

AMITY JOURNAL OF

# ENTREPRENEURSHIP & LEADERSHIP

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# **AMITY JOURNAL OF ENTREPRENEURSHIP AND LEADERSHIP**

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## **From the Desk of Editor-in-Chief**

The study of entrepreneurship has a history in itself embedded within organization. It suggests a series of causally connected events which forced processes and organizational members to create, innovate, co-create and/or reinvent products or services as solutions for survival in its environment. The genesis of the concept entrepreneurship is an unfortunate mixture to balance between business challenges and market opportunities. Establishing an intellectual chain between Aristotle, Max Webber to Joseph Schumpeter is much more a difficult job. However, with great optimism one can connect entrepreneurship is all about substantive idea generation and economic opportunity.

In developing countries, the benefit of innovation by entrepreneurs depends on the characteristics of the system of innovation within which they are embedded, access to resources, availability of new technologies, entrepreneurial ecosystem and commercializing new knowledge. Third world nations have realized that entrepreneurship and entrepreneurs can significantly contribute to economic development by facilitating resources from less to more productive uses by performing efficient cost-discovery, generating employment opportunities and supporting structural change in nation building.

This journal tries to capture some pattern of salience among major components- Public policy/Government policy decisions to boost SME's/MSME's, Fundraising/Crowdfunding, Mentoring through Incubators/Accelerators, Role of Angel investors/Venture capitalists, educational institutions and frameworks to promote entrepreneurship. In addition the entrepreneurial outcomes are purely dependent at the individual level and organizational levels resulting from using entrepreneurial behavior as the foundation for implementing any business strategy.

To conclude, the focus of the researchers must be to reconnoiter more avenues to fill the gaps in the existing literature in entrepreneurship and create a platform for exploring better business opportunities. Let us promote grand ideas!!!

**Prof. (Dr.) Balvinder Shukla**  
**Professor of Entrepreneurship and Leadership**  
**Vice-Chancellor, Amity University**  
**Uttar Pradesh**

## **From the Desk of Editor-in-Chief**

India is today ranked the 3rd in the world when it comes to the number of start-ups, just behind the United Kingdom and United States.

Startup India is a Flagship initiative of the Govt of India. The intention of the plan is to be applauded, and there is much in it that is praiseworthy. The thinking behind this push is eminently admirable – especially in as much as it hopefully reflects a vision of state action that relies on removing regulatory obstacles, reducing its own role and on providing instead an enabling environment.

Given the eight of the world's 140 unicorn start-ups valued at \$1 billion or more are located in India, it is not surprising the start-up ecosystem is maturing as fast as it is. From a handful just a few years ago, India had over 1,200 start-ups in 2018 alone, taking the total up to 7,200 according to Nasscom.

Start-ups will have to show that their innovation has “significantly improved” existing processes. Start-ups and business education are complementary to each other. Since 1881, when Mr. Joseph Wharton founded the first business school of the US, entrepreneurship has taken a paradigm shift. From seeking employment to becoming an employer is a noteworthy change in trend.

Amity Journal of Entrepreneurship and Leadership (AJEL) is a step forward to spread awareness among masses.

Happy reading!

**Prof. (Dr.) Sanjeev Bansal**  
**Dean Faculty of Management Studies &**  
**Director, Amity Business School,**  
**Amity University, Uttar Pradesh**

## **MAKE IN INDIA – A MINIMALISTIC APPROACH**

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### **ABSTRACT:**

India is among the fastest-growing economies in the world and is the tenth largest economy in the world in terms of nominal GDP and third largest in terms of buying power parity (PPP). This paper provides details of the Make in India campaign, industries covered, initiatives undertaken by businesses and growth cycles, as well as challenges, opportunities, and opportunities for foreign investors into Indian manufacturing. This research is based on secondary information. The data came from various sources such as research papers, publications from the Ministry of Commerce, Government of India as well as various bulletins issued by the RBI as well as authenticated sites. The research found that Make in India could bring about a major transformation in fields such as biotechnology, automobiles, aviation defense media thermal power as well as oil, gas, and manufacturing. So, we can conclude that, despite "Make the India of today" being launched at the appropriate time, its implementation is a major problem.

**Keywords:** Make in India, Growth, Foreign Direct Investment, Opportunities and Challenges.

### **INTRODUCTION**

Make in India is an international slogan for marketing campaigns that was coined by prime minister Narendra Modi on the 25th of September 2014, in order to encourage corporations all over the world to build and invest in the products they sell in India. Modi has announced this ambitious campaign to make India an international manufacturing hub. In order to achieve a

manufacturing-led change, India would need to take a systematic and well-planned method of reviewing manufacturing to improve its competitive position globally and become a leader in the global market. To be successful in this campaign it was crucial for India to open its doors to knowledge and capital from around the world and the introduction of GST will create India one market, and will strengthen the overall plan.



The principal goal of this research is to analyze the overall picture of the Make in India Campaign and its main areas of focus, as well as initiatives of various corporations and cycles of growth. The study also reveals the effect of foreign direct investment, the major issues, opportunities and recommendations regarding making suggestions for Make in India initiative.

The goal of the study is to explain the reasons behind the campaign Make in India is all about. Then, explain and define the main factors and aspects of the campaign. Do an analysis study on the foreign direct investment as well as the growth in GDP overall specifically impacted by the initiative set out by the Honourable the Prime Minister of India Shri Narendra Modi on 25th of September 2014.

## **REVIEW OF LITERATURE**

The article aids in understanding the effect of making in India on HRM practices that are practiced in the United States. The study also focuses on the synergy that exists between HRM practices and job prospects. The study discovered that there is a significant positive and important connection between HRM practices and the process of making India. The study also revealed that HRM practices can

become the basis for creating the new culture required.

HRM professionals are ahead of the change in culture trend with their innovative and exciting HRM practices. The paper focuses on issues of the making practices in India as well as the various sectors covered across the globe, as well as positive responses and some critiques. The study also focuses on the obstacles that the plan and the movement will have to overcome. The study concluded that the campaign's ability to attract foreign investment and help boost the manufacturing sector of India is timed to perfection.

The study discusses the Make in India scheme, its potential, obstacles as well as the changes that are needed. It also provides examples of the different investors that have invested to date. The study concluded that the Make in India campaign surely creates. The study examines modifications in FDI rate following the launch the campaign Make in India by Modi and the growth due to an increase in due to the increase in the. The study revealed that there is a strong correlation between industrial output and inflows of FDI. The study also showed that the impact of FDI in economic growth

can range from increased productivity to more technology transfer.

**RESEARCH METHODOLOGY**

**Research Type:** Descriptive and Analytic Research

**Type of Data/Data source used:** Secondary Data

The research is built on secondary information. The data came from different sources, including research articles, journals from the Ministry of Commerce, Government of India and various bulletins issued by the RBI as well as authenticated sites.

**Methodology:** We adopted the simple method of writing this research paper. We first attempted to perform an analytical description of data regarding the basic elements of the Make in India campaign and its main focus areas and then we analyzed the overall growth of the economy, both in terms of FDI as well as the total growth in GDP. We then tried to draw out the complete strategies and initiatives that were taken by various companies in line to the ideas put forth under the banner of Make the Difference in India. In conclusion, we have presented the complete outcomes and economic aspects of the same ideas and also attempted to present some possible ideas or policy implications of the Make in India campaign.

**RESEARCH DATA**

**MAKE IN INDIA CAMPAIGN MAIN FOCUS AREAS**

The main focus of the Make in India programme is in creating jobs and skill development in 25 different sectors. These are the main areas.

Automobiles	Electronic System	Ports and Shipping
Automobiles Components	Food Processing	Railways,
Aviation	Entertainment	Roads and Highways
Biotechnology	Leather	Renewable Energy
Chemicals	Media and Entertainment	Space
Construction	Mining	Textiles and Garments
Defence Manufacturing	Oil and Gas	Thermal Power
Electrical Machinery	Pharmaceuticals	Tourism and Hospitality

## **FOUR PILLARS OF MAKE IN INDIA**

Production of goods in India is the principal goal of the Indian government and is a key element to the development of the nation. The program is based on four pillars that are as the following:

**New Procedures:** The government is introducing a number of changes to make it easier to receive FDI and to encourage business partnerships. The reforms are also aligned with the parameters of the The World Bank's Ease of Doing Business index to increase India's standing on the index. Make an impact in India recognizes the ease of doing business as the most significant factor is to encourage the most important factor to encourage. There have been many initiatives to promote entrepreneurship.

**New infrastructure Plans:** The government will build industrial corridors, and smart cities. They will create world-class infrastructure using high-tech technology and high-speed connectivity.

## **FOREIGN INVESTMENT IN INDIAN MANUFACTURING**

Table and figure reveals that, the most recent FDI data from the Reserve Bank of India, broken up by sector, since Make in India specifically concerns

Research and innovation activities are supported by a rapid registration system as well as a more efficient technology to facilitate IPR registrations. Alongside the creation of infrastructure, formation of skilled workers for these sectors is being carried out.

**New sectors:** The program has identified 25 different sectors that need to be promoted and the information is distributed via an interactive internet portal. The government has granted 100% FDI to Railway and has removed any restrictions on Construction. It has also increased investment to 100 percent for Defence and Pharmaceutical.

**A new Mindset:** The initiative aims to make an entirely new paradigm in the way that the government interacts with different industries. It will aim to act as an active partner in the economic growth of the country , and also growth in the business.

manufacturing. After an encouraging jump to a record of \$ 93.40 million in 2014-2015, FDI in manufacturing fell to 84.40 million in 2018-2019.

Table 1: Annual FDI Inflows to India in Manufacturing (US \$ Billion)

<b>YEAR</b>	<b>TOTAL FDI (in US \$ Million)</b>	<b>FOREIGN INVESTMENT IN MANUFACTURING (IN US \$ MILLION)</b>
2013 - 14	36396.00	47.90
2014 - 15	37854.00	93.40
2015 - 16	38274.00	65.30
2016 - 17	37892.00	63.80
2017 - 18	39147.00	96.10
2018 - 19	39894.00	84.40
<b>S.D</b>	<b>1202.49</b>	<b>19.11</b>
<b>CAGR</b>	1.54	9.90

Source: DIPP, Computed.

Table and figure reveals that, India's FDI inflows have increased 20 times from 2000-01 to 2021-22. According to the Department for Promotion of Industry and Internal Trade (DPIIT), India's cumulative FDI inflow stood at US\$ 871.01 billion between April 2000-June 2022; this was mainly due to the government's efforts to improve the ease of doing business and relax FDI norms. The total FDI inflow into India from January to March 2022 stood at US\$ 22.03 billion, while the FDI equity inflow for the same period was US\$ 15.59 billion. From April 2021-March 2022,

India's computer software and hardware industry attracted the highest FDI equity inflow amounting to US\$ 14.46 billion, followed by the automobile industry at US\$ 6.99 billion, trading at US\$ 4.53 billion and construction activities at US\$ 3.37 billion. India also had major FDI flows coming from Singapore at US\$ 15.87 billion, followed by the US (US\$ 10.54 billion), Mauritius (US\$ 9.39 billion) and the Netherlands (US\$ 4.62 billion). The state that received the highest FDI during this period was Karnataka at US\$ 22.07 billion, followed by Maharashtra (US\$ 15.43 billion),

Delhi (US\$ 8.18 billion), Gujarat (US\$ 2.70 billion) and Haryana (US\$ 2.79 billion). In 2022 (until August 2022).

India received 811 Industrial Investment Proposals which were valued at Rs. 352,697 crores (US\$ 42.78 billion).

**PROPORTION OF FDI GROWTH IN INDIA**

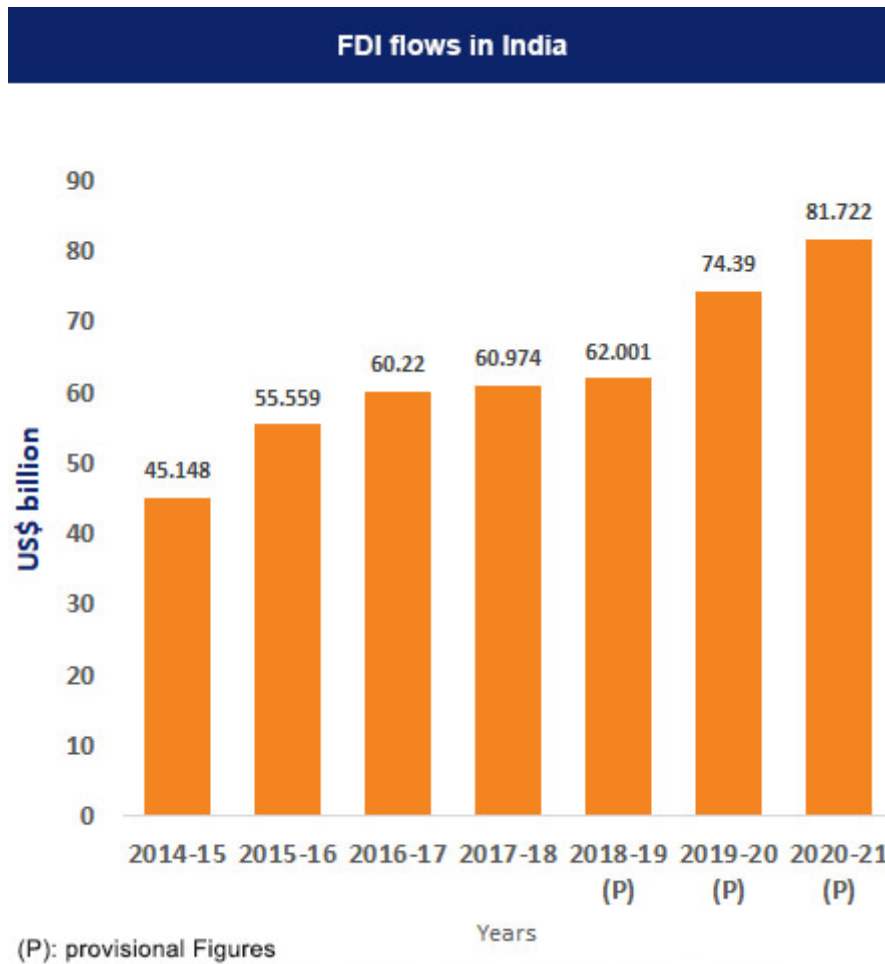


Table 2: FDI growth Annual FDI to India

Source: IBEF

India has become an attractive destination for FDI in recent years, influenced by various factors which have boosted FDI. India ranked 68th in the Global Competitive Index; the economy showed significant resilience during the pandemic.

