Sustainable Business Management : Strategies for Tomorrow

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Preface

In the ever-evolving landscape of business, where challenges are as dynamic as opportunities, the imperative for sustainable practices has become paramount. **"Sustainable Business Management: Strategies for Tomorrow"** is not just a book; it's a guide for visionary leaders, conscientious entrepreneurs, and all those who believe in the transformative power of sustainable business practices.

As we stand at the crossroads of environmental stewardship, social responsibility, and economic growth, this book aims to illuminate the path forward. It is an exploration into the intricacies of sustainable business management, offering a comprehensive framework that goes beyond profit margins and quarterly reports.

Our journey begins with an acknowledgment of the urgent need for businesses to embrace sustainability not merely as a trend but as an ethical responsibility. Through insightful case studies, expert analyses, and practical strategies, this book endeavors to equip you with the knowledge and tools needed to navigate the complex terrain of sustainable business.

Each chapter delves into a specific aspect of sustainable management, from green supply chain practices to stakeholder engagement and circular economy models. By weaving together theory and real-world examples, we aim to inspire a shift in perspective — one that sees sustainable practices not as an added burden but as a catalyst for innovation and resilience.

"Sustainable Business Management: Strategies for Tomorrow" is an invitation to envision a future where businesses thrive in harmony with the planet and society. It is a call to action for leaders to embrace sustainable strategies that not only ensure long-term profitability but also contribute to a world where every decision reflects a commitment to environmental integrity and social equity.

May this book serve as a beacon, guiding you through the uncharted waters of sustainable business management and inspiring a new era of responsible leadership. The future is not a distant concept; it is a journey we embark upon today, armed with the wisdom and insights contained within these pages.

Welcome to a world where business and sustainability coexist, thrive, and shape a better tomorrow.

Dr. Sanjana Tewari

Dr. Archana Salve

Dr. Swapna Thorgule

Mr. Ashu

Ms.Taruna Bhasin

Acknowledgement

As we embark on this journey of exploring the intricate realm of sustainable business management in our book, **"Sustainable Business Management: Strategies for Tomorrow,"** we are indebted to a myriad of individuals and institutions who have been instrumental in shaping this endeavor.

First and foremost, our profound gratitude extends to the pioneers and thought leaders in sustainability whose ground-breaking ideas have paved the way for a more responsible and resilient business landscape. Special appreciation is reserved for the experts and practitioners who generously shared their insights, experiences, and wisdom, enriching the content with real-world perspectives.

We are immensely thankful for the unwavering support of our family and friends, whose encouragement and patience provided the foundation for this project. Additionally, we express sincere thanks to the editorial and publishing team for their invaluable guidance and dedication.

May this book contribute to the ongoing dialogue on sustainable business practices and inspire a future where responsible management strategies flourish for the betterment of our planet and society.

About the Book

"Sustainable Business Management: Strategies for Tomorrow" is an illuminating exploration into the dynamic realm of sustainable business practices. Authored with precision and insight, this book delves into the crucial intersection of business and environmental responsibility.

The narrative unfolds a comprehensive roadmap for businesses aspiring to thrive in the ever-evolving landscape of corporate social responsibility. It meticulously navigates through the principles of sustainability, highlighting the integration of ethical, environmental, and social considerations into everyday business operations.

Readers are taken on a thought-provoking journey that addresses the challenges and opportunities presented by the paradigm shift towards sustainable practices. The book provides actionable strategies, case studies, and real-world examples, empowering both seasoned professionals and aspiring entrepreneurs to make informed decisions that contribute to long-term success while safeguarding the planet.

With its lucid prose and well-researched content, **"Sustainable Business Management"** emerges as a beacon for those seeking a harmonious coexistence between profitability and planetary well-being. This seminal work not only informs but also inspires, leaving an indelible mark on the reader's understanding of responsible business practices in the 21st century.

About the Editors

Dr. Sanjana Tewari is Currently working in Pal College of Technology and Management as an Associate Professor she is a Ph.D in Management, UGC NET and MBA in Marketing and HR along with 14 years of core academic experience. She has also been associated with management colleges in Delhi/NCR and has been dynamically involved in conducting workshops, trainings and FDPs. An excellent orator and confident person, she has been invited as guest speaker in multiple universities. She has also conducted various personality development programmes for graduate and post graduate students.

To expand her research horizon, she has contributed multiple research papers in Indian and international journals of high repute. Her areas of interest include employee engagement, work life balance, digital marketing and organizational behavior.

Dr. Archana Salve B.A.M.S,PGDHHM,MBA,NET,PhD is working as an Professor & Head of the Department, Department of MBA , Indira College of Engineering and Management Pune. She has got more than 23 years of Teaching and industry experience. Her area of specialization for Ph.D is Human Resource Management. Her area of interest is Human Resource management, Business Research Methodology, and Organization Behavior, & Life skills. She has presented more than 35 Research papers in the National and International Conferences. She has been a Resource Person and a Chair Person in many National and International Conferences. She is PhD research guide at SPPU Pune.

She has received Best Doctor award in 2004 in Niramaya Hospital Pune.She has received the "Dewang Mehata award" for Best Professor in Human Resource Management in2017, Outstanding Teacher Award in Academicians and researchers national conclave & Awards 2019. ESN Award for best Professor in Management in September 2019 at Chennai. Navdurga Award at chinchwad 2023, Maharashtra legend Women Empowerment Award 2023 she has also authored and reviewed seven books on Management.

Dr. Swapna Thorgule has 9+ years of teaching experience in the fields of commerce and management. Currently serving as an Assistant Professor at Sarhad college of Arts, Commerce and Science, Katraj, Pune. Dr. Swapna has contributed, presented and published research papers/ articles in state, national, and international level conferences and UGC care listed journals. Her dedication extends to as an editor, "Implementation of National Educational Policy 2020 On Multidisciplinary Education".

