hazards and injuries. This research focus on industrial structure necessitated to develop work-place protection with the help of well-organized estimation of the safety arrangement in the unit. The authors have given suggestions for industrial resolutions which will help to decrease work-place hazards and injuries. This research has established norms to assess present usefulness of the safety arrangement in the various units. This research was conducted in DTEK company, Obukhovskaya mine of MM Obukhovskaya for studying methods to enhance the industrial examination process. The research was of the view that development of the safety arrangement in the organization which help to give motivation to workers, increase output, decrease financial loss and enhance the workers' situation.

R. Rahamath Nisha and V. Saravanabavan (2020) defined occupational health as the recognition and management of the dangers coming out of various industrial processes and to set up a safe and healthy working environment for the workers. The authors selected Melur town situated in the north-east of Madurai district in the state of Tamil Nadu. This research predominantly endeavored to find out whether employees working in the metal and construction sector are at greater

health risk in comparison to another sector. The authors distributed questionnaire to 150 questions to employees working in metal, non-metal and petro-chemical sector. The results found out that deficiency of safety tools results in respiratory diseases along with smoking practices which further deteriorates the labor's health. The main findings were that employees who have longer shifts and are not using safety tools are in risk to develop respiratory diseases and particularly if their age is more than 40 years. The conclusion was that the people working in metal and construction sector have higher chances of developing respiratory diseases as compared to the people working in petro-chemical sector.

Objectives Of The Study:

- To examine the perspective of industrial workers of Uttarakhand regarding their respective work environment.
- To rank the factors which influence the industrial workers' perspective in Uttarakhand to work in a particular industrial unit.
- To measure the present working environment of industrial workers in the state of Uttarakhand.

Research Methodology:

The structure of methodology applied in the present study is as follows:

- Research Design: Descriptive Research Design.
- Mode of Data Collection: Primary Method.
- Sample Size: 300 questionnaires were distributed in five different food units.
- Sampling Technique: Judgmental or Purposive Sampling Method.

sive Sampling Method.

- Sample Composition: All employees working in specified Food Units.
- Area of Study: The survey was conducted in five (5) different food units of IIE, Pantnagar.
- Data Analysis Tool: Chi-Square(χ^2), Kendall's Coefficient of Concordance(τ) and Friedman Test (Fr) with the help of SPSS software version 20 was applied to the responses.
- Questionnaire: A questionnaire was developed by including fifteen (15) questions in it and the first five (5) questions were related to basic demographic details. The next ten (10) questions were related to various factors that may have an influence on the perspective of the industrial workers of Uttarakhand. The variables in the questions were selected after review of literature and respondents had to rank their preferences from 1 (Most important) to 10 (Least Important).

Findings And Interpretations:

Table 1: Gender

TABLE 1: RESULTS - GENDER

Variables	Category	Number	Percentage
Gender	Male	103	61
	Female	66	39

In this research a total of 169 respondents participated, out of which 103 (61%) were male whereas 66 (39%) were female.

Table 2: Age

TABLE 2: RESULTS - AGE

Variables	Category	Number	Percentage
Age	20-25 Years	42	25
	26-35 Years	31	18
	36-50 Years	57	34
	50 Years +	39	23

In his research 42 (25%) respondents were in the age group of 20-25 years, 31 (18%) were in the age group of 26-35 years, 57 (34%) were in the age group of 36-50 years and 39 (23%) are above the age of 50 years.

Table 3: Gender

TABLE 3: RESULTS - MARITAL STATUS

Variables	Category	Number	Percentage
Marital Status	Single	73	43
	Married	96	57

In this research there was a total of 169 respondents, out of which 73 (43%) were single and 96 (57%) were married.

Table 4: Skill Set

TABLE 4: RESULTS - SKILL SET

Variables	Category	Number	Percentage
Skill Set	Unskilled	24	14
	Semi-Skilled	56	33
	Skilled	89	53

In this research 24 (14%) respondents categorized themselves as unskilled employees, 56 (33%) respondents categorized themselves as semi-skilled employees and 89 (53%) respondents categorized themselves as skilled employees

Table 5: Operational Area

TABLE 5: RESULTS - OPERATIONAL AREA

Variables	Category	Number	Percentage
Operational Area	Production	67	40
	Quality	21	12
	Logistics	41	24
	Stores	24	14
	HR	10	6
	Others	6	4

In this research 67 (40%) employees were in the production department, 21 (12%) employees were in the quality department, 41 (24%) employees were in the logistics department, 24 (14%) employees were in the stores department, 10 (6%) employees were in the H.R. department and 6 (4%) employees were in the other departments.