India was also named as the 48th most innovative country among the top 50 countries. These factors have boosted FDI investments in India. Some of the recent investments are as follows:

## **RECENT INITIATIVES TAKEN BY COMPANIES**

In January 2015, the Spice Group announced that it would establish a manufacturing unit for mobile phones within Uttar Pradesh with a capital investment of 500 crore. A memorandum was reached with both the Spice Group and the Government of Uttar Pradesh.

In January 2015 HyunChil Hong was the chief executive officer and president of Samsung South West Asia under Micro

Small and Medium Enterprises (MSME) 10 MSME Samsung Technical Schools will be created in India.

In February of this year, Hitachi committed to the idea to grow its workforce within India between 10,000 and 13,000 and also tried to boost the revenues of India i.e. between 100 and 210 billion.

In February of 2015, Huawei launched a newly constructed Research and Development (R and D) campus in Bengaluru. It invested 170 million to build the research and development center. In April 2015 Air Bus Company will manufacture its products in India and invest 2 billion US dollars.

The month of February saw the Marine Products Export Development Authority looking to supply shrimp eggs to farmers who raise shrimp in India.

In May of 2015, Tata JLR (Jaguar Land Rover) relocated its manufacturing of its Land Rover Defender to its Pune manufacturing facility in India.

a. In 2016, Shiv Kumar Rungta, the president of FTAPCCI highlighted key areas like services, primarily information technology (IT) and the mechanization of the Agriculture sector for achieving higher productivity, among other things to make it a success in India.

## **CONCLUSION**

Manufacturing is one of the fastest growing industries in India. The Make in India campaign helps to put India on the map as a major manufacturing center and gives global acknowledgement to India's Indian economy. India's position among the world's top 10 manufacturing nations has increased by four spots to a fifth position in 2022 with 3.1% Global Manufacturing Output. The idea of making an investment in India will help boost the production of the market for electronic manufacturing in the nation. This, in turn,

will concentrate on manufacturing electronic products and plans to establish electronic clusters throughout different cities and towns. The huge production investment will result in the creation of more capacity across the nation. Tax breaks for MSME's and start-ups will improve the sustainability of employment and the quality of startups in the design-led manufacturing sector. The Make in India mission is an example of a long-term initiative that can fulfill the dream of turning India into a manufacturing hub. The Make in India campaign also is focused on creating products that have no defects and with zero impact on the environment. Please Make in India come Manufacture in India Sell in any country in the world, but make in India. We've got the skill as well as talent, discipline, and determination to achieve something.

### **POLICY IMPLICATIONS**

The additional effort from the government for initiatives such as the development of skills has been suggested in order to provide the essential support to allow India flourish.

The way we manufacture products should be so that they are free of imperfections and have no negative impact, meaning

they will not have an adverse impact in the world.

Reforms that include bringing more industries to the automated route as well as raising the FDI cap, and reducing process delays must be implemented.

India must work hard to increase FDI in Research and Development.

### **SUMMARY**

Make an impact in India is expected to bring about a dramatic transformation in fields such as biotechnology, automobiles, aviation media, defence thermal power oil and gas, and manufacturing.

There are many job possibilities and have opened doors for all kinds of opportunities without any restrictions.

With the continuous investment of foreign capital The development in the Indian economy can be sustainable.

The threats and challenges facing the human resource industry will be further refined in other areas of the economy.

This campaign raises awareness of the technology's growing importance.

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## **GREEN ENTREPRENEURSHIP**

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### **ABSTRACT**

The vital role of the green entrepreneurs to facilitate the process of globalization to a sustainable economy is crucial. This research paper outlines the importance of green entrepreneurialism and sustainable business, as well as the opportunities and challenges for green entrepreneurs in current times and in the near future. But, following the UN Summit the key issues surrounding the green economy need to be clarified and prioritized in order to achieve the global consensus needed for specific actions. The author argues that the concept of a Green Economy cannot be mandated from above, but must have the support of entrepreneurs who are responsive to government incentives via the development of management technology and innovation depending on changes around the globe. The other side is that the private sector's investments in green technologies don't just create profit for the private sector however, they also create significant positive social externalities that benefit the environment and society overall, especially when they don't just contribute to the development of a segment of the market but also have the potential to scale to enable an environmentally sustainable change of an whole industry. This suggests that the global government should focus more on creating an environment that facilitates massive-scale innovations that help in the transformation to green of an entire sector rather than simply subsidizing niche green markets through encouraging green business.

**Keywords:** Entrepreneurship, green economy, green entrepreneurs, green GDP

### **INTRODUCTION**

Green entrepreneurs have business ideas that are not just financially efficient but also produce positive social and environmental impact. India is among the

biggest countries that have vast human and physical resources that can aid the country's expansion and development in huge amounts. Engineers today are taking difficult routes to become entrepreneurs

due to the huge opportunities available within this Green Sector. Over the last few years, huge attention and research have been focused on discovering the causes of green growth. But, a crucial and pertinent issue appears to have been omitted from the minds of both policy makers and economists, that is, ultimately, green technologies and products are expected to be introduced into the market by green entrepreneurs. But, the majority of the policies and mechanisms designed to encourage green growth focused on identifying technological innovations that are capable of reducing human impacts on the environment, and also solving global environmental problems - like the effects of climate change as well as land degradation and the loss of biodiversity. From a policy standpoint there has been less attention paid to the commercialization of technology as well as to the need to support green entrepreneurship and the "public good" element of green business.

### **I. Definitions of Green Entrepreneurship:**

The term "green entrepreneurship" is described in various different ways by researchers. Green Entrepreneurship made from two words: Green and

Entrepreneurship. These two words combined make Green Entrepreneurship.

The term "green entrepreneurship" in India is "To create a new venture to develop new items and products that assist in conserving the environment, and serve as "Bottom of the Pyramid

A generally accepted definition from Esty and Winston the term "Green Entrepreneurship is an economic activity that puts the natural environment and its resources in the center of a company's strategy and business practices.

### **II. Features of Green Entrepreneurship:**

1. Green Entrepreneurship is the process to create a new company to develop sustainable energy sources and also to offer services and products that are environmentally friendly.
2. Green Entrepreneurship provides opportunities for engineers with experience to determine the techniques that are more efficient in creating or to provide services in connection with solar energy and wind energy, the tidal energy, etc.
3. Green business has the potential for risk as well as the possibility of a Green

environmental. Risks are associated with the acceptance of new services or products and investment related issues and marketing issues, technological issues, etc.

### **III. Concepts of Green Entrepreneurship:**

The term green entrepreneurship has three major variations which are commonly used in the scientific realm--ecopreneurship, environmental entrepreneurship (enviropreneurship), and sustainable entrepreneurship. While the three terms are closely linked to one another, distinct differences are actually present that will be explored in the next four paragraphs.

#### **A. Green entrepreneurship:**

The term "green entrepreneurship" originates from the book of Berle, the green entrepreneurial: Business opportunities (1991) which addresses subjects like recycling, preservation of nature, green energy development, renewable energy deployment as well as other topics. Berle remarked that "One man's trash is another's treasure". It is interesting to note that the majority of definitions of green entrepreneurship also relate to the beginning stage of a company as well as the capacity of the individual or the business to integrate their activities

with the protection of the environment. But, it's also acknowledged that ethical and green entrepreneurs could have mixed motives. Their motives might not be exclusively green, but rather a mixture of ethical, green and social motivations.

#### **B. Environmental entrepreneurship**

Environmental entrepreneurship, commonly referred to as enviropreneurship is an expression specifically employed to refer to entrepreneurial ventures that are focused on putting protecting the environment at the center of their operations. These are usually family-owned enterprises that operate in a social context and are strongly committed to protecting the environment. However, York and Venkataraman argue that environmental entrepreneurship that occurs in new businesses or SMEs could be a way to supplement the regulations and corporate social responsibility and even activism in solving environmental issues.

#### **C. Eco-preneurship**

In the year 1990, environmentalist Prof. Blue used "ecopreneurship" Ecopreneurship as the first literature. It was a term used to describe someone who is aware of their surroundings and is able achieve the greatest outcomes in the

context of the circumstances. He believed that this skill could be learned and suggested specific steps managers, also known as copreneurs, must follow to effect the desired changes. It wasn't until 1998 that ecopreneurship began to be linked to the environment and, within a couple of years, sustainable development.

#### **D. Sustainable entrepreneurship**

As per Kuckertz and Wagner Sustainable entrepreneurship therefore is not just a promise of the more traditional ideas of entrepreneurship. It also has an additional opportunity for society and the environment" A single of the conclusions of the UN Conference on Human Environment (1972 section 6) states that the broad scope of definitions of sustainable entrepreneurship reveals a distinct equilibrium between a focus on the societal and environmental aspects.

Elkington in 1998 included these three components as part of the standards for corporate reporting towards the end of the century. They were referred to in the "triple-bottom-line.

#### **IV. Opportunities in Green Entrepreneurship:**

Green entrepreneurs had to face numerous issues from different perspectives during the process of forming their networks. The question was addressed during the interviews about the way that green entrepreneurs believe they have opportunities compared to other entrepreneurs when they form their networks.

##### **A. Develop a green shopping network**

Social shopping sites are the rage nowadays. Companies such as Wanelo and Fab.com provide many advantages, for example:

- Users can make wish lists
- Social proofing to customers
- Making shopping more enjoyable

A lot of social shopping sites are extremely special. It is possible to create a whole shopping platform that is devoted to eco sustainable items and products.

##### **B. Produce and Market the green products of your Own Online**

The online retail industry is growing. According to EMarketer's estimates the

sales of online retailers reached more than \$2 trillion in the last year. However, certain online retailers have a better performance than others. The most successful research and profit from trends, for instance, the rising demand for eco-friendly products and utilizing green marketing strategies to draw in health-conscious shoppers.

However, certain online retailers are faring better than other retailers. The most successful research and take advantage of trends for instance, the rising demand for eco-friendly products.

You can earn money through the creation of an online store that is your very own. It doesn't require an expert web developer to start.

There are many online stores for green businesses to explore.

### **C. Writing a green blog**

A lot of people visit the internet to get information about living a greener lifestyle. The term "green living" is used in approximately half a million searches on Google each month.

Smart bloggers can profit from this lucrative market. If you write interesting

original and unique content about it, you could earn an enormous amount of cash through the green blog.

"Green blogging is among the most profitable niches of 2017." declares Ryan Khan, founder of Catalyst for Business. "I have talked to an eco-friendly blogger who generates around a few thousand dollars in monthly revenue from the blogs that run on green in their spare time. It's not enough to allow him to quit his day job as a programmer, but it's a good beginning."

There are numerous ways to earn money from a blog:

- Promoting AdSense advertisements
- Posts sponsored by green businesses
- The generation of leads to solar power companies and other green businesses.

### **D. Green consulting**

Companies invest in eco-friendly strategies due to a variety of reasons, such as:

- Positive publicity from running
- The reduction of costs associated with paper, energy and other costs

- Reducing fines for violations of regulations
- Ensuring sustainability for their businesses

## **VI. Advantages of Green Entrepreneurship:**

### **a. Helpful to the Environment**

Green manufacturing is a great way to benefit the environment. For instance green manufacturing helps to decrease pollution and waste, and aid in the preservation of resources that are limited and nonrenewable. A lot of customers are interested in supporting companies that use green manufacturing. By adopting this method businesses can attract new customers.

### **b. Good turn to the Green Business**

Given the public's agreement on the necessity of protecting the environment, businesses can immediately improve its image through adopting eco-friendly manufacturing. Furthermore, this can reduce the cost of businesses in the long run by implementing more efficient systems and creating an environment that encourages the development of processes. Furthermore, these more efficient

processes may reduce levels of waste that a company generates

## **VII. Disadvantages of Green Entrepreneurship:**

### **a. Surviving the Transition**

One of the drawbacks of green manufacturing that a company may face is the change towards green production. Companies will have to find financing sources to fund the transition towards green production. In addition, the process involves more than the introduction of new manufacturing processes but also the capacity to develop and construct the equipment and technology that will enable green manufacturing. In addition, businesses are usually required to locate new talent and also train existing workers on the best ways to function in the green manufacturing environment.

### **b. International Trade Disadvantages**

Another possible disadvantage of being green can be related to international trade. Many companies are reluctant to establish an eco-friendly manufacturing process due to the fear that this process could become a barrier to the flow of goods as well as profitable trade agreements. This is a

concern for an array of industries and products. For instance, a company may hesitate to introduce green manufacturing due to the fear of being able to lose an importer who doesn't participate with green production.