She was awarded as Agrani Vishesh Pravinya, Suyash Prat Gunijan in 2022, and Rashtriya Dr. Sarwapalli Radhakrishnan Shikshan Ratn Purskar by Himakshara in 2023.

Mr. Ashu, As a faculty at GD GOENKA University, Mr. Ashu has been a guiding force in determining the educational experiences of many students. His commitment to fostering a dynamic learning environment has made a reflective impact in the successes of his students.

His ability to bridge theory and practice is reflected in her extensive body of work, which often draws from his own experiences in industry and his deep understanding of the challenges and opportunities students face in today's competitive job market.

He serves as the ideal editor for this compilation, as his passion for industry engagement and their commitment to student success shine through in every chapter. His expertise, vision, and tireless efforts have brought together the diverse voices and stories that make up this collection, offering a multifaceted view of the pivotal role that industry engagement plays in the lives of students.

We extend our gratitude to Mr. Ashu for his invaluable contributions to this book and for their unwavering dedication to the advancement of education and industry association. We are confident that this volume will serve as a valuable resource and source of inspiration for educators, students, and industry professionals alike.

Ms.Taruna Bhasin is currently associated with Pal College of Technology and Management, Haldwani as an Assistant Professor. With a rich academic and industry experience of more than 15 years she has keen interest in research and training. She has contributed several research papers in national and international journals. Her areas of interest are HRM, Compensation Management and Organizational behavior.

Table of Contents

 ISBN: 978-81-19585-46-5

FACTORS AFFECTING THE ACQUISITION OF TRAINING KNOWLEDGE BY VIETNAMESE UNIVERSITY LECTURERS THROUGH INTERNATIONAL JOINT TRAINING PROGRAMS AT THE UNIVERSITY LEVEL

Ai Huu Tran,
University Van Hien, HCM City

ABSTRACT

Learning about the factors affecting acceptance of training knowledge lecturers through international training programs will shed light on how teachers can receive the most knowledge. Knowledge acquisition will be most effective when the stakeholders increase the factors that have a positive influence and minimize the factors that have a negative effect on the knowledge acquisition of the lecturers. When the majority of lecturers in the international joint training program receive effective international training, knowledge, and knowledge will be spread throughout the university, progressing to upgrading the general level of teaching capacity of the lecturer's school. The quality of training of the school has since been enhanced, both meeting the aspiration for innovation in the education of the society and meeting the needs of international education integration of Vietnam's higher education.

Theoretically, research on knowledge acquired in international cooperation in Vietnam and the world has focused on the reception at organizational levels, not individual learning. Some test results on the influence of individual factors on knowledge acquisition are inconsistent, suggesting the possibility of a moderating variable for that effect. In addition, previous studies examined the impact of two groups of individual and social factors on knowledge acquisition separately, without considering the regulatory relationship between these two groups of factors. Research complements that theoretical gap.

Keywords: knowledge acquisition, international training links, educational integration, Vietnam

INTRODUCE

Learning about the factors affecting the reception of training, and knowledge of the lecturers through the program will shed light on how to make the lecturers receive the most knowledge. Universities/international integration programs will be able to facilitate the maximum effective reception of such knowledge by enhancing the factors that have a positive influence and minimizing the factors that have a negative impact on the teacher's acceptance of knowledge to the extent that the circumstances allow. When the majority of lecturers in the international training program receive effective international training and knowledge, they will create a spillover effect in the school,

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progressing to upgrading the general level of teaching capacity taught by school teachers. The quality of the school's training has since been enhanced, both meeting society's educational innovation aspirations and meeting the needs of international education integration of Vietnamese higher education.

In terms of theory, knowledge transfer, reception and management is an area that has received research attention from scholars. Many theories have been put forward in this field, but international and Vietnamese empirical studies focus on knowledge acquisition and management through cooperative relationships between enterprises, and on knowledge management. The context of cooperation between universities has not received much attention.

In addition, research on knowledge acquired in international cooperation in Vietnam and around the world has focused on the reception at the organizational level, not individual learning, nor on individual learning mentions a lot about the role of the individual in the acquisition of knowledge. Easterby-Smith et al (200 argue that the individual is the organization's knowledge repository and part of the knowledge transfer mechanism. Nonaka (1994) asserts that knowledge cannot be created without individuals, and emphasizes that organizational knowledge is derived from individuals' commitment to receive knowledge. Even so, studies have not sufficiently reasoned about individual-level influencing factors in knowledge transfer studies (Fey et al., 2014). Many researchers have argued that the shortcoming of the knowledge-based perspective is that it places too much emphasis on collective factors and ignores individual-level variables. Therefore, integrating micro-platforms in the organizational learning process is a potential topic to enrich the theory of knowledge creation (Foss, 2009).

In practical terms, the study of the factors affecting the acquisition of training knowledge by lecturers through the international training joint program will contribute to the renovation and international integration of the university. higher education in Vietnam by helping to identify the factors that need to be focused on improving or overcoming so that lecturers can learn the most from training practices, knowledge and skills from advanced education systems in the world, thereby applying them in university teaching.

2. THEORETICAL BASIS

2.1. Knowledge concept

The concept of knowledge has been of interest since ancient times, and epistemology is a philosophical field discussed by ancient Western philosophers. From a philosophical and epistemological point of view, the definition of knowledge is divided into two schools: idealist and empiricist. Plato, Descartes, Kant, Hegel, Husserl, Heidegger, and Sartre are typically scholars of the idealistic school (Jashapara, 2011), which considers

 ISBN: 978-81-19585-46-5

knowledge as an entity of the mind, derived from Plato's concept: knowledge Consciousness is “justified true belief” (Kakabadse et al., 2003). The empiricist school of Aristotle, Locke, Hume, Pierce, James, Dewey and Wittgenstein associates knowledge with action, arguing that knowledge comes from the experience of the senses and is limited by experience (Jashapara), 2011).