Table 6: Production Department

TABLE 6: RESULTS - PRODUCTION DEPARTMENT

N	df	Chi-Square	Kendall's W	Asymp. Sig. (Friedman Test)
67	9	60.151	0.100	0.000

HO: There is no significant difference in production department ranking and their respective work environment.

The above results reject our null hypothesis with the help of Friedman Test (0.000) and Kendall's W Test (0.100). This means that the employees of the production department give importance to the ranking of the various factors which directly or indirectly impacts their respective work environment.

Table 7: Quality Department

TABLE 7: RESULTS - QUALITY DEPARTMENT

N	df	Chi-Square	Kendall's W	Asymp. Sig. (Friedman Test)
21	9	18.579	0.098	0.029

HO: There is no significant difference in quality department ranking and their respective work environment.

The above results reject our null hypothesis with the help of Friedman Test (0.029) and Kendall’s W Test (0.098). This means that the employees of the quality department give importance to the ranking of the various factors which directly or indirectly impacts their respective work environment.

Table 8: Logistics Department

TABLE 8: RESULTS - LOGISTICS DEPARTMENT

N	df	Chi-Square	Kendall's W	Asymp. Sig. (Friedman Test)
41	9	43.137	0.117	0.013

HO: There is no significant difference in logistics department ranking and their respective work environment.

The above results reject our null hypothesis with the help of Friedman Test (0.013) and Kendall’s W Test (0.117). This means that the employees of the logistics department give importance to the ranking of the various factors which directly or indirectly impacts their respective work environment.

Table 9: H.R. Department

TABLE 9: RESULTS - H.R. DEPARTMENT

N	df	Chi-Square	Kendall's W	Asymp. Sig. (Friedman Test)
10	9	18.109	0.201	0.057

HO: There is no significant difference in H.R. department ranking and their respective work environment.

The above results accept our null hypothesis with the help of Friedman Test (0.057) and Kendall’s W Test (0.201). This means that the employees of the logistics department do not give importance to the ranking of the various factors which directly or indirectly impacts their respective work environment.

Table 10: Other Departments

TABLE 10: RESULTS - OTHER DEPARTMENTS

N	df	Chi-Square	Kendall's W	Asymp. Sig. (Friedman Test)
6	9	5.164	0.096	0.820

HO: There is significant difference in other departments ranking and their respective work environment.

The above results accept our null hypothesis with the help of Friedman Test (0.820) and Kendall’s W Test (0.096). This means that the employees of the other departments do not give importance to the ranking of the various factors which directly or indirectly impacts their respective work environment.

Conclusion:

Occupational safety and health in the present times have become a very important parameter as employees working for a particular organization look to work in those organizations which promote their safety and health along with other aspects. In this research, an attempt was made to study those factors that are very important for an employee to consider as a safety and health parameter. All

the ten factors were taken after studying various researches in the form of papers and thesis that was related to this particular subject. In a nutshell it was concluded that each and every factor considered in the questionnaire by the researchers was very important for employees but there were some factors which were very significant as compared to others. It was also found that the significance of various factors was different for the employees working in different departments of the same organization. The one factor that was common among the employees was that all of them considered work-place safety and health as an important part of their jobs.

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IMPACT OF HYBRID WORK MODEL ON EMPLOYEE ENGAGEMENT AND PRODUCTIVITY

Pelluru Sai Sukesh Reddy

Abstract

The worldwide outbreak of Covid-19 has disrupted organizations, industries, and markets, resulting in exploring new methods and techniques with flexible hours and operations about the centralized workspaces. These innovative ideas and initiatives had paved the ground for the new workspaces in the “new normal,” which has almost transformed and updated into post-pandemic work life. These new practices like flexible workplaces and work hours had bought a set of questions like interpersonal relationship at workplace, worktime, communication between employees and managers, balance between personal and work life. The post-covid world was dynamic specially to the organizations with “Work from Home, Flexible work hours, partial employees available at office space” had led to increase in the project teams in the hybrid work mode.