## **CONCLUSION**

At its finest Entrepreneurship is all an opportunity to harness the passion, energy and creativity of people. When this energy is utilized to develop business solutions that assist in moving enterprises in more sustainable paths, the outcomes are likely to be thrilling and rewarding. In the coming years, we will see massive growth in the world population along with industrialization, economic growth and the like. We have limited resources and must be able to meet the needs of the people. Green entrepreneurs are meeting their pledges to offer secure and efficient operations as well as being socially and environmentally responsible.

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# **THE EFFECT OF PERSON ORGANIZATION FIT ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL COMMITMENT MEDIATION VARIABLES**

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## **ABSTRACT**

The role of employees in fulfilling the company's strategy is shown through performance. How well the performance shown by employees is adjusted to the standards set by the company and can be determined by the management of the performance itself. It is important for companies to carry out a performance management process and then conduct an employee performance appraisal within a certain period of time. So that in the end the performance of an organization depends on the performance of its employees. The purpose of this study was to determine the effect of person organization fit on employee performance and the indirect effect through organizational commitment. This study uses quantitative methods by distributing questionnaires in data collection. The sample of this study was taken from the results of questionnaires to employees as many as 105 people. The analytical tool used is path analysis (path analysis). The results of this study support the four hypotheses proposed, namely first, person organization fit has a positive and significant effect on employee performance. Second, person organization fit has a positive and significant effect on organizational commitment. Third, organizational commitment has a positive and significant effect on employee performance, and the fourth organizational commitment mediates the effect of person organization fit on employee performance. So, it is necessary to pay attention to person organization fit, organizational commitment in improving employee performance.

**Keywords:** Person-Organization Fit, Employee Performance, Organizational Commitment

## **INTRODUCTION**

In the midst of a constantly changing environment and conditions that experience uncertain turbulence, competition between organizations

becomes inevitable. An organization is also challenged to review the condition of its resources or inputs to develop development steps. This is very necessary so that the organization does not become slumped from competition that can lead to

bankruptcy. In an organization can not be separated from the role of humans commonly known as human resources (HR) (Sukarti & Kistyanto, 2014).

Human resources are a very valuable company asset. In the era of global competition, HR is the only key to sustainable success for a company. Companies can experience sustainable growth depending on how their human resources perform. In addition to person-job fit, companies also need to pay attention to person-organization fit in hiring someone. Companies need to pay attention to a person's suitability not only in the context of work, but also with the organization as a whole. The existence of similarities and compatibility between employees and the organization can produce more effective performance.

Every organization has goals to be achieved. To see how far the company has been able to achieve its goals, we can look at the performance aspect of the company itself. Furthermore, the good and bad performance of the company will be determined by the conditions and work spirit of the employees at the company. Human Resource Management has come closer to being recognized as an intrinsic part of management, which deals with the human wealth of an organization. The goal of human resources is to maintain better

human relations in the organization by evaluating policies, procedures and applications, development and programs related to human resources to make effective their involvement towards the recognition of organizational goals. Human Resource Management helps the deepest individual development, effective working relationship between employer and employee, employee and employer, and the molding of desirable human resources. It is the recruitment, selection, utilization, development, motivation and compensation of human resources by the organization.

In managing its human resources, the company will experience various challenges which are generally found in the process of attracting, retaining and developing. One way to meet this challenge is to ensure a match between organizational values and employee values. Understanding Person-Organization Fit can help companies select employees with values and beliefs that are compatible with the organization and shape experiences that can strengthen that fit. Person-organization fit is broadly defined as the compatibility or suitability between an individual and the organization or company where he works in terms of the values he holds and goals .

The importance of the role of person organization fit can be seen from the organization's policies to regulate its human resources so that they can play a major role in working together and supporting organizational strategy. In the selection stage, the company must look for prospective employees who are the best in terms of abilities and knowledge. In addition, the company must also pay attention to the suitability of employees to the company to be entered. This is usually termed person organization fit. In addition to the selection process, the level of individual conformity with the organization is very dependent on the company's ability to meet the needs of its employees. Fulfillment of employee needs needs to be considered by the company because the company requires employee contributions in the form of performance.

## **LITERATURE REVIEW**

Srimulyani (2009) states that organizational commitment is a condition in a person that characterizes the employee's relationship with the company and its environment and has a relationship for the decision to continue or quit organizational membership. Organizational commitment does not only

mean passive loyalty, but also involves an active relationship and the desire of employees to make a meaningful contribution to the organization (Fitriastuti, 2013). According to Wartini and Harjiyanti (2014) organizational commitment implies employee loyalty to the organization, employees who have a high commitment are willing to give more energy and responsibility to encourage organizational success.

An understanding of Person Organizational Fit (PO fit) can help companies choose employees with values and beliefs that are in accordance with the organization and form experiences that can strengthen this conformity (Astuti, 2010). PO fit is defined as the suitability between organizational values and individual values (Guntur, 2012). Farzaneh et al. (2014) stated that there is a positive influence between person-organization fit on organizational commitment. It means that the higher the person-organization fit in the employee, the higher the employee commitment and the lower the person-organization fit in the employee, the lower the organizational commitment.

There are various ways to increase organizational commitment, namely by paying attention to employee work motivation. According to Permansari

(2013) motivation can come from within or from outside to do a job with high enthusiasm using all the abilities and skills possessed. Motivation is also a process that affects behavior and the motivation that exists in a person will realize a behavior that is directed at the goal to achieve the ultimate goal (Ranihusna, 2010). Galletta et al. (2011) stated that there is a significant influence between motivation and organizational commitment. High work motivation will foster high organizational commitment, and vice versa. However, in contrast to the research conducted by (Hayati & Caniago).

Employee performance is about employees achieving results, goals or standards as expected by the organization. Employees are rated how well they do their jobs compared to established performance standards. In short, the achievement of a given task is measured against the established standards of accuracy, completeness, cost, and speed, the initiative they take, their creativity in solving problems and resources in the way they utilize their resources, time and energy (Rothman and Coetzer, 2003). ). Performance is defined as the level of qualitative and quantitative achievement of a job, and the evaluation of all related efforts and the resulting ratios to realize

the targets or missions set (Johari, Yahya 2009). Since performance is a basic phenomenon in achieving organizational and personal goals, it is important for both organizations and employees. An employee's high performance indicator as a source of personal pride and honor, motivates that person more at work, and ultimately increases job satisfaction, earns higher income, achieves a better career and gains social dignity (Vogel, Feldman 2009).

The commitment factor for the company or in general terms is the appropriate organizational commitment to analyze related to improving employee performance. Allen & Meyer (1997) formulate a definition of organizational commitment as a psychological construct that is characteristic of the relationship between organizational members and their organizations, and has implications for individual decisions to continue membership in organizations. Organizational commitment is a "behavioral perspective in which commitment is defined as a consistent line of activities, so that higher employee commitment to the organization can improve employee performance. Wright (1992) supports that higher personnel committed to their tasks will be higher performance. to be generated, leads to a

higher rating level. Organizational commitment is defined as the state that employees identify with a particular organization with a goal and desire to maintain membership in the organization (Tolentino, 2013).

Employee performance has a big role in the success of an organization. So that to achieve organizational goals, every organization must improve the performance of its employees. An employee's performance is still a problem that is considered necessary to be resolved by the company, so the company needs to analyze the various causes of the ups and downs of a performance. The suitability of individual values with the organization can be seen from the employee's tenure, the longer the employee's tenure in the sense of more than five years of service it indicates a match between individual values and organizational values. The match between individual values and organizational values will foster employee commitment to the organization.

An employee who has a commitment to the organization is an employee who becomes involved in the organization because of the similarities, among others, the values he adheres to with the values of the organization (Meyer & Herscovitch, 2002). Employees who have high

organizational commitment have several characteristics, including having a strong belief in the organization and accepting the goals and values of the organization, having a desire to work, and having strong desires to stay in the organization (Mowday et al, 1983). The role of employees in fulfilling the company's strategy is shown through performance. How well the performance shown by employees is adjusted to the standards set by the company and can be determined by the management of the performance itself. It is important for companies to carry out a performance management process and then conduct an employee performance appraisal within a certain period of time. So that in the end the performance of an organization depends on the performance of its employees (Aguinis, 2005).

If the performance is very good, the assessment weight is 91-100, namely with perfect work, no errors, no revisions, and service above the specified standard. Performance appraisal is good if it gets a weighted value of 76-90, with work results having 1-2 small errors, no major errors, revisions, and service according to the specified standards. The performance is quite good with a weight of 61-75, with the results of the work having 3-4 small errors, no major errors, revisions, and the service does not meet the specified

standards. Poor performance gets a weight of 51-60, The results of the work have 5 minor errors, and there are major errors, revisions, and services that do not meet the specified standards. And if the poor performance appraisal gets a weight of 50 and below, the work results have more than 5 minor errors, and there are major errors, revisions, and unsatisfactory service, below the specified standard.

Performance is a basic phenomenon in achieving organizational and personal goals, important for organizations and employees. According to Chatman (1991) in his research with a sample of public accountants, it proved the compatibility between individuals and organizations, causing employee commitment to the organization to be maintained and wanting to continue joint activities with the organization. Another opinion says that individuals who have the same values and beliefs as their organization can interact more comfortably with the organization's value system, reducing uncertainty and conflict, which in turn will increase satisfaction and commitment (Meglino et al., 1989). Chaw et al., (2000) stated that the close match between the selected individual and the organizational culture, the higher the organizational commitment, job satisfaction and tendency to survive. Meglino in Hidayat (2018) suggests that

individuals who have the same values as the organization, then they will easily interact efficiently with the organization's value system, reduce uncertainty, and conflict as well as increase satisfaction and commitment and improve performance. The results of several studies using perceived congruency with perceived organizational culture clearly indicate that perceived similarity is positively related to affective outcomes such as satisfaction, commitment and engagement (Cable & Judge, 1996). The results of Demir's research (2013) found that Person Organizational Fit has a significant and positive effect on employee performance. research by Yulina et al (2015) found that Person Organizational Fit has a positive effect on employee performance.

Person organization fit (PO fit) is positively associated with organizational commitment (Valentine, 2002). The results of research conducted by Tugal and Kilic (2015), show that Person organization fit has a positive effect on organizational commitment. The results of Helena and Akhyar's research (2016), show that Person organization fit has a positive and significant effect on organizational commitment. Because employees who have a good match with the company will feel comfortable and satisfied to be in the company. Similarly, research conducted by

Mahardika (2006), shows that Person organization fit has a positive influence on organizational commitment. Mathis and Jackson (2001) formulated that organizational commitment is the level of trust and acceptance of workers towards organizational goals and has a desire to remain in the organization which is ultimately reflected in the statistics of attendance and turnover of workers from the organization (turnover). Another study conducted by Chaterina & Intan (2012) proved and concluded that organizational commitment has a positive and significant influence on employee performance. Research conducted by Irawan Ciptodihardjo (2012) found that organizational commitment has a significant influence on performance. Another study was also conducted by Memari, et al. (2013).

## **METHOD**

The research variable is an attribute or value trait of people, objects or activities that have certain variations that are set to be studied and conclusions drawn . In human resource research proposed by Oei (2010) this research belongs to the category of casual research, which is a research design whose main purpose is to prove a causal relationship or a relationship that affects and is influenced

by the variables studied. Variables that affect this are called independent, while variables that are affected by changes in independent variables are called dependent variables. In this study the independent variable is Person organization fit (X), the dependent variable is Performance (Y) and the mediating variable is Organizational Commitment (Z).

This research was conducted in the area of NCR. The primary data collection method is carried out using a questionnaire/questionnaire method. To get data about the dimensions of the constructs that are being developed in this research. The questionnaire used is a combination of questionnaires that have been patented and have been published in international journals. The measurement of the independent variable in the study, namely Person organization fit using the basis of an International journal written by Demir et al.

The sample is a subset or subgroup of the population (Sekaran, 2006). In this study the sample used a questionnaire. According to Hair et al (2010), the number of samples is at least 5 (five) times the number of indicators. Hair et al (2010) also suggested that the appropriate sample size ranged from 100-200 respondents. In this study, the number of samples was 105

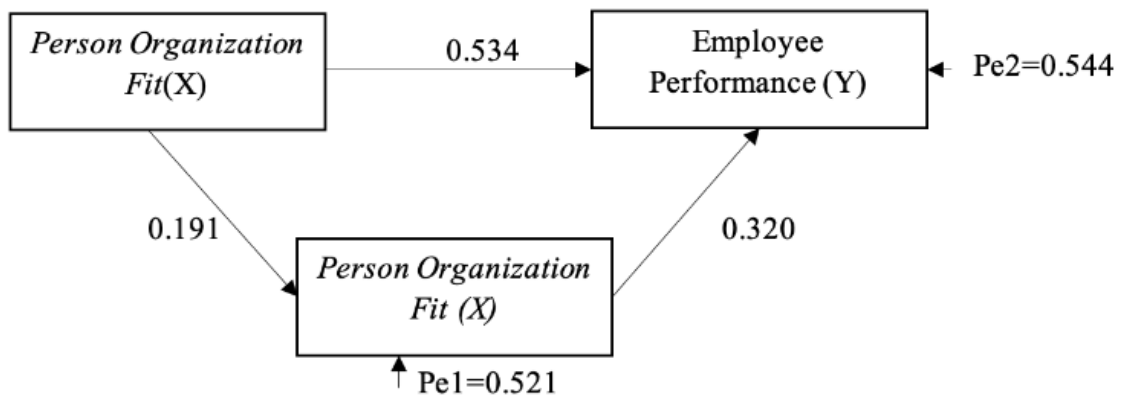
respondents where respondents were taken from Delhi NCR. In this study, research instrument tests, namely validity and reliability tests and path analysis were

used to determine the effect of personal organization fit and employee performance with partial hypothesis testing (t test) and simultaneous test (F test).