Although there is not really a consensus on the view of knowledge (Jashapara, 2011, Tzortzaki and Mihiotis, 2014), modern views are developed based on both these schools. Knowledge, according to Nonaka (1994), involves the dynamism of each person when demonstrating their belief in the quest for truth, which is "information, technology, know-how, skill" (Grant, 1996)., or “information valuable for action” (O'Dell and Grayson, 1998).

Knowledge is a rationally justified personal belief, through a combination of personal experiences, values and characteristics, and interactions with others. These definitely considered knowledge to be developed from the continual accumulation and verification of information, thus being knowledge used for decision-making and action.

2.2 Knowledge classification

Knowledge is divided into many types based on different aspects as follows: (1) according to the explicit nature: there are two types of hidden knowledge (tacit) and explicit knowledge (explicit); (2) according to the subject of knowledge: there are 2 types: individual knowledge (individual) and collective knowledge (collectively); (3) according to the nature and expression of knowledge: there are 3 types of knowledge: descriptive knowledge (know-what), know-how knowledge and understanding knowledge (know-why). There is no clear boundary between explicit and implicit knowledge (Nonaka and Krogh, 2009). They are at either end of an axis. Almost all knowledge has a level of implicit and explicit (Alavi and Leidner, 2001).

Some authors argue that collective knowledge actually does not exist, or at least is very faint, because "the learning process takes place in the mind of the individual" (Simon, 1991), and this argument was supported by Grant (1996) when he argued that knowledge creation is an individual activity, while the collective, or organization, has the main task of applying the available knowledge of individuals to provide wealth and service.

Descriptive knowledge and know-how were introduced by Ryle (1949), and Anderson (1981) further developed into two groups: descriptive knowledge and know-how. Following this classification, a number of other authors (Garud, 1997) have developed and supplemented with knowledge-know-how.

There is currently no specific research on awareness of training programs. Training knowledge is related to teaching and learning expertise, student assessment, and management knowledge is related to ensuring the regular operation of the university

 ISBN: 978-81-19585-46-5

training program. Higher education is a special service because the ultimate perceived value, called “customer value” (Dorri et al., 2012), is contributed by both the service provider and the customer row. Therefore, there are many value chain models developed specifically for higher education, researched and developed by scholars Van de Merwe and Cronje (2004), and Pathak and Pathak (2010).

2.3. Receiving knowledge

An individual's knowledge acquisition is the search, collection, and acquisition of new knowledge (Esmaeelinezhad and Afrazeh, 2018, Kim and Lee, 2010). According to this definition, knowledge acquisition is similar to learning, Jashapara (2011) reviews two schools of cognitive and behavioral psychology, thereby explaining that: in terms of cognition, learning takes place when there is a change in the state of knowledge, and in terms of behavior, learning is a change in responsiveness.

2.4. Compare knowledge and understanding

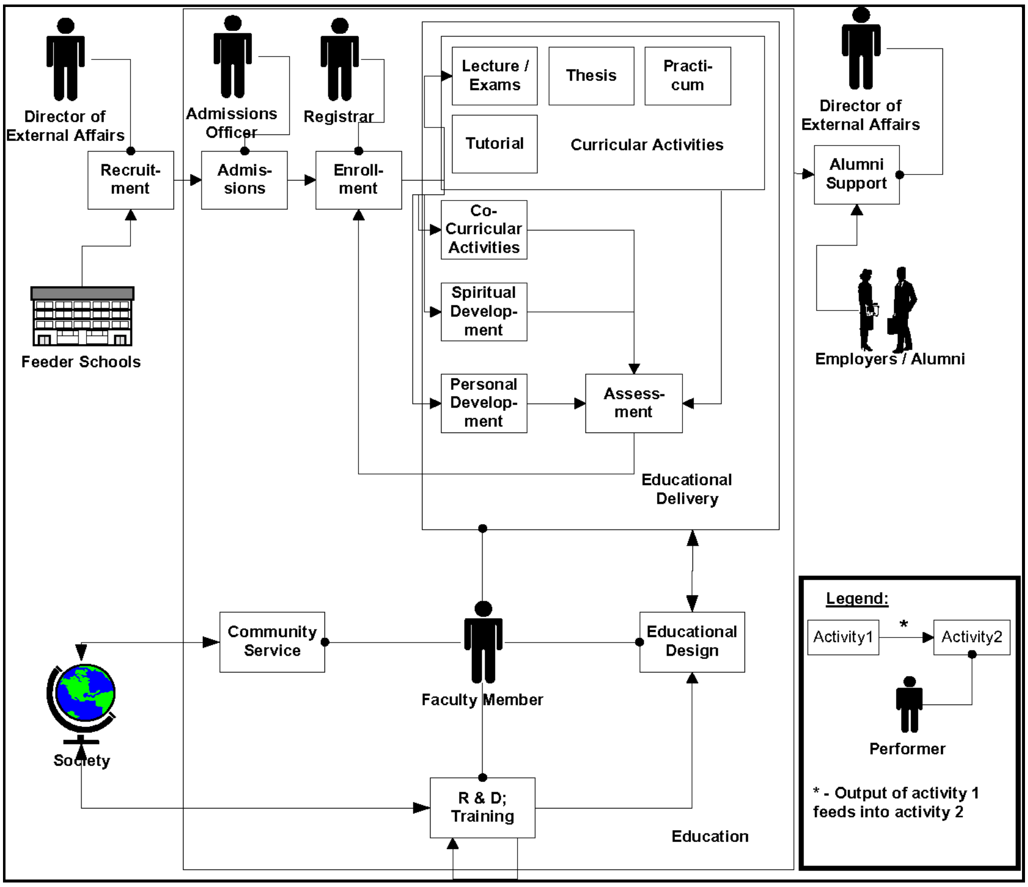
Although frequently used in close contexts and representing the same topic of knowledge and learning, "knowledge" and "knowing" are clearly distinguished scholars. Knowledge is an object, possibly a commodity, while knowledge is an action. Knowledge is “knowledge in action” (Nissen (2006), a social achievement that occurs when the subject engages with the world through practice (Orlikowski, 2002

2.5. Knowledge of training

There is currently no research specifically on knowledge of training programs. This thesis divides knowledge in the international joint training program into two areas: training knowledge and management knowledge. Training knowledge is related to teaching and learning expertise, student assessment, and management knowledge is related to ensuring the regular operation of the university training program.