The primary aim of this research is to see impact in the employee engagement, the hurdles and challenges faced by organizations which haven't seen such massive hybrid teams ever before leading to communication hurdles, engagement activities and ultimately leading to impact the productivity of individuals, teams, and projects they were handling. The challenges that were faced by the organizations to maintain the hybrid teams to have smooth day to day operations without any disturbances. All together about the moonlighting and the relations it shares with the hybrid work culture and its concerns to the organizations towards the productivity of the employees.

Keywords - Employee Engagement, Employee Productivity, Moonlighting, Hybrid Work Mode, Organizational Culture, Human Resource Strategies.

Introduction

The term “employee engagement” is most common phrase in the field of Human Resources. The term can be explained in a simple way that it tells us the dedication and interest the employees of our organization shown towards the work. So, the engagement levels in the organization will show the direct effect on the employees' perception and this doesn't mean the pay check that will be the employee engagement is measured. There are lot of

other factors that will have their influence over the employee engagement in the organization (Smith, 2022). This is quite an important component for any organization due to its direct impact on job satisfaction and employee morale. The important element in the employee engagement is communication which has vital role in connecting the employees and make all these engagement activities hassle free. This employee engagement concept was initially started in 1990s, but it received wide recognitions in the 2000s.

The term “employee productivity” itself gives us brief understanding about its wide meaning. In simple words it refers the quantitative measure of the work done by an employee during the specific time interval. It’s purely a quantitative result of an individual or team. This is one of the important measures for any organization and will impact the business goals and targets. The organizations are evidently dependent upon their profitability and success in projects they conduct. This is important aspect to improve the profitability of the organization. It’s critical for managers to monitor employee engagement considering how it impacts total productivity. If you observe that worker productivity is inadequate and some personnel appear to be acting below expectations, this could be a sign of employee disassociation, issues with working together, or ineffective business procedures (Sarma, 2022).

The covid-19 pandemic has showed the impact on every organization spread across the globe irrespective of countries that organizations operated. This had led to change in entire organization working conditions. Due to this the organizations changed to the remote working conditions where employees perform their tasks from their personal space staying in the remote locations. Once the pandemic is over the office spaces started to open for the old way of work to offline. But the transition from remote work to direct office work is becoming quite challenging for the organizations. So, the organizations continue to follow the hybrid workplace with partial workforce coming back to office and rest from their own locations.

The method of hybrid mode is flexible approach where the work is done from both office desk and personal house desk. It is different from every team to team and employee to employee with variety of schedules and flexible work hours. There are quite many ways to adapt blended work to your organization because it is an adaptable workplace paradigm and can change based on organization, industry, work location and many factors. The hybrid work mode has created a different work environment to the organizations that led to change in decades old practices of the workplace. These changes are flexible but started to cause impact in the employee engagement and made it into a complex procedure. The organizations haven’t seen such massive hybrid teams ever before leading to communication hurdles, engagement activities and ultimately leading to impact the productivity of individuals, teams, and projects they were handling.

Literature Review

Employee engagement is dependent on the trust of the employee, it can be achieved only when employees feel their contributions are respected and fulfilling the organizational objectives. The HR should make strategies for their personal development, pay and rewards to make them feel as asset to organization (Kalokar & Sahu, 2022)

Organizations were trying and evaluating a new work style which is quite balancing between employee and manager expectations. A study conducted in 22 companies through internal surveys from 12 different nations has brought us interesting facts. Though different companies provide flexibility to the employees the policy need to be decided on the basis for granting it on requirements and timings of allotment (Smite et al., 2023).

The corporate environment became very dynamic, and technology has advanced which need a necessary for the adjustments required according to the present conditions. Employees at present are adapting to this dynamic corporate environment. For workers, understanding the idea of a hybrid workplace has been a transitory stage. There are not many models that have been created to understand the relatively new idea of hybridization (Laila, 2022).

Hybrid work environment, performance management which was completely result oriented is a significant variable that affects employees' productivity. Both the number and quality of communication were significant factors that were interlinked with the output and wellbeing. Training managers in effective remote management techniques is essential and one of the main obstacles in hybrid work is effective communication (Fridrihsone & Suhodojska, 2021).