## RESULTS AND DISCUSSION

The results of the regression calculation calculated the indirect effect of Person organization fit (X), on employee

performance (Y) through organizational commitment (Z), for the path coefficient value can be seen in Figure 1 below:



$$Z = 2.890 + 0.191X$$

$$Y = 3.008 + 0.544X + 0.320Z$$

1. The Influence of Person Organizational Fit (X) and Organizational Commitment (Z) on Employee Performance (Y).

Table 1. Results of Analysis of the Effect of X, Z on Y

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	3.008	.326		9,220	.000
Person Organization Fit (X)	.403	.065	.534	6,242	.000
Organizational Commitment (Z)	.022	.011	.320	2.109	.017

del can



$$Y = 3.008 + 0.534X + 0.320Z$$

R<sup>2</sup> = 0.753 means that 75% of the variation in firm value is explained by the variables Person organization fit (X), and Organizational Commitment (Z).

2. The effect of Person organization fit (X,) on Organizational Commitment (Z).

Table 2 shows the results of the regression analysis on the influence of Person organization fit (X), on Organizational Commitment (Z)

Table 2. Results of Analysis of the Effect of X on Z

Variable	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2,890	.457		6.322	.000
Person Organization Fit (X)	.206	.102	.191	2013	.002

Table 2 above, the first equation model can be obtained as follows:

$$Z = 2.890 + 0.191X$$

R<sup>2</sup> = 0.719 means that 71% of the variation in organizational commitment is

explained by the Person Organizational Fit variable

**1) Path Analysis P1**

The path of personal organization fit (X) to organizational commitment (Z) is the P1 path with a Beta value = 0.191 and a Sig t level = 0.002 (less than 0.05). The results can be interpreted that the variable person organization fit (X) has a significant effect on the variable organizational commitment (Z).

**2) Path Analysis P2**

Person organization fit path (X) to employee performance (Y) is path P2 with Beta value = 0.534 and Sign level t = 0.000 (less than 0.05). The results can be interpreted that the variable person organization fit (X) has a significant effect on the employee performance variable (Y).

### 3)P3 Path Analysis

The path of organizational commitment (Z) to employee performance (Y) is the P3 path with a Beta value = 0.320 and a Sign level  $t = 0.017$  (less than 0.05). The results can be interpreted that the organizational commitment variable (Z) has a significant effect on the employee performance variable (Y).

The significant path analysis can be seen the indirect effect between the independent variables partially on the employee performance variable (Y) through organizational commitment (Z) as follows:

#### a) Indirect effect of variable X on Z

$$\begin{aligned}
 &\text{Person organization fit equation formula (X)} \\
 Sp2p3 &= \sqrt{(0,320)^2(0,087)^2 + (0,191)^2(0,132)^2 + (0,087)^2(0,132)^2} \\
 &= \sqrt{(0,1024)(0,0076) + (0,0365)(0,0174) + (0,0076)(0,0174)} \\
 &= \sqrt{0,00078 + 0,00063 + 0,0001} \\
 &= \sqrt{0,001315} \\
 &= 0.03626
 \end{aligned}$$

After calculating the size of the standard error of indirect influence, then proceeded with calculating the t value with the following formula:

The data was obtained by multiplying the path coefficient of the direct influence of the person organization fit variable (X) on organizational commitment (Z) (P1) with the path coefficient of the influence of the organizational commitment variable (Z) on employee performance (Y) (P3), namely  $0.191 \times 0.320 = 0.06112$ , this means that there is an indirect positive effect of the variable person organization fit (X) on employee performance (Y) through organizational commitment (Z) of 0.06112. The t-count value is compared with the t-table and if the t-count is greater than the t-table value, it can be concluded that there is a mediation effect. The results of the study can be produced sobel test formulation with the following calculations:

Test Calculation Results t Count

$$t\text{-count} = 2.013$$

Based on the Sobel formula and calculations above, the results of the intervening variable influence test are as follows:

Table 3. Mediation Effect Test Results

<b>Person organization fit Towards Organizational Commitment</b>				
<b>Variable</b>	<b>Indirect Influence</b>	<b>T-count</b>	<b>T-table</b>	<b>Information</b>
<b>X</b>	<b>0.06112</b>	<b>2.013</b>	<b>1,659</b>	<b>There is Influence</b>
<b>Total Mediation Coefficient = 0.06112</b>				

Source: Data processed, 2022

Table 3 shows that the variable person organization fit (X) has a T-count value of 2.013 > T-table 1.659, and a mediation coefficient of 0.06112, so it can be concluded that there is an intervening/mediation effect.

*Person organization fit* employees in this study used three indicators, namely the suitability of values, fulfilment of needs, and the suitability of personality culture characteristics. The task performance indicator became the highest indicator with a score of 4.77 . So that the indicator of the suitability of personality culture characteristics becomes the dominant indicator in shaping employee performance variables.

*Person organization fit* high, the employee's performance will increase. Individuals with high person organization fit means that there is a match between the individual and the organization, such as the compatibility between personal values

and the company, there is a match between the employee's work goals and the company's goals, there is a match between what the employee provides with what the company needs and the existence of the suitability of the character of the employee with the company. An understanding of person organization fit helps companies to select employees with values and beliefs that are compatible with the organization and create experiences that can strengthen that fit. When company employees have a good fit with the organization, they will easily interact efficiently with the organization's value system, reducing uncertainty.

The results of this study are in accordance with the opinion of Wright (1992) that the higher the commitment to the task, the higher the resulting performance, which leads to a higher level of assessment.

The results show a positive relationship between organizational commitment and

employee performance. The explanation of the research results above can be stated that the hypothesis of the influence of organizational commitment on employee performance at the company is acceptable and has been in line with previous studies. In other words, employees who have a high commitment to the organization are less likely to have turnover in the organization. and high organizational commitment will improve employee performance. The higher the commitment, the higher the performance to the organization, because they feel they have the organization.

Sobel test (intervening), stated that Personal Organization Fit has a significant effect on employee performance with organizational commitment as a mediating variable. These results support the suggestion of Winfred et al. (2006) to add outcomes to mediate the relationship between Person organization fit and employee performance. Employees who get a match will tend to be more committed to their work compared to employees who have not got a match between needs and the organization. Thus, employees will tend to be more productive and effective at work. This conformity will make employees feel part of a unified unit. It is hoped that this conformity will encourage the spirit of employees to be

able to contribute more to the company through increased performance. Employees who have a commitment to stay with and be part of an organization must have the desire and need to contribute more. Organizational commitment has a positive influence on employee performance.

This shows that if an employee has a person-organization fit with a high value organization, then he will further improve his performance and have less intention to leave the organization if his commitment to the company is also high. Organizational commitment will further reduce the intention of employees who have person-organization fit to leave the organization. The results of Demir et al. (2015), shows that Person organization fit has a significant and positive influence on job performance. The results of Helena and Akhyar's research (2016), show that Person organization fit has a positive and significant effect on organizational commitment.

Demir, et al. (2013), the results show a positive relationship between organizational commitment and employee performance. Based on the results of the study, it can be concluded that Person organization fit has an influence on performance. An organizational

commitment to mediate (intervening) the relationship between Person organizations fit with employee performance. The results of the research above can state that the hypothesis of the influence of organizational commitment on employee performance at the company is acceptable and has been in line with previous studies. In other words, employees who have high organizational commitment are less likely to have turnover in the organization, and high organizational commitment will improve employee performance. The higher the commitment, the higher the performance towards the organization. because they feel ownership of the organization. If individuals believe in their organization, then anything will be done to make the organization more advanced because it is generated by the high commitment obtained by the organization from individuals or employees .

## **CONCLUSION**

Person organization fit has a positive and significant effect on employee performance, in other words, the better the implementation of Person organizational fit, the better employee performance will be. Vice versa if Person organizational fit is not implemented properly, then employee performance will not increase. Person organization fit has a positive and

significant influence on organizational commitment, in other words, the better the implementation of Person organizational fit, it will be able to increase employee commitment to the organization. The higher the Person organizational fit, the higher the organizational commitment. On the other hand, if person organizational fit is not implemented properly, it will not increase employee commitment to the organization.

Organizational commitment has a positive and significant effect on employee performance, in other words, the higher the commitment to the task, the higher the resulting performance, which leads to a higher level of assessment. That is, organizational commitment can improve employee performance. the higher the organizational commitment, the higher the employee performance. On the other hand, if the organizational commitment is low, the employee's performance will not increase properly. Person organizational fit on the indicators of suitability of goals that need attention is related to the suitability of goals against the suitability of goals for employees and the organization, and between employees.

Employee performance on contextual performance indicators that need attention is related to work that demands more

responsibility, for this problem the company needs to provide each responsibility according to their field so that other employees do not have to handle work with more responsibility. This makes the performance of employees according to the demands of work that require more responsibility. Organizational commitment on the indicators of normative commitment needs attention related to the distrust that one must always be loyal to one organization, for this problem it is necessary to pay more attention to the company to pay more attention to its employees in order to have a high commitment to the organization. Organizations can contribute in the form of rewards so that employees feel ownership and loyalty to the organization so that turnover does not occur. So that later it will increase organizational commitment to employees. Organizational commitment becomes a mediating variable from the influence of Person organizational fit on employee performance. That is, by adding organizational commitment, employee performance will increase.

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## **RECENT TRENDS IN WOMEN ENTREPRENEURSHIP**

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### **ABSTRACT**

Ability and willingness to organize, manage and profit from a business venture. It is possible to start new businesses. It is an example of entrepreneurialism. Entrepreneurship can be combined with land, labor, and capital to produce an economic profit. The spirit of entrepreneurship is characterized by innovation and taking risks. It is essential for a country's ability to compete in a changing global market. There will be many changes in the coming year, so young entrepreneurs must keep these trends in mind as they start their businesses. Stay current with the latest technologies. Entrepreneurs need to keep up-to-date with all the new technologies. Tech advisors can provide up-to-date IT information to the company. Hire talented employees: Entrepreneurs can pay a different salary than established businesses. Startups should look for people with the ability to develop their skills.

Innovation is the key to the dynamic that governs science, industry, and society. To survive in today's globalized world, innovative organizations must be able to renew their offerings and deliver them to their stakeholders. The authors have studied the concept of innovation as well as entrepreneurship. This paper will include case studies of innovative entrepreneurs and how innovation in products/services can help a business survive and grow in a globalized market.

**Keywords** - Entrepreneurship, Innovation, Women Entrepreneurship, Leadership

### **INTRODUCTION**

Entrepreneurship is among the most sought-after topics that have attracted the interest of students and young entrepreneurs in many dimensions. The current economy has amplified the significance of the subject.

Entrepreneurship brings a vital aspect of dynamism to the economy. It is no surprise that the world's most prosperous economy is the USA. The USA is considered to have the highest level of the entrepreneurial country around the globe. Globalization and liberalization have brought two kinds of changes. The first is the obvious transition of globalization. As



new opportunities have emerged in global markets, the stakes have been increased in the domestic market by international goods and services offered to Indian consumers. The market in India is no longer a risk. It will require Indian entrepreneurs to revive their enthusiasm for ingenuity.

The subtler social changes include higher levels of literacy, higher consumer awareness, increased media consumption, and fundamental modifications to family structures. To meet the demand for more creativity in Indian companies, many have fundamentally changed their structure. Entrepreneurship is more than an economic and business view. Innovation, creativity, and bringing a dream to life are all entrepreneurial endeavors in the social sector and impact the same way on society as business entrepreneurship on the economy. Indians were always entrepreneurial. We have all heard businesses expanding through the generations of fathers and sons or the story of rags to riches in the traditional industry.

However, lately, it has seen a change in Indian business. It has become a synonym for something outside of the norm and globally focused. The idea of entrepreneurship is a complex concept. In general, it is a matter of entrepreneurial spirit, vision, and implementation. The

primary participant is the Entrepreneur. Entrepreneurship is the course of actions an entrepreneur (person) takes to create the business of his or her choice. It is a creative and creative reaction to the world. One of the characteristics of entrepreneurship is the ability to identify investment opportunities and then arrange an enterprise, which contributes to economic growth. It requires taking risks, making the necessary investments in times of uncertainty, and creating, planning, and making decisions to improve the amount of agriculture, industry, and service production.

#### **WHAT IS ENTREPRENEURSHIP?**

Entrepreneurship is the ability of the mind to take calculated risks in order to attain pre-determined commercial or industrial goals. It is the risk-taking ability of an individual combined with well-informed decision-making. Entrepreneurship was first introduced in the 1800s, and its definition has changed. Many people think it is about starting one's own company. The majority of economists believe it is more than this. According to some economists, an Entrepreneur is someone who will accept the risk of a brand new venture when there is an opportunity to do the business and make a profit. Others stress their belief in the entrepreneur's

function as an innovator who markets his innovations. Others argue that entrepreneurs are the ones who create new goods or processes that are demanded by the market and that are not currently offered. At the turn of the 20th-century, the economist Joseph Schumpeter focused on how the entrepreneur's desire for innovation and improvement causes upheaval and changes. Schumpeter saw the entrepreneur as a factor that is "creative destruction." Entrepreneurs seek out "new combinations," which in turn makes the old industries obsolete. The traditional ways of doing business are destroyed by developing new and improved methods.

### **CHARACTERISTICS OF ENTREPRENEURSHIP**

Entrepreneurial endeavors are vastly different based on the kind of organization and the level of creativity involved.