The author uses the value chain model of Sison and Pablo (2000) for universities. This is the value chain built when scholars develop the E-College system. This value chain is very useful in analyzing training services provided to students and also as a tool for designing management systems.

Figure 1: Relationship between learning, knowledge and understanding



(Source: Vera and Crossan, 2005**)**

3. RESEARCH OVERVIEW OF FACTORS AFFECTING THE ACQUISITION OF PERSONAL KNOWLEDGE

i. There have been many theoretical and empirical studies on knowledge transfer and acquisition between two organizations in strategic alliances, and internal knowledge transfer between groups and departments. But among them, there are very few studies on the factors affecting the knowledge acquired at the individual level in the contexts of international association and cooperation. Currently, there are very few studies on knowledge acquisition in international joint training programs in Vietnam and around the world. The most relevant studies include those of Sustrino and Pillay (2015). Some studies use other theoretical classifications (Dao and Nguyen, 2016, Ko et al., 2005) and add knowledge characteristics to the influencing factors (Dao and Nguyen, 2016). There are two types of contexts for studies of individual knowledge acquisition**:** (i): Internal knowledge acquisition: research on knowledge transfer and reception among employees in an organization/project (Esmaeelinezhad and Afrazeh, 2018).

ii. Receiving knowledge from outside through international cooperation, association, joint venture, or consulting project with knowledge givers and receivers belonging to two different organizations (Dao and Nguyen, 2016, Ojo and Raman, 2017).

3.1. Research theoretical frameworks are used to group factors

In the study of personal knowledge transfer between IT consultants and customers, Ko et al (2005) use the research framework of Szulanski (1996) but re-divide the factors into three groups' knowledge factors, communication factors and motivational factors. Furthermore, the study of Ko et al., (2005) on knowledge transfer from 38 technology consultants to 80 client organizations implementing projects in the US confirms the dependence on knowledge transfer. On the following factors: the capacity to absorb knowledge, share knowledge, relationship internal motivations of recipients and donors, and the reliability of information sources.

3.2. Personal Factors Affecting Knowledge Acquisition

The theory of knowledge absorptive capacity was first laid by Cohen and Levinthal (1990), and later developed by scholars, and extended to knowledge acquisition at both the organizational and individual levels.

The school of personality traits affecting learning is explored by scholars Esmaeelinezhad and Afrazeh (2018).

The basis of Ajzen's (1991) theory of planned behaviour argues that five traits in the personality model, including openness, conscientiousness, extraversion, sociability, and sensitivity (Costa and McCrae, 1992) have an impact on individuals' knowledge management behavior, including knowledge acquisition behavior.

3.3. Social Factors Affecting Knowledge Acquisition

Social factors are considered from different perspectives in the studies of Ko et al (2005), Kim and Lee (2010), May et al (2011), and Kankanhalli et al (2012). Sutrisno and Pillay (2015) give an interesting result. It is the most effective activity in knowledge transfer between the two schools is the process of mapping the training program. In this activity, officials from both sides interact regularly, and Indonesian officials must constantly update information about changes in Australia's training program. This makes them learn more about building training programs.

The reciprocal interaction on an issue helped Indonesian officials acquire tacit and explicit knowledge of training curriculum development. However, the dissemination of knowledge to the training departments in the university is limited due to internal communication problems, so the new knowledge is only stored and used in the unit with the affiliate program international training (Sutrisno and Pillay, 2015).

 ISBN: 978-81-19585-46-5

Table 1: Summary of some studies on factors affecting the acquisition of personal knowledge

Author	Method	Theme and Background	Theoretical basis	The influencing factor is confirmed through the test	Contribute
Kankanhalli et al., (2012)	Quantitative	Learning effectiveness of 164 students in a research project on IT at a university	Salomon and Perkins (1998): personal and social aspects of learning; Lonka et al (1996): psychological activity when learning; Nahapiet and Ghoshal (1998), Lin (2001): the social capital of the organization	Ability to absorb knowledge; The proactive search for knowledge; Not applicable (not quantitatively tested); Learning orientation Share knowledge Share practices;	Affirming the influence of individual factors and social factors on knowledge acquisition. Lonka et al (1996): psychological activity when learning; Testing the interaction between individual factors and society in the relationship with learning effectiveness.
Sutrisno and Pillay (2015)	Qualitative	Knowledge transfer in the international joint training	Easterby-Smith et al (2008): knowledge transfer	Not applicable (not quantitatively tested)	Research framework with factors affecting knowledge

 ISBN: 978-81-19585-46-5

		program between the Australian University and the University of Indonesia	between two organizations;		transfer: intentions of two partners, number of students entering the joint program, mutually beneficial relationship, communication channel, stage of contract work.
Dao and Nguyen (2016)	Quantitative & Qualitative	Receive knowledge of 109 Vietnamese managers at multinational enterprises in Vietnam	Szulanski (1996): knowledge transfer depends on characteristics of the giver, receiver, knowledge and relationship; Cohen and Levinthal (1990),	Skills to work in a multicultural environment of foreign experts and Vietnamese officials	Compare and survey two-way giver and receiver
Ojo and Raman (2017)	Quantitative	Knowledge acquisition capacity of 205 ICT project team members at	Cohen and Levinthal (1990), Zahra and George	Staff willing to learn Experience of experts; Orientation	Affirming the influence of individual factors on knowledge