Relationship between the job performance and RW productivity rely importantly on both remote working engagement and living with small children. Although conducted during the pandemic, this research provides us some primary findings for HR professionals and practitioners that might be helpful in the due course of time after the pandemic has passed (Toscano & Zappalà, 2021).

Appropriate strategy in this situation would be to implement a work model like the Unique Hybrid Work model, in which employees work majority of time remotely and can come the office when it is required. Major giants like Microsoft, Ford Motor Company, Citigroup, Google, and Infosys, to name a few, have identified and accepted its advantages and are also using the Unique Hybrid work style. They are pleased with the outcomes of

this methods (Lenka, 2021).

Outcomes make it evident that managing hybrid workforce can be challenging to the managers must overcome few challenges. Space, a lack of physical connect, misunderstandings, striking a balance between socialising and cohesion, and misinterpretation are few thongs listed in this research as the major challenges of managing a hybrid workforce (Beno, 2022).

Combining video conference and instant messaging is clearly beneficial. Establish multi-channel communications systems that combine online and in-person contact, such as meeting spaces with hybrid technology, to enable employees to engage freely for both social and work-related reasons. Choose the finest online communicators, compile best practises, and create training programmes to spread them (Cronin & Betez, 2022).

Give employees prominent online training to improve their abilities to take on new important roles. Rewrite them with fresh objectives in more transparent, upbeat, and attractive language. Ensure good communication among employees to regain their trust in the company (Kumar, 2020).

Moonlighting may help companies hold the competence and productivity by minimising disengagement, obtaining new skills, and kindling desire. Due to the epidemic, the workforce is forced to look for alternative sources of income through paid microwork and mini jobs in case of sudden layoffs, so platform work during regular lockdowns is considered by some as a method to supplement one's income (George & George, 2022).

Through a very interactive debate,

we explore this sudden change in employee engagement. Include employees in discussions about the company's future objectives, with a change in importance on re-aligned skills that will increase resilience among the workforces. Second, provide specialised procedures that is significant for the adaptability and inclusivity. Finally, give workers more democracy so they can be held accountable and responsible for their participation (Pass & Ridgway, 2022).

The influence of working from home on employee practices and its impact of work motivation on the performance are two theories that are disproven. work-from-home flexibility's impact on employees' productivity is mediated by job happiness. While working from home factors in altering job performance, motivation does not turn into a mediator variable (Hidayat, Maarif, & Asmara, 2022).

Using the analogy of employee engagement being a battery, it is demonstrated how the nature of HW, and its many execution aspects can affect whether work from home will have a beneficial or detrimental effect on employee engagement. work from home may have both positive and bad effects on employee engagement, the hybrid work setup ultimately determines what those effects will be (Prevot & Mägi, 2022).

This is extremely advantageous for companies because it is far simpler for processes and HR policies to have an impact on organisational and job-related feature variables than it is for individual work styles and household circumstances. The pandemic-induced trial period for remote work has clearly revealed the enormous number of organisations with the capacity to do so, and that staff members highly value the opportunity to do so (Baker, 2021).

One of the initial things to think about is its goals and purpose. It should be well-defined and attainable. Another crucial consideration is who it is intended for. It is also important to keep in mind that gamification is intended to augment rather than replace conventional staff engagement or incentive methods such as improved conditions of employment, higher compensation, or more job responsibility (Yadav, Lakra, & Bharti, 2020).

A strong level of commitment across global and domestic businesses increases consumer loyalty, retention of employees, and organizational effectiveness. Considering the unparalleled connection between productivity and worker involvement, there are major drivers taken where offering them will boost engagement factor. Honesty in method, regular input, developing interesting activities, rewarding employee triumphs, employee interact, promoting team specific parts/collaboration, emphasizing the daily worker experiences, and ultimately, improving the trust environment are the elements (Kumari & Yelkar, 2022).

Companies must implement a variety of activities to effectively encourage engagement in an environment that is hybrid. Begin achieving this goal, we advocate involving staff in the workplace redesign. Maximise satisfaction among workers in our constantly shifting world, businesses should constantly reconsider the two the engagement strategy and their work environment design (Guttman & Nayak, 2021).