Entrepreneurship can be described as solo ventures (even those that involve the entrepreneur working part-time) to massive undertakings, creating many employment opportunities. A lot of "high-quality" ventures that are entrepreneurial seek angel financing and venture capital (seed money) to acquire

capital for the development of the business.

Angel investors usually want an annualized return of between 20-30 percent or greater, in addition to significant involvement in the business. Many organizations are available to help entrepreneurs who want to start their businesses, such as specialized government agencies, scientific parks, business incubators, and a handful of non-profit organizations.

In the last few years, the word "entrepreneurship" has been expanded to include things that are not necessarily connected to business development activities, including the notion of entrepreneurialism as a different attitude (see the term "entrepreneurial mindset"), which has led to entrepreneurial ventures, e.g., as a social business, political entrepreneurship and knowledge entrepreneurship.

### **CONCEPT OF ENTREPRENEURSHIP**

*Entrepreneurship* is a multi-dimensional endeavor that is defined in different ways by different authorities. Centillion became the first person to define the word "entrepreneur." He described an

entrepreneur as someone who performs the role of guidance and speculation. In the words of J.B. Say, the job of an Entrepreneur is someone who can combine the elements of production into a productive organism. Adam Smith, the father of political economy, had a status of a proprietary capitalist, the supplier of capital, while at the same time acting as an administrator, a middleman between consumer and labor.

According to A.H Cole, Entrepreneurship is the deliberate act of an individual or group of people who aim to create or maintain an organization that makes money that produces and distributes goods and services that are economically viable. Friedrich Von Hayek (1899-1922) and Ludwig Von Mises (1881-1973) defined entrepreneurship and assigned the role of the entrepreneur. So, *entrepreneurship* was defined as a term that refers to the capacity to draw resources and bring about changes in the production process. It also refers to creating something completely new by organizing and coordinating, taking risks, and coping with economic uncertainty. Higgins defines the concept as "entrepreneurship is the act of identifying the opportunity for production and investment as well as coordinating an organization to start an entirely new process of production by raising capital,

hiring labor, arranging for the provision of raw materials, and determining the most effective managers for the running day-to-day operations of the company."

## **WOMEN ENTREPRENEURSHIP IN SEVERAL INDUSTRIES**

We see women today in a variety of traditional and non-traditional fields, like electronics, engineering, ready-made clothing, food items, textiles such as handicrafts, doll-making poultry, plastics ceramics, soap printing, toys making, creches, nurseries dairy, canning jewelry design, knitting. What drives women to pursue a career in business is fascinating to investigate and analyze. Based on Mclelland and Winter, Motivation is an important factor that leads to entrepreneurship. Additionally, the specialized qualifications required for managing a company and recognizing a need from the market, motivation from outside, as well as employment for the needy and business already in the family, are a few of the reasons that gave the women entrepreneurs the motivation to establish their own business.

## **CATEGORIES OF WOMEN ENTREPRENEURS**

1. Women in organized and unorganized sector
2. Women in traditional and modern industries
3. Women in urban and rural areas
4. Women in large scale and small scale industries
5. Single woman and joint venture

### **CATEGORIES OF WOMEN ENTREPRENEURS IN PRACTICE IN INDIA**

#### **1ST CATEGORY**

1. Established in big cities
2. Having higher level technical and professional qualifications
3. Non Traditional items
4. Sound financial position

#### **2ND CATEGORY**

1. Established in cities and towns
2. Having sufficient education
3. Both traditional and nontraditional items
4. Undertaking women services – kindergarten, crèches, beauty parlors, health clinic

#### **3RD CATEGORY**

1. Illiterate women
2. Financially weak

3. Involved in family business such as agriculture, horticulture, animal husbandry, dairy, fisheries, agroforestry, handloom, power loom etc.

### **ROLE OF WOMEN AS AN ENTREPRENEUR**

**Herbal Heritage** - Ms. Shahnaz Hassain is a prominent Indian female entrepreneur most well-known for her herbal cosmetics. Indian entrepreneur Shahnaz Husain has over 400 franchise clinics in over 138 countries. **Balaji films**, promoted by Ekta Kapoor and Shobha Kapoor. Biocon Ltd is a Bangalore-based biotechnology company. **Kiran Mazumdar Shaw** is its chairman and managing director. She is one of the top 50 women entrepreneurs in financial times. Forbes lists her as the 92nd most influential woman in the world as of 2014. Zia Mody - Indian legal consultant. In 1984, she started her own Mumbai practice. She merged two other law firms to create AZB & Partners, one of India's largest law firms. Today, she is the managing partner.

### **SUCCESSFUL LEADING WOMEN ENTREPRENEUR IN INDIA**

Akhila Srinivasan, Managing Director, Shriram Investments Ltd

Chanda Kocchar, Executive Director, ICICI Bank

Ekta Kapoor ,Creative Director, Balaji  
Telefilms  
Jyoit Naik, President, Lijjat Papad  
Kiran Mazumdar-Shaw, Chairman and  
Managing Director, Biocon  
Lalita D Gupte, Joint Managing Director,  
ICICI Bank  
Naina Lal Kidwai ,Deputy CEO, HSBC  
Preetha Reddy, Managing Director, Apollo  
Hospitals  
Priya Paul, Chairman, Apeejay Park  
Hotels  
Rajshree Pathy, Chairman, Rajshree  
Sugars and Chemicals Ltd  
Ranjana Kumar ,Chairman, NABARD  
Ravina Raj Kohli, Media personality and  
ex-President, STAR News  
Renuka Ramnath, CEO, ICICI Ventures  
Ritu Kumar ,Fashion Designer  
Ritu Nanda, CEO, Escolife  
Shahnaz Hussain, CEO, Shahnaz Herbals  
Sharan Apparao, Proprietor, Apparao  
Galleries  
Simone Tata, Chairman, Trent Ltd  
Sulajja Firodia Motwani, Joint MD,  
Kinetic Engineering.  
Tarjani Vakil, former Chairman and  
Managing Director, EXIM Bank  
Zia Mody, Senior Partner, AZB & Partners

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## **THE SCOPE OF SOCIAL ENTREPRENEURSHIP IN INDIA**

*Mr. Shivam Kumar*  
*IBS GURGAON*

### **ABSTRACT**

India's economic and social difficulties can be overcome with the advancement and innovation of the best methods and positive models, as well as exploring good examples of social entrepreneurial models and by examining good examples of social. One of the biggest challenges for the future is the role of businesses in addressing the issues and improving the community's well-being. Social Entrepreneurship is an essential concept of social responsibility, and a means to resolve many pressing social issues. This paper's goal is to define the concept of social entrepreneurship. This paper draws the required details from several research studies—a secondary literature review. Data resources are utilized in a manner relevant to the study's purposes. A spirit of entrepreneurship is returning to India. Starting in the past, India has been entrepreneurial. This article aims to illuminate the challenges and opportunities facing the social entrepreneurship industry in India. This paper also discusses examples of success for social entrepreneurs.

**Keyword** - Entrepreneurship, Innovation, Social Entrepreneurship, Leadership

### **INTRODUCTION**

The growth of a nation is dependent on its industrial growth. There is no doubt about the progress of each nation's capabilities to be an entrepreneur. Entrepreneurs are highly motivated and critical thinkers. When they combine these qualities to address social issues, entrepreneurs are born. As a nation with a young population, India offers tremendous potential in the field of social entrepreneurs. Entrepreneurs

are innovative as well as highly motivated, and critical thinkers. Social entrepreneurs are born when these traits are utilized to tackle social problems. A social entrepreneur can identify ways to solve social issues. An increasing number of governments are taking note of entrepreneurship policies and are then adopting strategies to increase the amount of entrepreneurial activity within their respective countries (Minniti in 2008). Social entrepreneurship uses practical,

innovative, and sustainable methods that benefit society (Schwab Foundation 2012).

India is a nation that is known for its entrepreneurial ventures, which carry social concerns as the seed. The social entrepreneurship field is growing as a viable method of solving social issues using entrepreneurial methods (Bornstein, D. 2004). While numerous social issues are arising within Indian marketplaces, they also offer an array of opportunities for social entrepreneurship's efforts to address the issues. Social entrepreneurship and social entrepreneurship were popular during the 60s and 1970s. The terms began to be used in widespread use in the 1980s and the 1990s and were promoted in the 1990s by Bill Drayton, the founder of Ashoka: Innovators for the Public (Austin, Stevenson and Wei-Skillern, J. 2006). This study has shown that the term social entrepreneurship is used in India as a nation, and many issues are associated with social entrepreneurialism. We conduct this study to understand better the challenges and opportunities facing Indian social entrepreneurs. The research method used in the study is secondary in its. An empirical study is carried out by reading research papers to understand the concept of social entrepreneurship to determine the significance and significance of social business in India and to understand the

difficulties that social entrepreneurs face as well as to comprehend the range and potential of social entrepreneurs.

## **SOCIAL ENTREPRENEURSHIP**

Entrepreneurship is the profession-specific application of skills, knowledge, and capabilities or of commercializing a new idea, either by a single person or group of people, through the creation of an enterprise to increase growth and create prosperity, jobs, and social benefits (Prem of S. Potabatti and Nikhil Dobson. Bob, 2015). Schumpeter introduced the innovation concept within the entrepreneurship theory (Schumpeter, J.A. 1934). Entrepreneurs can be described as the person who can maximize opportunities (Drucker, P. F. 1964). According to McClelland, the environment's enabling factors and the individual's capabilities ultimately determine entrepreneurial activities (McClelland, D.C., 1961). In India, the term "social entrepreneur" refers to one who may be the co-founder, the founder, or a chief executive (maybe president or secretary or treasurer or chairman, chief executive officer (CEO) or chairperson) of an organization that is social or Non-Profit that raises money through a variety of services (often fundraising events and community events) and, occasionally,

products. Now, non-profits, non-governmental foundations, governments, and individuals are essential to creating, promoting, and funding social entrepreneurs worldwide. Many higher education institutions have programs focused on the education and training of social entrepreneurs. (Seema Devi,2016). According to Gregory Dees," Father " of social entrepreneurship, social entrepreneurs are comparable to those who affect societal changes.

The term "social entrepreneurship" differs for individuals (Dees, 1998). The researcher has discovered that social entrepreneurship can be described as an organization that is non-profit and aims to build social value. (Austin, Stevenson, & Wei-Skiller,2003;Boschee,1998). Social entrepreneurs employ strategies to establish new businesses and solve cultural, social, or environmental problems. Social entrepreneurship is a method of advancing the environmental, cultural, and social objectives in areas such as health care, poverty reduction, and the development of communities. In 2010 social entrepreneurship was enabled by the internet; social media and websites enable entrepreneurs to work with others on the internet and raise money through crowd-funding. Different individuals offer many definitions of social

entrepreneurship. Social entrepreneurship can be described as a phrase that uses innovative and imaginative methods to identify opportunities that can bring about change and address social demands. Furthermore, we are exploring the two concepts. Social and entrepreneurial. The most challenging thing to learn is the precise definition of social entrepreneurship. Social entrepreneurship is based on the notion of what we refer to as social requirements (Seelos & Mair 2005, a). Social entrepreneurship refers to initiatives geared toward helping others (Prabhu,1999). Social entrepreneurship is based on a moral motive (Bornstein, 1998; Catford, 1998). Shan and Venkataraman (2000) define the field of entrepreneurship as one that studies how, by whom, and with what impact opportunities are created to create products and services.

## **LITERATURE REVIEW**

Social entrepreneurship, as a process that combines social and economic creating value, has a long history and a worldwide presence. The global efforts of Ashoka, founded by Bill Drayton in 1980, to provide seed funding for entrepreneurs with a social vision (<http://www.ashoka.org>); the multiple activities of Grameen Bank, established by



Professor Muhammad Yunus in 1976 to eradicate poverty and empower women in Bangladesh (<http://www.grameen-info.org>); or the use of arts to develop community programs in Pittsburgh by the Manchester Craftsmen's Guild, founded by Bill Strickland in 1968 (<http://www.manchesterguild.org>): Williams (1999) argued that interest in entrepreneurship as a field of study was crucially stimulated by community leaders' belief that entrepreneurship was a defining trend of the 21st century. In the same way, the increase in scholarly curiosity about social enterprise goes with an increase in interest in the phenomenon by elites. Entrepreneurship boosted economic growth, fostered development, and reduced poverty. An awareness of the importance of entrepreneurship is required. In many developing nations, entrepreneurship is the least researched. Entrepreneurship can affect the growth of a country in a variety of ways. They could bring about significant changes by introducing new products or manufacturing processes. Entrepreneurial activities that are aimed at economic development have attracted plenty of academic studies (Busenitz, West III, Sheperd, Nelson, Chandler, Zacharakis 2003).

## **RESEARCH METHODOLOGY**

The study is based upon secondary data. Secondary data is gathered mostly from articles, journals or books, as well as websites related to them.

### **The objectives for the research**

1. To be aware of the idea of social entrepreneurship.
2. To identify the importance and role of social business to India.
3. To understand the difficulties that social entrepreneurs face and to be aware of the range and possibilities of social entrepreneurship.