		62 joint ventures in Malaysia	(2002): capacity to absorb knowledge; Nonaka and Takeuchi (1995): knowledge creation theory	of learning goals Cognitive needs	acquisition in international cooperation; Consider the influence on the process of knowledge acquisition in two stages
Esmaeel inezhad, Afrazeh (2018)	Quantitative	Knowledge management behavior of 221 employees at 5 Iranian companies	Ajzen (1991): theory of planned behavior	Openness Devotion	Affirming the influence of personal characteristics of 5 major characteristics on knowledge acquisition

When there are not many studies on knowledge acquisition in the cooperative relationship between two universities, similar research in the business context can be used as a reference, but the knowledge acquisition model will need to be tested redefining, although the two contexts are the same “child” entity established by partners who are “parent” organizations in foreign and Vietnamese countries, to provide a product or service to the market.

While the parent companies have limited responsibility for the operation and quality of the joint venture's products, in the international joint training program the degree-granting institution is solely responsible for the quality of the diploma., or more broadly, the quality of training. Because the international joint training program has no legal entity, the Vietnamese university the foreign university, or both parties, shall grant the same degree and bear respective responsibilities.

The affiliate program is considered by both the Vietnamese side and the foreign side as their own, belongs to them and therefore has a higher attachment to the “parent” schools than a joint venture with the parent companies. This difference in attachment

 ISBN: 978-81-19585-46-5

can affect the knowledge recipient's consciousness and level of learning, as well as the donor's intention and level of knowledge delivery.

Table 2: International training linkage models

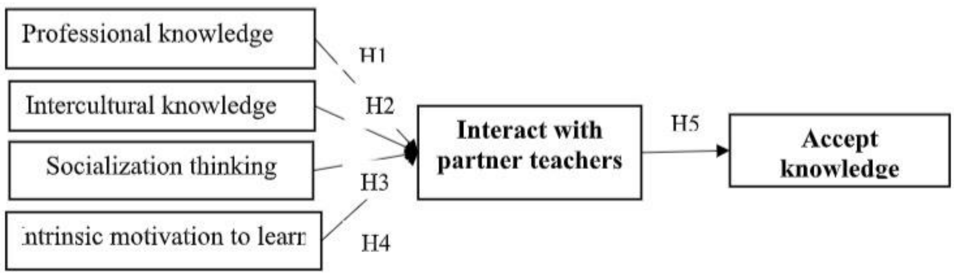
Models	Funding	Participation of Vietnamese partners	Participation of foreign partners	Goals of Vietnamese partners	Degree
Use of funding (Before 2000)	Sponsorship from a third party	Receive funding. Provide training venue Logistics; Participate in the selection of students	Provide training program Provide trainers; Degree in quality control	Training the team, the program was implemented on schedule and effectively	Foreign partner
Training cooperation in the country, foreign universities play a key role (1995 - present)	Students contribute one or all	Like the model above and: Contribution of VN teaching assistants Contribution of VN lecturers in some subjects; Can work with foreign partners to adjust the teaching content to suit the VN situation	Like the model above and: Training for Vietnamese teachers and teaching assistants; Can work with Vietnamese partners to adjust teaching content to suit Vietnamese circumstances	Improve the training capacity of the school (lecturers and facilities); Train high-quality human resources for the country; Attract many students to fund ya8ng	Foreign partner or parallel
Franchising (2005 – present)	Student	Like the model above and:	As the model above, the number of	Strengthen the training capacity of	Foreign partner

		Contribution of Vietnamese teaching assistants Contribution of Vietnamese lecturers in some subjects; Can work with foreign partners to adjust the teaching content to suit the Vietnamese situation	trainers provided is reduced or may not be provided	the school; Meeting the demand for access to internationa l education for the majority; Scaling up cooperation and training	

(Source: Phan Thuy Chi and Le Thi Huong LAN, 2017**)**

- **Research model**

Figure 2: Research model



- **Hypotheses based on the theory of knowledge absorption capacity**

The influence of professional knowledge factors on knowledge acquisition

Pre-existing knowledge (Cohen and Levinthal, 1990), or abilities (Minbaeva et al., 2003) of an individual include that individual's knowledge, abilities, skills, and experience (Yildiz et al., 2019). Learning is a cumulative process, so learning in the past affects your ability to learn in the future.

 ISBN: 978-81-19585-46-5

Hypothesis H1: The Professional knowledge of Vietnamese lecturers has a positive influence on their acquisition of training knowledge

The influence of intercultural knowledge factors on knowledge acquisition

The intercultural knowledge base is not mentioned much in theories of knowledge absorption capacity, but is recognized by some scholars (Dao and Nguyen, 2016, Park and Choi, 2014, Yildiz et al., 2019) when researching knowledge acquisition, knowledge absorption capacity in the context of multinational companies or international joint ventures. Makino and Delios, cited by (Park, 2010), argue that the international experience of domestic workers makes recognizing and accessing new knowledge more effective, thereby making an important contribution to learning effectiveness.

Hypothesis H2: The intercultural knowledge of Vietnamese lecturers has a positive influence on their acquisition of training knowledge.

The influence of intrinsic learning, motivation factors for knowledge acquisition

According to Minbaeva et al., (2003) and Kim et al., (2010), the intensity of both the cognitive and behavioural efforts of a person is determined by the motivation to learn. Motivation to learn is the willingness and motivation of an individual to receive knowledge. Although the ability to learn is high, if the motivation to learn is low, the acquisition of knowledge will be very limited (Minbaeva et al., 2003). The capacity to absorb knowledge is integrated over time as individuals practice professional practices, and from self-study, research and prior accumulation of employees (Ojo and Raman, 2017).