WFH had no significant effect on evaluations of performance or offers, lines of code produced a rise of 8%, and workers' evaluated productivity improved by 1.8%, indicating a tiny positive influence. Given the benefits for retention, work happiness, and efficiency, the firm expanded hybrid

WFH to the full company once the pilot concluded (Bloom, Han, & Liang, 2022).

The main advantages of remote work were enhanced agility, independence, balance between work and personal life, and personal achievement, while the main disadvantages were social factors such as loss of comradery and isolation. Staff and upper management were perceived to gain new skills and abilities to adjust to new methods of working in hybrid work, which provided the best of the two worlds of online and office employment. To reap the predicted individual and organizational advantages associated with hybrid work, businesses must give support and flexibility, as well as redesign both physical and electronic environments to meet individuals' new and various requirements (Chafi, Hultberg, & Yams, 2022).

Hybrid work represents the future of the operation of a working technology process for most business enterprises. The notion is that whenever this model of work can be implemented, it should be done so without interfering with the institution's or company's normal business operations. It is true that this model may not work for everyone and in all sectors (Mihajlovski, 2021)

Organizations face challenges such as a lack of motivation, an eventual decrease in balance between work and personal life, inadequate technology, and an unstable workplace environment. To limit the negative results of work from home, organizatios have to work on

innovating the technologies available, intorduce the blended work condintions. With the future view both organizations and employees should be ready for hybrid working conditions as this new trend will rule the future (Wilson, 2021).

Objectives Of Research

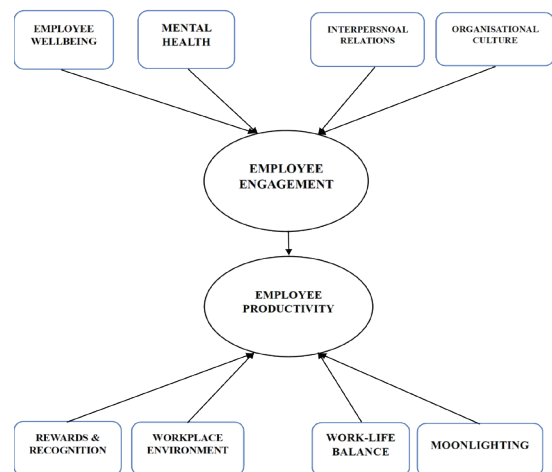
- To Study the impact of hybrid mode on the employee engagement and organizational culture.
- To study the impact on the employee productivity with the hybrid teams.
- To study the relationship between hybrid work environment and moonlighting.
- To study the challenges faced by teams with the employees in hybrid workplace.

Research Methodology & Model

The methodology applied in this study was quantitative and exploratory in nature. The survey questionnaire was created based on the research area, responses were collected from the professionals from different sectors and organizations. The analysis is made on the survey results collected. The total of 222 responses were collected in the time span of two months.

The collected responses are used for analysis using the statistical tools such as regression and correlation through the SPSS application.

Research Model



Analysis

Demographic Information

- The respondents participated in the survey are 57% female and 43% male.
- 92% of respondents are employed in private sector and 8% employed in the public sector.
- The employees are from following industries:

Information Technology

FMCG

E-Commerce

Consultancy

Higher Education

BFSI

Automotive

- The respondents are from following areas: Human Resources

Marketing & Sales

Finance

Operations

- The respondents are from following areas: Human Resources

Marketing & Sales

Finance

Operations

To Study the impact of hybrid mode on the employee engagement and organizational culture:

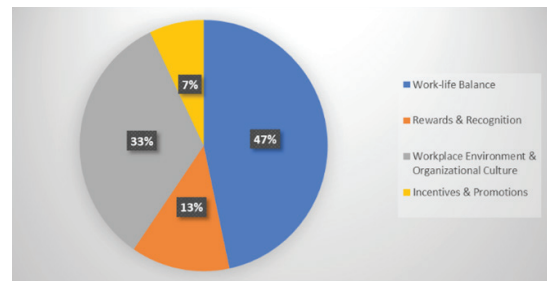
R	R-Square	Adjusted R-Square	F-Change	Sig. F-Change	Std. Error of Estimate
.740	.548	.540	65.545	<.001	.250

- The R Square (coefficient of determination) is 0.548 which shows us there is considerable impact of hybrid work environment on employee engagement and organizational culture.
- The analysis shows us that a considerable impact is present on the employees, the communication, interpersonal relations, mental health & overall well-being of employees is affected. This will significantly impact the engagement of employees.