## **SCOPE AND OPPORTUNITIES OF SOCIAL ENTREPRENEURSHIP**

Social entrepreneurship is an expanding global movement. Social work's scope is not restricted to activism. There are a myriad of opportunities for children's welfare, police work in communities, health, counseling etc. not just NGOs but also international and national institutions and social enterprises. There is also a huge potential for social entrepreneurship as well as developing your own social projects. Social entrepreneurship can be a major factor in helping to increase the prosperity of the people living in rural

India which is why it's essential to look into the factors such as fair trade which will influence the social entrepreneurship concept. In the beginning, we will examine the areas in which India is facing challenges that are as follows:

1. Employable youth who have been educated Many of our courses are designed in a way that they do not meet the needs of the business.
2. Healthcare- affordability
3. Urban and Rural Sanitation
4. Utilizing renewable energy sources to energy
5. Food and nutrition for the needy.
6. Affordable housing.
7. Agriculture

More are available however, these are the fundamental necessities for Indian society. Despite being the subject of discussion over the years, various laws and policies were enacted by the central and state government of India. But it still exists! Entrepreneurship begins with the concept of appealing opportunity. A desirable opportunity is one with the potential to justify the investment of time, energy and money. This is a term new to the market that describes the characteristics of

non-profit organizations such as business, government, and other non-profit organizations. Social entrepreneurs are often referred to as change agents. They bring about large-scale change through ideas and convince others to embrace it. Change could be local or global. Social Entrepreneurship in India is shaped by the context in which it is. The most prominent claim in the field of social entrepreneurship was made to the Nobel award winner, Mohammad Yunus. The moment his brain-child Grameen Bank became successful in helping people, and helping them climb from the poverty of rural Bangladesh by giving them credit with no collateral. Society-owned enterprises within these fields can not only provide numerous opportunities, but they also solve these issues. For instance, an organization that aims to teach young people industrial skills is a viable option for entrepreneurs in the same way it can solve the issue of educated young people who are unemployed. There are numerous programs and plans that are run by both the state and central government at various levels to aid in the development of small-scale entrepreneurs in India. In 1999 and 2000, the government of India introduced the "Swarna Jayanthi Gram Swarozgar Yojana" program to promote the reduction of poverty through self-employment and the organization of

the poor to SelfHelp Groups. The loans that were granted through this scheme have brought the opportunity to women of villages to help them achieve economic and social empowerment. (Vasanthi MK, Dr. A. Jaya Kumar Shetty, 2019).

## **IMPORTANCE OF SOCIAL ENTREPRENEURSHIP**

Social entrepreneurship has a mission to create a social value. David Gergen, Harvard Professor, described social entrepreneurs as a new engine of reforms. Social entrepreneurship plays important role in society by following points:-

Social entrepreneurship's goal is to generate social value. David Gergen, Harvard Professor who studied social entrepreneurship, said that they are considered to be a new engine for reforms. Social entrepreneurship plays a significant role in the society through these points the following:

### **Employment Development**

The primary economic benefit that social entrepreneurship generates can be obvious since it is shared by business and entrepreneurs alike creating jobs and employment. Estimates range between 1 and 7 percent of those employed in the field of social entrepreneurship.

Additionally, social enterprises offer job opportunities and job-training to those who are at a disadvantage in employment (long-term disabled, jobless homeless, at-risk, homeless youth and women who are discriminated against by gender). In the case of the \_GrameenBank The economic conditions of women who are disadvantaged by six million micro-entrepreneurs have improved.

### **Innovation or New Goods and Services**

Social enterprises create and use innovative ideas that contribute for economic and social development , and create new products and services. The issues they address include the most pressing social issues like HIV mental illness, criminality, illiteracy, and abuse of drugs that, crucially, are addressed in creative methods. One example that shows how the new methods in certain instances can be adapted for the government sector would be Brazilian social entrepreneur Veronica Khosa, who developed an approach to care at home for AIDS patients, which was later modified the policy of health care in the government.

### **Social Capital**

In addition to economic capital, one of the biggest values created by social enterprise is the social capital (usually described as

"the resources that are a part of a sustained relationship network ... connections that are mutually acknowledged and a sense of familiarity"). A few examples include the success of German as well as Japanese economies, both of which are rooted in relationships with a long-term perspective as well as the ethics of cooperation and innovation, both in the context of essential technological advancement and industrial development. It is also important to note that the World Bank also sees social capital as a key factor in the reduction of poverty and sustainable human as well as economic development. Social capital investments can begin a positive cycle.

### **Equity Promotion**

Social entrepreneurship helps create an equitable society through taking on social issues and attempting to sustainably impact the society by pursuing their social purpose rather than solely profit maximization. In Yunus's case she has established the Grameen Bank supports disadvantaged women. Another example is American social businessman J.B. Schramm who has assisted thousands of low-income students gain access to higher education. In the end, social enterprises must be thought of as positive actors in the form of change agents, providing cutting-edge solutions to social demands.

Social entrepreneurship isn't a panacea since it functions within the wider economic and social framework however, since it begins at the ground level, it is often neglected and requires more attention from academics and the policy makers. This is crucially relevant in countries that are developing and welfare states that are facing growing financial pressure.

### **THE IMPACTS OF SOCIAL ENTREPRENEURSHIP**

Research indicates that attitudes towards entrepreneurialism and entrepreneurs is a key aspect that influences the growth of entrepreneurialism in a country, however when talking about Indian culture, it is still risk-averse. Certain studies have even revealed that Indian businessmen prefer to make less investment in the country due to the regulations and are willing to make investments abroad. Entrepreneurs in India face difficulties such as limited access to financing as well as bureaucratic procedures, inadequate infrastructure, etc. (Gunjan Sharma & Kushagra Kulshreshtha, 2014). Social entrepreneurs attempt to effect an improvement in society however, they are confronted with a variety of obstacles. Social entrepreneurs face these challenges:

1. Business People help
2. Government Approval
3. Maintaining the product
4. Maintaining employees
5. Competitors from other
6. Promoting Awareness
7. Transmitting the business
8. Ideas to attract donors
9. Remote work
10. Hiring
11. Finding Time
12. Getting Fund
13. Raising Money
14. Family and Friends Assistance
15. Employers who are skilled

Policy Problems: Every now and then there are a lot of modifications to the policies due to changes in the government. Issues with TRIPS as well as TRIMS. The challenges of raising equity capital. Issues of accessing raw materials. Obsolescence issues of indigenous technologies. More pollution and ecological imbalance. Exploitation of the small and weak countries, for instance (N. Santhi and S. Rajesh Kumar, 2011)

Social entrepreneurship, just like every other aspect of social entrepreneurship, is also faced with problems. Each challenge is controlled or uncontrollable, but every challenge is manageable. (Tripda Rawal, 2018).

## **Examples of SUCCESSFUL SOCIAL ENTREPRENEURSHIP**

### **Aravind Eye Hospital & Aurolab**

Dr. Govindappa Venkataswamy (Dr. V) and David Green started trust at Madurai, India with a purpose to make medical technology and health services affordable, accessible and financially sustainable. Founded on the 26th of April, 1976, with Dr. G. Venkataswamy, Aravind Eye Care System currently is the biggest and most effective eye-care facility worldwide. From April 2007 through March 2008, around 2.4 million people have been treated to inpatient eye treatment and over 285,000 patients have had eye operations at the Aravind eye Hospitals in Madurai, Theni, Tirunelveli, Coimbatore and Pondicherry. Mixing traditional hospitality with the latest in Ophthalmic treatment, Aravind offers comprehensive eye treatment in an efficient manner, attracting patients from all over the globe.

### **Akanksha Hazari**

Social entrepreneur, businessperson, and peace negotiator, her work to solve the issue of the global water shortage through the use of m.paani has led her to being honored by President Bill Clinton with 1 million dollars.

**Sanjit "Bunker" Roy, the founder of Barefoot College**

The year was 1965. Roy was an undergraduate student at St. Stephen's College in Delhi. He was a volunteer for the summer mapping areas of drought-prone land in the famine-affected Palamu District of Jharkhand (earlier an area of Bihar). He established his entire life's work to combat poverty and inequality. He established the social works and Research Centre (SWRC). In 1972, he discovered a way to tackle problems using innovative models and strategies. His first idea was to tackle the issue of water by setting in place water hatches. In 2010, he was denigrated and was published by Time magazine.

**Jeroo Billimoria**

She currently serves as the director of the founding and management of the organization child and young finance international (CYFI). She has successfully directed CYFI to collaborate with 91 government agencies to develop national initiatives to promote economic finance and education.

**AMUL (Anand Milk Union Limited)**

Dr. Verghese Kurien founded a cooperative organization called AMUL. Amul has been a dazzling illustration of a cooperative's

longevity of success. It is among the finest examples of co-operative accomplishment in the context of a developing economy. Amul Pattern is a great example of co-operative achievement in the developing world. Amul Pattern has established itself as an exceptional method for developing rural communities. Amul has been the catalyst for the White Revolution of India, which has resulted in India the biggest manufacturer of dairy and other milk products in the world.

**Muhammad Yunus**

Muhammad Yunus started Grameen Bank. Grameen Bank (GB) has changed the way banks operate by eliminating the requirement for collateral and establishing the first banking system that is built on trust between people with accountability, participation, and innovation. GB offers credit to the most disadvantaged of the rural Bangladesh with no collateral. In GB credit, it is a powerful tool to combat poverty. It acts as a catalyst for the development of socioeconomic conditions for the poor, who have been excluded from the banking circle because they are poor and thus ineligible for bank loans. The professor Muhammad Yunus, the founder of and its Managing Director explained that if resources for financial development could be made available to the poor on the

conditions and terms that's suitable and reasonable, then these millions of small-sized people and their small-scale activities can make the most impressive development marvel. As of May 2009, GB had 7.86 million clients, with 97 percent which are women. With 2556 branches GB is able to provide services across some 84,388 villages. This covers over 100 percent of total villages of Bangladesh.

### **Shri Mahila Griha Udyog Lijjat Papad**

Shri Mahila Griha Udyog Lijjat Papad is a Women's Organization producing various products made of Papad, Khakhra, Appalam, Masala, Vadi, Gehu Atta, Bakery Products, Chapati, SASA Detergent Powder, SASA Detergent Cake (Tikia), SASA Nilam Detergent Powder SASA Liquid Detergent. The company is widely-known and has its Central Office at Mumbai and its 67 branches and 35 Divisions across various states across India. The company started with an insignificant sum of Rs.80 and has now accumulated revenues of over Rs.300 crores , with exports in excess of 12 crores. 12 crores. Membership has increased from the initial seven sisters within one building to more than 4000 sisters across India. The organization's success is due to the hard work of its members who have endured many

challenges with a firm belief in the power of women's strength.

### **Sharad Vivek Sagar**

He was born and brought up by his family in Patna, Bihar, this 26-year-old social entrepreneur has a goal of connecting children from the regions that are the most remote with the greatest opportunities. Sharad is convinced that the future leaders of tomorrow are in the classrooms in the present, and, given the opportunity to succeed, they can transform the world. Based on this idea Sharad established Dexterity Global at the age of 16 and has offered opportunities to over 1.2 million pupils. Sharad is among very few Indians to make it into the Forbes 30 under 30 list and is also among the few who have not received a masters qualification in the US from Harvard University. Additionally, he's been invited by previous U.S President Barack Obama to the white house for an official ceremony. To add to his accomplishments The Rockefeller foundation has also recognized him on the list of 100 of the next century pioneers.

### **Ria Sharma**

When Ria returned to India for her final year's project in Leeds College of Arts, UK Little did she think that it could turn into more than only a piece of work for

her. Ria was here to shoot a documentary about acid victims in India. She could have gotten over the victims, as the rest of her group however she chose not to and established Make Love Not Scars. This crowd-funded charity helps the victims affected by acid attacks in every way that are possible. They also assist victims to show their talents and urge companies to recruit their talents. The year 2015 was the first time MLNS launched a program called End acid sales, in the hope of making it illegal to sell acid at the retail store. It was one of the very first Indian campaigns in seven years to be awarded the Cannes Gold Lion in film. Ria's activities in the field of social entrepreneurship has had such a significant impact that it's now been recognized at the international scale. In 2016, Ria was honored with the British Council's Social Impact Award. In 2017, she became the first Indian to receive the United Nations Goalkeeper Global Award.

### **Urvashi Sahni**

She is the CEO and the founder for SHEF( Study Hall Education Foundation) which is an organization that provides education to girls who are most in need in India. She has been involved with more than 90 schools and transformed the lives of 1,50,00 girls directly and indirectly

through her program. She was awarded the Social Entrepreneur of the Year Award' in 2017.

## **CONCLUSION**

In India the social entrepreneurship phenomenon has grown to a larger degree and is gaining a lot of attention. There are numerous obstacles that social entrepreneurs face such as transferring the business concept remotely, obtaining funding, approval from the government as well as competition from competitors and acquiring technology, spreading awareness and hiring skilled employees. Although these issues are resolved, there are many examples of social ventures such as Lijjat Papad, Amul & Gramin Bank. There is a lot of potential for social entrepreneurs in India. India is witnessing a growth in social entrepreneurship and efforts of social entrepreneurs discover affordable solutions for various social issues facing society. Due to technological advancements and a growing pressure on social entrepreneurs, they are required to evolve to stay competitive.



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## **A Study Of identification of training needs and its impact on effectiveness of middle level bank employees of SBI**

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### **INTRODUCTION**

Human resources in the organization are profitable resources that help the organization to actualize and accomplish its corporate strategies and objectives efficiently. They are the base of completing the work successfully and proficiently, and the source of modernization and creativity. Human resource management is a function, which rotates around four purposes - procurement, development, motivation and support of HR. To achieve objectives and goals, an organization needs to consider

the job of its people; it requires an experienced, trained and skilled manpower. Furthermore, to sustain a competitive advantage organizations must approve that their employees continually learn and develop.

Training is a significant part of human resource management. With the change in technology, training is assuming an important role, which has given birth to “increasing competition, rise in consumer’s expectation of quality and delivery and further increasing need of lower cost.”