Hypothesis H3: The intrinsic learning motivation of Vietnamese lecturers has a positive influence on their knowledge acquisition about training.

The influence of socialization thinking factors on knowledge acquisition

The process of value recognition and knowledge assimilation involves making connections between new knowledge and cognitive structures (Cohen and Levinthal, 1990), which is influenced by thinking style. Each person's thinking style reflects how they process information and make decisions (Lowik et al., 2017). There are two main thinking styles, the associative cognitive style and the association cognitive style. Intrinsic motivation to learn manifests as an individual learns because he or she enjoys learning. The motivation to learn is also reflected in efforts (Minbaeva et al., 2003)**.**

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Hypothesis H4: The socialization mindset of Vietnamese lecturers has a positive impact on their acquisition of training knowledge.

The influence of the interaction factor of Vietnamese lecturers with partner lecturers

Interactions of Vietnamese lecturers with partner lecturers are the three starting points for international training knowledge received by Vietnamese lecturers. Nonaka's theory two decades ago suggested that face-to-face interaction is the setting of three initiations since face-to-face interaction is the only tool for capturing the full spectrum of psychophysiological sensations and responses – an important factor in sharing tacit knowledge (Nonaka et al., 2000). The author uses Lin's (2005) interaction scale and Napier's (2005) criteria on the diversity of interactive channels and communication levels to build a scale of the interaction of Vietnamese lecturers with partners.

Hypothesis H5: The interaction of Vietnamese lecturers with their partner trainers has a positive impact on their acquisition of training knowledge.

Scale for knowledge acquisition

Previous scholars (Dao and Nguyen, 2016, Esmaeelinezhad and Afrazeh, 2018, Kankanhalli et al., 2012, Kim and Lee, 2010) have built a set of scales for personal knowledge acquisition. Dao and Nguyen (2016) measure understanding of technical and management issues and processes. Esmaeelinezhad and Afrazeh (2018) and Kim and Lee (2010) share the same scale of frequency of knowledge search and acquisition. Kankanhalli et al., (2012) measure improvement in knowledge, thinking skills and connection.

1.4 RESEARCH METHODS

Qualitative research has the goal of finding new factors, checking and screening independent variables in the preliminary model, preliminary determining the relationship between independent and dependent variables, and checking the scale. Qualitative research was carried out by in-depth interviews with lecturers of two different international joint training programs about their partners and majors, which is the Bachelor of Business Administration program in cooperation between the National University of Economics and Business with the University of Sunderland and the Bachelor of Banking and Finance program in cooperation between the National Economics University and the University of the West of England. Primary information is collected through in-depth interviews with lecturers about their knowledge acquisition. The total number of interviewees is 8 lecturers, divided equally between the two programs.

The qualitative study was carried out from May to August 2022. The results of the qualitative study are some qualitative evidence of the research model and the validation of the scale.

 ISBN: 978-81-19585-46-5

Quantitative research has the goal of re-testing the proposed model after adjusting it through qualitative research. Quantitative research was conducted with 148 lecturers to test the research model, carried out from September to December 2022.

Table 3: Formal scale for dependent variable Knowledge acquisition

N0	Factors	Scales	Mean	Standard deviation
1	Knowledge reception Alpha = 0.825	Descriptive knowledge of course content	4.17	0.643
2		Knowledge and secrets about subject content	3.67	0.753
3		Knowledge and understanding of course content	3.54	0.844
4		Descriptive knowledge of teaching methods	3.54	0.971
5		Know-how about teaching methods	3.45	0.966
6		Knowledge of teaching methods	3.43	0.974
7		Descriptive knowledge of assessment methods	3.95	0.820
8		Know-how about assessment methods	4.01	0.854

(Source: Compiled by the authors**)**

Table 4 - Cronbach's Alpha test results before EFA analysis

No	Scales	Number of observed variables	Cronbach's Alpha	Cronbach's Alpha if Item Deleted
1	Professional knowledge (PK)	5	0.882	0.553
2	Intercultural knowledge (IK)	5	0.894	0.646
3	Socialization thinking (ST)	5	0.845	0.556
4	Intrinsic motivation to learn (IML)	4	0.817	0.533
5	Interact with partner teachers (IPT)	5	0.843	0.621

 ISBN: 978-81-19585-46-5

6	Accept knowledge (AK)	4	0.814	0.611

(Source: Compiled by the authors**)**

Evaluation of the scale**:** First, the scales will be preliminarily evaluated through two methods: Cronbach's Alpha reliability coefficient and the exploratory factor analysis (EFA). Next, the scales were tested by means of confirmatory factor analysis (CFA).

Theoretical model testing**:** Along with confirmatory factor analysis (CFA), model testing has been carried out through AMOS 23 linear structural analysis software.

In the multiple regression model, we have the additional hypothesis that the independent variables are not completely correlated with each other. Thus, when estimating the multiple regression model, this assumption must be tested by testing the phenomenon of multicollinearity.

We use the VIF index (the Variance Inflation Factor). Usually, if the VIF of a certain variable is >2, then this variable has almost no explanatory value for the variable Y in the model (Hair et al., 1998). And if the VIF of a variable <2, it is assumed that multicollinearity does not occur. Actually, if VIF >2, we must be cautious in interpreting regression weights as such (Nguyen Dinh Tho, 2011, p. 497).

- **Confirmatory factor analysis CFA**

Confirmatory factor analysis CFA is the next step, according to exploratory factor analysis (EFA), including includes design to define, test, and control independently adjusted measurement models. The purpose of the CFA is to establish measurement models, a good fit, measure is used to test the model's linear structure. The result of the CFA, test shows the overall goodness of fit of the model the criteria: Chi-square = 256.068; 146 steps due; P-value = 0.000. The criteria to measure the fit of the model is relatively high and satisfactory (TLI= 0.955 > 0.9; CFI = 0.962 > 0.9; RMSEA = 0.052< 0.08; Chi- Square/df = 1.754 <2). In addition, the scale satisfies concepts of reliability, simplicity integer, convergent, and discriminant.