To study the impact on the employee productivity with the hybrid teams:

R	R-Square	Adjusted R-Square	F-Change	Sig. F-Change	Std. Error of Estimate
.628	.395	.381	28.030	<.001	.357

- The R Square (coefficient of determination) is 0.395 which indicates the impact is moderate on employee productivity with the hybrid teams.
- This analysis shows workplace environment and work life balance are affecting very moderate to the employees, with good rewards and flexible conditions the employees can handle their productivity levels.

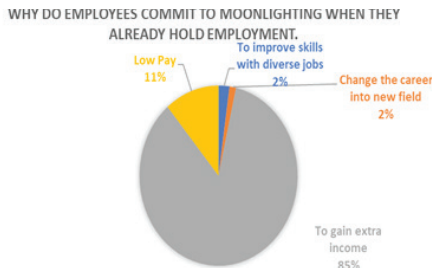


- Almost ~50% of employees feel work-life balance and 33% of employees feel Work environment are important.

To study the relationship between hybrid

work environment and moonlighting:

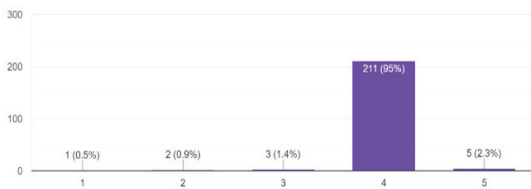
R	R-Square	Adjusted R-Square	Std. Error of Estimate
.578	.334	.286	.521



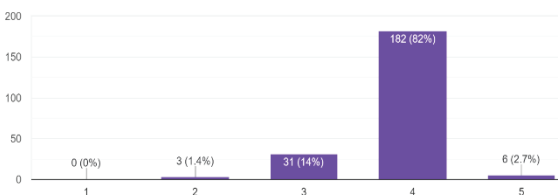
- The Correlation Co-efficient (R) = 0.57, which states that both hybrid work and moonlighting are moderately correlated with each other.
- 85% of the respondents express primary reason for moonlighting is “To Increase their Personal Income”, 11% of them reasoned with “Low Pay”.

To study the challenges faced by teams with the employees in hybrid workplace.

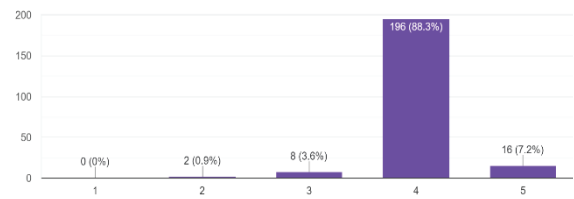
Communication is considered as the biggest barrier in hybrid mode by your organization
222 responses



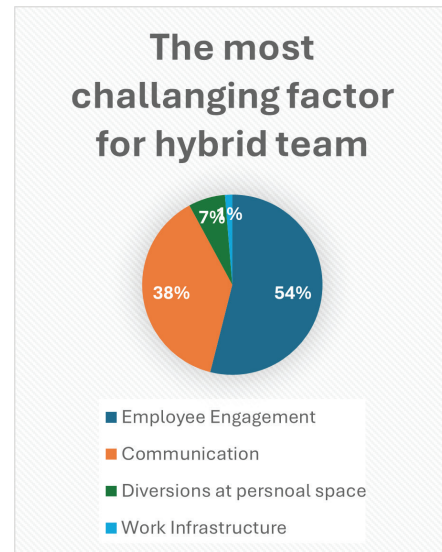
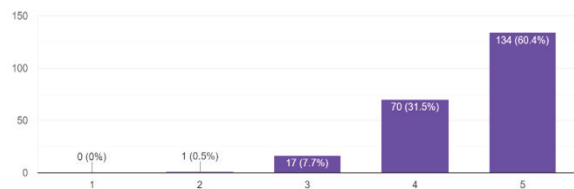
Hybrid teams are facing the issues with their productivity in your organization
222 responses



The moonlighting will continue to stay and effect the organizations till the hybrid modes are in implementation
222 responses



The diversity in teams and different timezones are inevitable in organizations in the hybrid mode and require innovative methods of engagement to handle the current scenario
222 responses



- It has found that communication is the crucial challenge in this hybrid workplace, it’s also one of the reasons for the miscommunication and the loss of valuable time leading to strangling of the productivity.
- The people also expressed that moonlighting is somehow connected to this hybrid work mode. It might not give full flexibility like WFH but gives the employee a substantial opportunity to commit for the moonlighting.