### **Training Needs Identification**

A need refers “to the gap/difference between what is and what could or should be within a particular context, leading to strategies aimed at eliminating the gap between what is and should or could be.”

The impression of need refers “to a disagreement between what an organization expects to transpire and what

authentically occurs.”They fixate on restoring average performance. It is calculated as follows:

“Need = Standard performance – authentic performance”

## **Kirkpatrick Model**

Donald Kirk Patrick has introduced this model in 1959. This is an exceptionally well-known model underscoring “on measuring four kinds of results or it can be said that results in four levels should result from a highly effective training programmes”. Kirkpatrick (1977) divided the evaluation model into four parts:

1. Reaction: What is the response of respondents towards training program?
2. Learning: What is the extent of improvement of knowledge and skills?
3. Behaviour: What does the behaviour change in participants after attending the training program?
4. Results: What are various benefits any organization is having after training?

## **Role of HRM in Banking Organisation**

Human Resources (HR) incorporates “a large range of specialties in an organizations like recruitment, payroll system, policies, safety, training and development, and performance management”. In small firms, the HR professional control all the specialties but in big companies, each specialty acts as a department. Many banks recruited the professionals with higher packages, but

they were unable to locate the available talent. ICICI bank and many more banks have taken efforts to build their talent group.

The banks find it difficult to discover institutes who has pool of talents only for banks. This has forced the banks to search small towns and rural areas which needs refinement on social and commercial skills. Therefore, the main role of HR is to confirm that the right individuals are put in the right job to accomplish the company's goal. HR has got leading responsibility to develop and design programs to attract, maintain and retain the talent to achieve organizational goals.

## **Training and Development Programmes in SBI**

Training in SBI began in 1954. Earlier training was occasional and general; slowly it turned out to be specific. In 1979, the HRD values were adopted, and the course of training changed to development orientation. There was a move in objectives of training that was accomplished. From conferring skills and knowledge, the focus shifted to changing attitude and self-development. The fundamental aspects of training in SBI are:

1. "Presence of legitimate training structure.
2. Division of training between State Bank Staff Colleges and Staff Training Centres.
3. Presence of systems for evaluating training requirements and training assessment.
4. Connections of training to profession plans
5. Focus on programmes in specialized areas, and special programmes like stress management, special role transition programmes, etc
6. Existence of a system for over viewing the training function".

## **LITERATURE REVIEW**

**Donald L. Kirkpatrick (1997)** in "Evaluation, Training and Development Handbook approached evaluation process in a more logical way. The author emphasized that while evaluating training, instead of just studying the reactions of the trainees, the study could be carried out in four different levels viz., i.e., reaction, learning, behaviour and results. The author's guidelines and discussions on each level of evaluation of training are worth mentioning."

"Human resource is the potential source of an organization's sustainable competitive advantage, (**Huselid and Becker, 2011**).

**Guest (1997)** states that human resources are the vital component of any organization and human resource practices consists of an organization's people management."

**Karthi and Shyamala (2010)** assessed "the efficacy of the sundry facets of training i.e. employees' posture towards training inputs; quality of training programs; training inputs and application of training inputs to the authentic job."

**Gurulakshmi.K.G.and Vidhya.M.(2011)** in their article "HR Challenges of Bank Employees with special reference to training and development programmes in State Bank of India" "have made critical study on training and development programmes in State Bank of India.They emphasised the need for training and development programmes and also their evaluation regularly suitable audio-visual, types of programmes and other related general aspects are termed as four pillars of training in the banks training system. They suggested that training programmes should address employees, organization and industry needs. This will increase the positive change in human behaviour and hence improve the bank's efficiency."

**Gurulakshmi.K.G. (2011)** in their article "HR Challenges of Bank Employees with special reference to training and

development programmes in State Bank of India” “have made critical study on training and development programmes in State Bank of India. They stressed the need for training and development programmes and also their evaluation regularly in order to improve them.

**Purohit (2012)** studied “the existing policies practiced in co-operative banks to appraise the level of HRD practices, to assess the satisfaction level of employees about HRD practices particularly Training and development & Reward and recognition of employees.

**Jeddah (2013)** “studied the training and development programmes undertaken by banks for their employees. The main objectives of the present study were to analyze effectiveness of training and development programmes for employees to discharge their duties and to study how training and development programmes helps to achieve customer satisfaction.

**Rafiq M (2015)** evaluated the “training effectiveness on PIA by applying the four levels Kirkpatrick model consisting of reaction, learning, behaviour and Results. This study was cross sectional, primary data was collected through interviews from different batches representing different levels of the Kirkpatrick model.

## **Objectives of the Study**

The following objectives are developed to understand the training initiatives commenced in the “SBI”:

1. “To evaluate the training needs identification methods practiced by the SBI Bank.
2. To ascertain and compare how the training program have been designed to achieve training needs in the SBI Bank.
3. To identify and compare the training objectives and training evaluation practices in SBI.
4. To suggest measures for improving the training practices of SBI.

## **Scope of The Study**

Training of banking staff is the main subject. The samples are the staff of the SBI. “Several variables affecting training and development related to these employees are examined”. Primary data was collected from SBI bank. Primary data is collected through questionnaire method. The study will cover various training need assessment practices, modules, formats being followed in selected banks. It will also evaluate the effectiveness of these practices in enhancement of knowledge & skills of employees and suggest improvement in designing, execution and measuring the

assessment tools effectively. The State Bank of India from the public sector have been selected on the basis of the following considerations:

1. Popularity of the banks across the sections of the society.
2. Market share of these banks.
3. Training practices of these banks

### **Hypothesis 1**

Ho: There is a no significant relation in SBI with regard to their training objectives, training design, training needs analysis and training evaluation.

H1: There is a significant relation in SBI with regard to their training objectives, training design, training needs analysis and training evaluation.

### **Research Methodology**

This study used a quantitative research design, and investigating the relationship among research constructs, using survey. The variables of our research are: training objectives, training design, training needs analysis and training evaluation. The hypotheses of the study were established based on the framework and they were setup to check whether the

relationships between variables in the framework are supported or not. After data being gathered, reliability was checked. After that for reducing and summarizing the data, a principle factor analysis with varimax rotation was performed to keep the factors as independent of each other as possible.

### **Sampling Design**

A sampling plan/ design is a detailed outline of which measurements will be taken at what times, on which material, in what manner, and by whom. The criterion of the sampling plan undertaken is as follows:

- (a) Target population or universe: Delhi NCR
- (b) Sample size: SBI (248 sample)
- (c) Area of survey: Delhi NCR

### **Data analysis and Discussion**

The primary data is collected through questionnaire and the collected data are sorted, tabulated, and analyzed using factor analysis.

**Table 1: Demographic Profile of the SBI Bank (N = 248)**

The demographic profile of the sample of SBI Bank		
S No.	Designation/Profile	No of employees
1	Joint General Manager	28
2	Deputy General Manager	33
3	Zonal Head	38
4	Regional Head	30
5	PO/Assistant Manager	38
6	Deputy Manager	35
7	Manager	46
	Total	248

**Table 2: Reliability Statistics**

	No. of Items	SBI
Training objectives(OT)	8	0.942
Training Design(TD)	6	0.940
Training Need (TNA)	7	0.851
Training Learning (L)	3	0.902
Training Transfer(TT)	5	0.979
Training Results(RT)	5	0.901
Training Reaction	2	0.874



Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.586 <sup>a</sup>	.344	.336	.59796

**Interpretation of the data:**

Table 3, table 4 and table 5 “shows the results of the regression analysis. The multiple correlation coefficient (R), coefficient of determination (R<sup>2</sup>), and F ratio were examined to predict the goodness-of-fit of the regression model. The R of independent variables (three factors, need, design, objective) on the dependent variable (evaluation) is 0.614, R<sup>2</sup> is 0.377, the F ratio had a value of

59.408 and was considered significant (p=0.000). The regression model achieved a satisfactory level of goodness-of-fit. In the regression analysis, the beta coefficients could be used to explain the relative importance of the three dimensions (independent variables) in contributing to the variance in evaluation (dependent variable). There is a significant relationship between objective, need, design and evaluation.”

**Table 6: Correlations**

		Objective	Design	Need
Learning	Pearson Correlation	.151*	.330**	.087
	Sig. (2-tailed)	.017	.000	.172
	N	248	248	248
Transfer	Pearson Correlation	.153*	.364**	.144*

Table 6 shows the correlation. From the values we see, that there is a significant positive correlation of 0.151 between training objectives and learning outcomes. Hence we accept the hypothesis. There is also a high significant ( $p < 0.01$ ) positive correlation of 0.330 between Training design and learning outcomes. Training needs analysis also is positively related (correlation = 0.087) with learning outcomes, however it is not significant. Training objectives, training design (correlation = 0.364) training need analysis is significantly positively related to transfer. Training needs analysis; objectives and training design are also positively related with training results. Correlation values display a significant positive relationship with results however relationship between training need and results are not significant.

The correlation values of training objectives (correlation = 0.194) and training design (correlation = 0.448) and training need analysis (correlation = 0.166) with training reaction are also significant.

Thus, we reject null hypothesis and accept alternate hypothesis that there is a significant relation in SBI with regard to their training objectives, training design, training needs analysis and training evaluation. As far as training needs

analysis is concerned, impact of training need analysis on training outcome is positive but not significant. This implies that SBI needs to involve employees to have training needs analysis.

## **FINDINGS**

The present study after analyzing various parameters reveals the following findings:

1. The existing training policy of the SBI is satisfactory to a large extent. They have a formal and clear policy for Training.
2. It is established that SBI undertakes training and development programmes for their employees to increase their efficiency to cope up with the changing environment in the banking industry. Bank provides training programmes to enhance their knowledge and skills to satisfy the customers.
3. The study also revealed that the training content was relevant to achieving their personal needs, organizational goals and self-development.
4. The study indicated that training contributed to achieving effectiveness and efficiency.
5. In SBI Bank, employees are not satisfied with training needs assessment methods. They feel that they should be involved more in assessing the gaps in need identification.

6. Furthermore, it can be concluded that clear human resource management in general, and training and development in particular at SBI, should become more closely tied to the needs and strategies of banks. As this occurs, training and development at both banks will be the thread that ties together all other activities and integrates these with the rest of the departments.

### **LIMITATIONS OF THE STUDY**

The research is limited by some constraints, and this study is no exception. The following are the limitations of the study.

1. The sample study has been restricted to the Delhi NCR, so the generalization of the findings of the present study is limited to the SBI in this area only.
2. During the interview, the respondents were not so keen. Some of the respondents did not want to face the interview; the researcher spent enough time to conduct the interview.
3. The respondents were not comfortable avoiding particular questions relating to their performances, which could reveal their performance shortages, and have a negative impact on their job.

4. The bankers have a busy timetable, which was an obstacle in filling the questionnaire; views of the participants often change with time and situation; changes in training in the future influence the consequences of training efficiency in the Bank<sup>[1]</sup>.

### **CONCLUSION**

The significance and value of training has long been recognized. Traditionally, training and development was not viewed as an activity that could help organizations to create "value" and successfully deal with competitive challenges; time passed and led to changes to rule the organizations.

In today's time, market forces, technological change and evolving employment relationships have come together to compel organizations to pay closer attention to maintaining and developing human capital. As a matter of fact every employee requires training in his job. Training and development in the most simplistic definition is an activity that changes people's behavior.

Increased productivity is often said to be the most important reason for training. But also to motivate and inspire workers by

letting them know how important their jobs are and giving them all the information they need to perform those jobs is too important.

Fast global changes and increasing competition have made the new business environment more uncertain and complex.

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## **ENTREPRENEURSHIP EDUCATION AND ENTREPRENEURS' SKILLS**

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### **ABSTRACT**

This essay seeks to show how entrepreneurial education (EE) and entrepreneurs' skills (ES), which encompass technical, business management, and personal entrepreneurial skills, relate theoretically. Understanding the EE and ES is made easier by the review of theoretical literature. To investigate entrepreneurship education and entrepreneurial skills, a systematic review methodology was adopted. However, entrepreneurship education is critical and important in giving entrepreneurs the skills they need to run their day-to-day businesses and how to deal with the difficulties they will encounter along the way. This study ought to be pertinent to higher education institutions looking at entrepreneurial education (EE) jurisdictions for promoting entrepreneurial skills (ES).

**Keywords** - Entrepreneurship Education, Entrepreneurship, innovation, governance

### **INTRODUCTION**

The concept of entrepreneurship has several facets (Bula, 2012). Richard Canillton, the first economist, used the term "Entrepreneurship" in 1732 and used it to characterise anyone who was prepared to engage in types of arbitrage concerning the financial risk of a new endeavour (Minniti and Levesque, 2008). As per Timmons (1989), "The goal of entrepreneurship is to design and construct something useful. It concerns one's

capacity for taking chances and overcoming failure-related fear".

The idea of entrepreneurship is a key topic of research at all levels—local, state, and national. The last ten years have seen an increase in awareness of how important entrepreneurship is to economic progress (Acs et al., 2009:2008). Governments all throughout the world have therefore developed strategies to promote entrepreneurship, such as financing for entrepreneurs, adequate governance, and legal safeguards for contracts (Armour and

Cumming, 2006). Starting a firm helps to speed structural change, increase creativity, and enable a wider variety of products and approaches to problem-solving, according to Fritsch (2013). This in turn promotes increased growth and competition.

Additionally, because smaller businesses have greater development potential than larger ones, startups have a disproportionate impact on economic growth (Almus and Nerlinger, 2000). Accordingly, Cumming et al. (2014) observed that a 1% increase in new business start-up results in a 24% improvement in GDP the next year, a 13% decrease in unemployment, and a 3% rise in export. According to a related study by Schmiemann (2008), more than 95% of all businesses in most industrialised nations are entrepreneurial, and these businesses employ 60% of all available labour.