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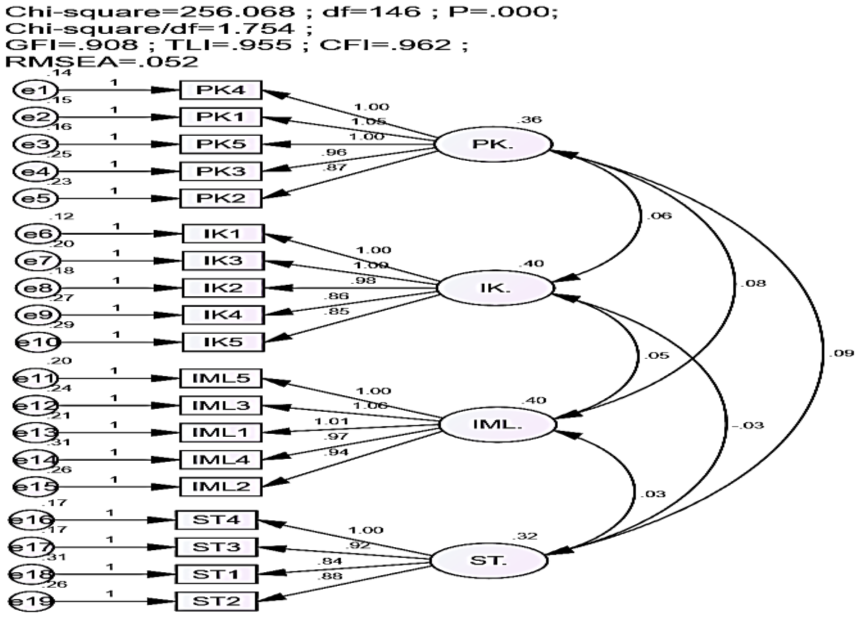

Figure 3: CFA analysis results

- **SEM linear structural model analysis**

The SEM linear structural model analysis method was used to test the research models. After making the model adjustment by hooking the error pairs of the pairs of measured variables' corresponding measures, the model's fit indicators are improved and meet the requirements. The results of the SEM structural model analysis are shown in Figure 4, showing that the model achieves compatibility with survey data: Chi-square = 398.185; 264 steps due; P-value = 0.000.the criteria TLI = 0.956 (≥ 0.9), CFI = 0.9362(≥ 0.9), RMSEA = 0.042 (< 008), Chi–Square/df = 1.508 all met the requirements.

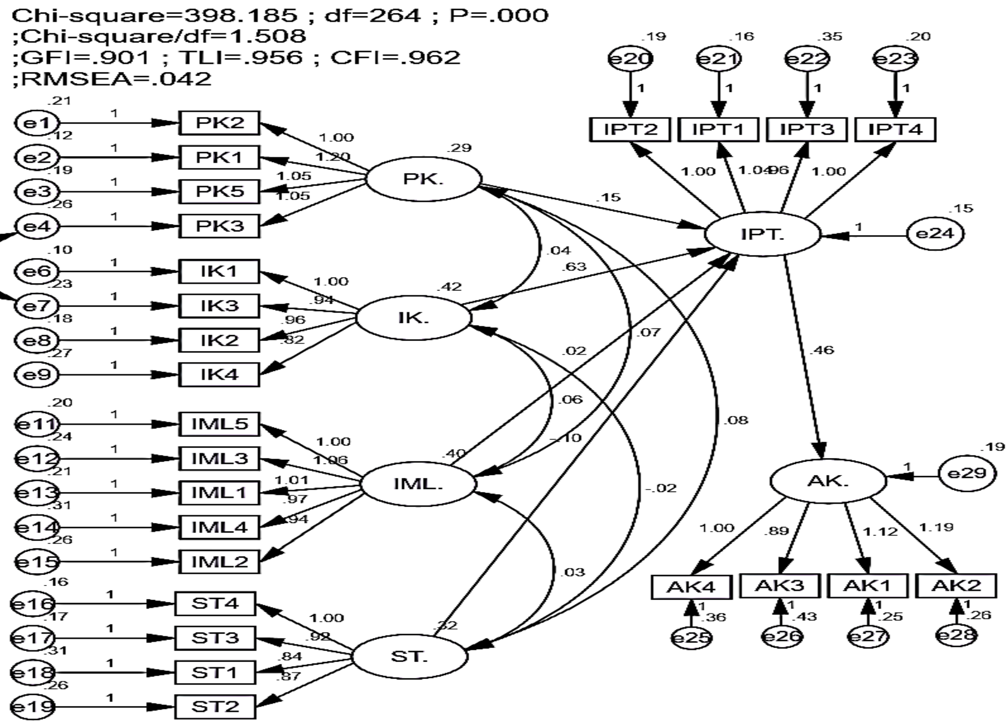

Figure 4: SEM analysis results

The author uses Lin's (2005) interaction scale and Napier's (2005) criteria on the diversity of interactive channels and communication levels to build a scale of the interaction of Vietnamese lecturers with partners. :

- I often interact with partner lecturers (Lin, 2005).

- I can interact with partner lecturers in many different ways (Napier, 2005).

- I can interact with many people at different levels of teaching/managing partners (Napier, 2005).

- My interaction with partner trainers is sufficient for the job (Lin, 2005).

- The communication atmosphere between me and my partner lecturers is very friendly (Lin, 2005).