- Most survey respondents look “Employee Engagement & Communication” is the primary challenge for hybrid work mode. Work Infrastructure is not considered due to the solutions availability in the market, Personal diversions is also not considered as a problem.

Conclusion

There is no doubt or reassess about the hybrid work mode after the Covid-19 has been cleared, the organizations were never able to get back to pre-covid workplace scenario and hybrid mode will continue to stay for a long time until there will be an innovative idea or a disruption. But this research has studied about how this long-term situation might affect the engagement and productivity of the employees. So, there are some key points needs to be considered in this hybrid mode:

- The hybrid work mode has shown some considerable and significant impact on the employee engagement, ultimately challenging work environment and organizational culture models that were built since decades.
- The productivity of the employees is suffering in moderate impact due to work-life balance and disruption to existing work environment to which both organizations and employees are adopted since the long-time. So, this new scenario of reporting to office for few days and work from home for a few days & few team members available with others in remote location has caused such disturbances.
- The work from home has given a lot of flexibility to employees to commit moonlighting in easy and calm. Hybrid mode might not be very comfortable, but this also provides a signifi-

cant opportunity for the employees to commit the moonlighting. It might possess some cyber risk to the organizations in some situations.

- Finally, the challenges that needs to be addressed with this mode are important to complete this research, the primary challenge is proper and hassle-free communication network or channels required for better communication of the teams. The Engagement of the employees is the second most important challenge with this mode where interpersonal relations and workplace conditions are pulled back mostly in this case. Even though there are other challenges but addressing these two will solve the problem of both employees and organization

Recommendations:

- Creation of proper communication channels between the teams for the better connectivity between the people.
- The engagement activities that were traditional till now must be replaced according to the requirements of the organizations.
- The organizations should not make employees work beyond hours when they are in WFH condition and disturb work-life balance.
- The interpersonal relations and work culture should be taken care due to very low physical activity or interaction between the team members.
- The organizations have to setup a mechanism to restrain the moonlighting for the jobs with sensitive information, because this might lead to leakage of organizations sensitive information to the competitors and disrupt the organization.

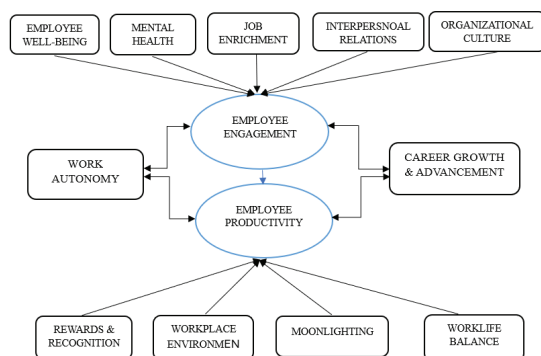
Implications & Future Scope:

The hybrid work mode is going to stay here

for very long, though organizations prefer on site appearance of employees it became challenging to completely switch back from remote mode to on site working conditions. This has left organizations to follow hybrid mode on weekly basis (couple of days on site and couple of days in remote mode).

- This is getting further flexible for employees where they can choose the days employees can attend on site which gives whole choice to them rather organization deciding the attendance.
- This can further enhance the work-life balance and employee engagement levels with providing whole flexibility to them with deciding from where to do.
- Geographical barrier and commuting to work place will be reduced leading to optimum utilization of time, leading to more productivity.
- Overall, it will reduce employee expenditure leading to improvement in employee living standards and which directly effects the engagement levels of employee and improved productivity.
- However, all these need to be executed with proper strategies to avoid miscommunication and take care of trust levels between the employees and management

Proposed Model



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