## **LITERATURE REVIEW**

### **Entrepreneurship Education (EE)**

According to McIntyre and Roche (1999), entrepreneurship education is the process of imparting the knowledge and skills required for people to recognise new business opportunities and develop a high

level of self-confidence to take advantage of them. Many researchers place a significant emphasis on entrepreneurship in their research. Additionally, according to McMullan and Long (1987) and McMullan et al. (2002), entrepreneurship education should cover programmes for developing leadership and skill, developing new products, thinking creatively, and innovating with technology. In addition, Maritz et al. (2015) describe entrepreneurship education programmes as any educational programme or procedure that fosters the development of entrepreneurial attitudes and abilities.

According to a related study by Fayolle et al. (2006), there are three different approaches to entrepreneurship education: culture/state of mind, behaviour, and creating particular scenarios. Education focuses on entrepreneurship as a state/culture issue, with aspects that emphasise the attitudes, values, and beliefs related to entrepreneurship. While entrepreneurship education primarily focuses on behaviour, it also teaches students how to make decisions and interact with others. While the past focus of entrepreneurship education was on the last dimension (venture creation, such as writing business plans), many current scholars contend that the real challenge for entrepreneurship education lies within the

development of the dimensions. Entrepreneurship education is concerned with the creation of new firms and entrepreneurial situations (e.g. Gibb, 2002:2009).

The majority of studies on entrepreneurship education indicated a positive or mixed result regarding the relationship between entrepreneurship education and entrepreneur performance (Lorz et al., 2011). For example, Van der Sluis and Van Praag (2007:2008) and Van der Sluis et al. (2005) found it to be positive. Karlan and Valdivia (2006) also supports that the business training for those who applied for microfinance to start their own business has a positive effect on their per According to Peterman and Kennedy's findings from 2003, participation in entrepreneurship education programmes can drastically alter participants' inclinations to pursue their own businesses. But just two research recently discovered a detrimental relationship between entrepreneurship education and entrepreneurs (Oosterbeek et al., 2010; von Graevenitz et al., 2010).

Overall, the findings had a beneficial influence, prompting some experts to advocate for more studies using sound research techniques. According to Peterman and Kennedy (2003), although

studies have acknowledged the benefits of entrepreneurship education, "as there has

There hasn't been much thorough investigation on its impacts." Pittaway and Cope (2007) determined that further research is necessary to determine the relationship between entrepreneurship education and outcomes in their analysis of the subject.

There is a dearth of research on the results of entrepreneurial education, according to Fayolle (2006). According to von Graevenitz et al. (2010) and Oosterbeek et al. (2010), more research is necessary to understand the various choices for entrepreneurship education programmes because "nothing is known at this moment about the influence of these (entrepreneurship) courses."

### **Entrepreneurship Skills (ES)**

Do Paco et al. (2011a:2011b) claim that entrepreneurship education may foster the success of entrepreneurs and that it will be necessary in the future. Some business owners prefer to rely on themselves because they believe they have the talents necessary for success, but as they learn about training programmes, new opportunities for business success and



teachable skills open up to them (Wu and Jung, 2008).

Lack of expertise is the key factor contributing to business failure (Dowling, 2003; Zimmerer and Scarborough, 2003). Lazear (2004:2005) asserts that people with work experience and a strong educational foundation are more likely to become entrepreneurs and advance their businesses more quickly than others. According to each researcher, there are a variety of abilities that successful entrepreneurs possess. According to Martin (2015), the OECD (2014) annual report highlighted three categories of talents: technical skills, business management skills, and individual entrepreneurial abilities. Written and vocal communication, technical implementation expertise, and organisational abilities are all part of technical management (Henry et al., 2005). In addition, it involves interpersonal, problem-solving, and environmental monitoring abilities (Martin, 2015).

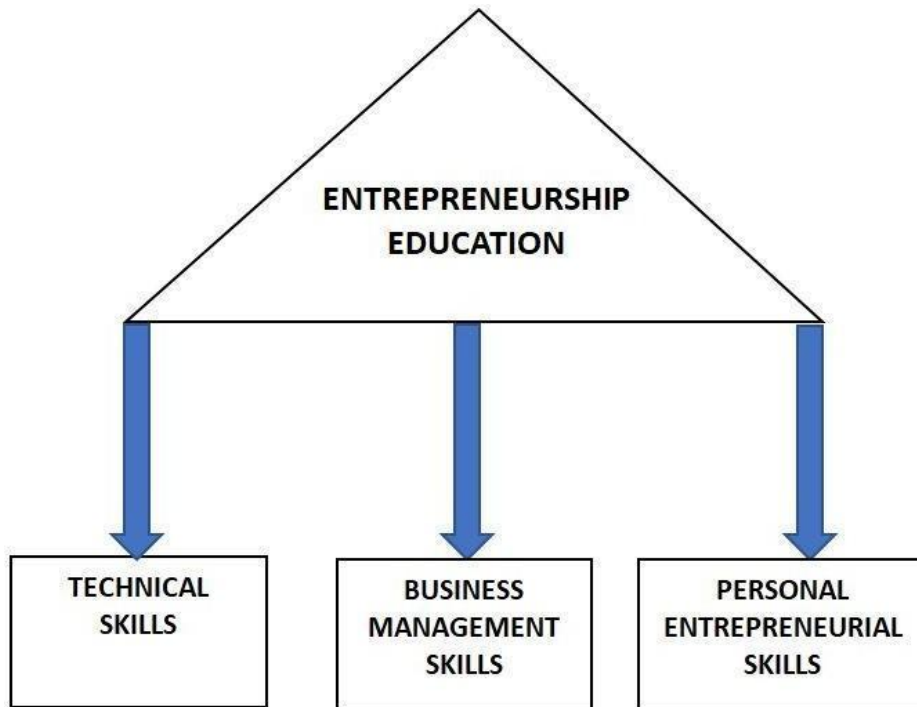
Decision-making, goal-setting, human resource management, finance, accounting, marketing, customer relations, negotiation, growth management, and regulatory compliance are among the business management abilities (Martin, 2015). Management skills have been

defined as human resources management, financial management, and general planning abilities (De Wolf & Schoorlemmer, 2007; Rudmann, 2008; Vesala & Pyysiainen, 2008); and marketing, accounting, and decision-making skills (Henry et al., 2005).

Thornhill and Amit (2003) evaluated the significance of business management abilities and discovered a correlation between young entrepreneurs' failure and a lack of these skills. In a related study, Landwehr (2005) claimed that maintaining a business in its later phases requires business management abilities.

According to Lazear's (2004) "Jack-of-all-trades" idea, persons with balanced talents are more likely to become entrepreneurs, and such balanced abilities can be acquired by receiving the proper education, performing a variety of tasks, and working for various companies. Additionally, Lazear (2005) noted that people could invest in learning and acquiring a variety of abilities through school or work training. People who desire to pursue careers in entrepreneurship can opt to acquire new skills through education or by taking on a number of jobs. While someone with a history in education or past employment will be better suited to

become an entrepreneur. The goal of this study is to determine how entrepreneurial education affects entrepreneurs' talents.



The study examined the relationship between entrepreneurship education and the level of technical, company management, and individual entrepreneurial skills among entrepreneurs. Based on the overall analysis of the study, the following ideas will contribute to enhancing the entrepreneur market by creating a stable

foundation on which entrepreneurs can succeed in their ventures. However, enhancing entrepreneurial education is essential to giving entrepreneurs the abilities they need to manage their day-to-day business needs and to overcome the difficulties and problems they will encounter along the way.

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## **Manuscript Guidelines**

### **Originality**

- Paper submitted should be an original and unpublished work. Any paper submitted which is identical or substantially similar to research work already published or under review for another publication will not be considered.
- A covering letter clearly certifying that the manuscript is original and has neither been Published anywhere or is at present being considered for any other publication should accompany the manuscript.

### **Structure of the Manuscript**

The manuscript should be accompanied by the following:

- An abstract of 300 words with five key words and AJEL classification.
- The recommended length of the research article should be between 6000-9000 words.
- Use single quotes throughout. Spellings of words in quotations should not be changed.
- Use 'nineteenth century', '1980s'. Spell out numbers from one to nine, 10 and above to remain in figures, However, for exact measurements use only figures (3 km, 9 percent not %). Use thousands and millions. (e.g., not lakhs and crores).

### **Article Title Page**

#### **Author Details**

Details should be given on the Article Title page including:

- Full name of each author.
- Affiliation of each author, including current designation and affiliation, complete postal address, phone number, fax number (if any) and e-mail address at time the research was completed.
- Where more than one author has contributed to the paper, details of who should be contacted for correspondence.
- E-mail address of the corresponding author.
- Brief professional biography of each author (not more than 100 words).
- Kindly do not mention the author(s) name, affiliation and any other information 92 Amity Journal of Entrepreneurship and Leadership (AJEL) inside the manuscript. The affiliated institutions are to be listed directly below the names of the authors. Multiple

affiliations should be marked with superscript Arabic numbers, and they should each start on a new line.

## Paper Classification

Categorize your paper on the Title Page, under one of these classifications:

- Research paper
- Viewpoint
- Conceptual paper
- Case study
- Literature review.
- Doctoral dissertations

## Headings

The heading should follow the APA style. There are 5 heading levels in APA. Regardless of the number of levels, always use the headings in order, beginning with level 1. The example of the format of each level is as follows:

Level	Format
1	Centered, boldface, Uppercase and Lowercase Heading The paragraph begins below indented like a regular paragraph
2	Left-aligned, boldface, Uppercase and Lowercase heading The paragraph begins below indented like a regular paragraph
3	Indented, boldface, lowercase heading with a period. Begin body text after the period.
4	Indented, boldface, italicized, lowercase heading with a period. Begin body text after the period.
5	Indented, lowercase heading with a period. Begin body text after the period

- If the first word can stand alone, the second word should be capitalized. Here are some examples of headings: “A Comparison of UK and India’s Advertising Self-regulation Systems”, “the Use and Non-use of e-Print Archives for the Dissemination of Scientific Information”, ‘A User-Friendly and Extendable Data Distribution System” and “Multi-ethnic Study of Atherosclerosis”.

## **Font and Format**

- All manuscripts should be submitted in word format, with 1.5 line spacing, 12- point font, font type times New Roman and 1-inch margins on all sides.

## **Figures Table and Exhibits**

- Each Figure, Table or Exhibit should be given on a separate sheet. Figures, Table and Exhibits are to be separately numbered, titled and attached at the end of the text serially. The position of the Figure, Table, or Exhibit should be indicated in the text on a separate line with the words “Table 1 about here”.

## **Tables**

### **Numbers**

- All tables should be sequentially numbered with Arabic numerals.
- If the manuscript includes an appendix with tables, identify them with capital letters and Arabic numerals (e.g. Table A1, Table B2).

### **Titles**

- The title of the table should be clear, concise and self-explanatory. For e.g., an appropriate title would be ‘Variables for Studying the Determinants of Employee Satisfaction’ instead of “Variables of the Study”
- When appropriate, you may use the title to explain an abbreviation parenthetically. For e.g., Comparison of Median Income of Adopted Children (AC) v. foster Children (FC)

### **Headings**

- Keep the headings clear and brief.
- Every column in the table should have a column heading

### **Reporting Data**

- All values should be indicated in million or billion.
- Numerals should be expressed in a consistent number of decimal places.
- All the abbreviations and special symbols should be explained.
- If the table or its data are from another source, the source should be properly cited.

### **Format**

- Table should be given on a separate sheet.
- The entire table should be single spaced including title, headings and notes.

- The table should be referred to in the text. The text should explain what the reader should look for when using the table or figure.
- The table can be either coloured or black and white.
- Abbreviations, terminology, probability level values must be consistent across tables and figures in the same article.
- Likewise, formats, titles, and headings must be consistent. Do not repeat the same data in different tables.

### **Figures and Graphs**

- Tables and graphs should be submitted in their original Word/Excel format. Power point slides and screen grabs should be avoided where possible.
- Number all the figures consecutively with Arabic numerals.
- Mention all figures in the text.
- Avoid overuse of special effects like 3D effects, shading and layered text.
- One-column figures must be between 2 and 3.25 inches wide (5 to 8.45 cm).
- Two-column figures must be between 4.25 and 6.875 inches wide (10.6 to 17.5 cm).
- The height of figures should not exceed the top and bottom margins.
- The text in a figure should be in times new Roman.
- The font size must be between eight and twelve point.
- Use circles and squares to distinguish curves on a line graph (at the same font size as the other labels).
- For figures, include the figure number and a title with a legend and caption. These elements appear below the visual display. For the figure number, type figure X. then type the title of the figure in sentence case. Follow the title with a legend that explains the symbols in the figure and a caption the explains the figure. For e.g., figure 1. Corporate social responsibility index. This figure illustrates the corporate social responsibility scores of IT firms in India.
- Captions serve as a brief, but complete, explanation and as a title. For example, “figure 4. Population” is insufficient, whereas “figure4. Population of tribal races, indian subcontinent (1980)” is better.
- Graphs should always include a legend that explains the symbols, abbreviations, and terminology used in the figure.
- These terms must be consistent with those used in the text and in other figures.
- The lettering in the legend should be of the same type and size as that used in the figure.

### **Footnotes And Endnote**

- Use of footnotes and endnotes should be minimum.

### **References**

- References should be complete in all respects, with authors’ surnames arranged alphabetically following conventional citation styles.
- Authors are requested to follow the APA style.

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