- My interactions with partner trainers are constructive (Lin, 2005)

Through the exchange and explanation of partner lecturers, Vietnamese lecturers not only grasp the teaching methods - knowledge and know-how - but also understand the reasons, and the training philosophy attached to it, i.e. knowledge and understanding. .Training practices associated with advanced education such as being student-centred and encouraging critical thinking are conveyed through stories, examples and explanations by foreign lecturers. While those philosophies are not mentioned directly and explicitly, if teachers recognize them, they will absorb them.

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“In terms of learning”, "the best thing we can imagine is how to think about working with students, changing the way students are assessed, how to provide opportunities, and listening to students.”

Table 5: Results of testing the relationship between concepts

Parameter			Estimate	S.E.	C.R.	P	Label
IPT	<---	PK	.149	.060	2.478	.013	yes
IPT	<---	IK	.626	.052	12.025	***	yes
IPT	<---	IML	.016	.049	.329	.042	yes
IPT	<---	ST	.096	.057	1.685	.022	yes
AK	<---	IPT	.456	.067	6.803	***	yes

- **Test the theoretical model of the Bootstrap method**

The Bootstrap method is implemented with a repeated sample count of N = 1000 times. Estimates from N samples are averaged, and this value tends to be close to the population estimate. The difference between the mean of the estimates from Bootstrap and the original estimates is called the bias. The results of parameter estimation by Bootstrap are shown in Table 6.

Table 6: Results of parameter estimation using Bootstrap

Parameter			SE	SE-SE	Mean	Bias	SE-Bias	CR
IPT	<---	PK	0.072	0.002	0.146	-0.003	0.002	-1.5
IPT	<---	IK	0.08	0.002	0.629	0.003	0.003	1
IPT	<---	IM	0.058	0.001	0.017	0.001	0.002	0.5
IPT	<---	ST	0.066	0.001	-0.1	-0.004	0.002	-2
AK	<---	IPT	0.081	0.002	0.453	-0.003	0.003	-1

5. Discussing quantitative research results

Basically, the test results confirm the effects of some personal factors and some social factors on the knowledge acquisition of lecturers, and at the same time confirm that social factors have a controlling relationship details on the influence of personal factors on knowledge acquisition.

The teacher's expertise has a low-level influence on knowledge acquisition. This is quite consistent with the qualitative research results of the thesis on professional knowledge factors and in accordance with the studies of Ojo and Raman (2017) and Rowold (2007).

Intrinsic motivation to learn has an effect on teachers' knowledge acquisition with medium significance, consistent with theory and some previous studies (Kankanhalli et al., 2012). One's intrinsic energy is a sustainable source of energy for the person to

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acquire knowledge, even if the benefits of learning are not anticipated (Yildiz et al., 2019).

Socialized thinking is the factor that affects the acquisition of knowledge and is confirmed with a very strong significance level, compared to other individual factors. The results are consistent with the theory and previous research of Lowik et al (2017), showing the importance of thinking style to knowledge acquisition in general. In the international joint training program, the higher the socialization mindset of the lecturer, the more knowledge is received. Differences in thinking styles account for differences in information processing and decision-making (Zahra and George, 2002).

The positive regulatory influence of interaction with partner lecturers on the relationship between socialized thinking and knowledge acquisition is strongly confirmed. This is consistent with the theory. The higher the interaction efficiency, the greater the influence of socializing thinking on the teacher's knowledge acquisition and vice.

CONCLUSION

The results of quantitative testing of the model of the influence of personal and social factors on the reception of knowledge about training by lecturers through the international training program. Confirmed relationships include:

- Positive influence of the following factors: professional knowledge, intrinsic motivation to learn, socializing thinking, interaction with partner lecturers,

- The positive regulatory influence of the interaction factor with partner lecturers on the relationship between professional knowledge and knowledge acquisition, socialization thinking and knowledge acquisition;

Thus, qualitative and quantitative research together confirm the positive influence of intrinsic learning motivation factors and interaction with partner lecturers on the reception of students' teacher training knowledge. Both studies suggest that further testing of the technical knowledge factor is warranted because the evidence for the effect is weak, possibly due to the effect of the “capacity trap”. As for the intercultural knowledge factor, the qualitative research results have not shown the variation of the factor because this factor of the lecturers is quite uniform. This assertion is reinforced when no evidence of the effect of this factor has been found in quantitative studies. The influence of the socialization thinking factor, although not confirmed in qualitative research, is confirmed with strong evidence in quantitative research, confirming hypothesis H4 that socializing thinking has a positive influence on socialization towards the teacher's reception of knowledge.

Qualitative research makes predictions about the moderating role of two factors interacting with partner lecturers to the relationship between individual factors and knowledge acquisition. Knowledge, quantitative research specifically confirms this

 ISBN: 978-81-19585-46-5

regulatory role in the effects between professional knowledge, intrinsic learning motivation and socialized thinking on knowledge acquisition.

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IMPACT OF SOCIAL CAPITAL ON BUSINESS RESULTS OF ENTERPRISES - TEXTILE AND GARMENT INDUSTRY IN THE SOUTHERN REGION, VIETNAM

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ABSTRACT

Social capital has a long history of development in economically developed countries. Business results of enterprises are significantly increased when applying social capital. Qualitative research is used in the following order: (1) Find new factors and relationships between social capital and business results, (2) Calibrate the scale of each factor of the model to suit the textile industry. Then, combine it with quantitative exploratory research with the tool Exploratory Factor Analysis (EFA), Test the reliability coefficient, Confirmatory Factor Analysis (CFA), Test the model and research hypothesis. Research (CB-SEM) and Bootstrap testing In the theoretical model of the impact of social capital on business results, there are 6 research factors: (1) Leadership social capital, (2) Internal social capital, (3)) External social capital, (4) Acquisition of knowledge, (5) Enterprise product innovation and (6) Business results.

Keywords: Social capital, textile enterprises, business results, Vietnam.

1. INTRODUCTION

It is social capital that supports entrepreneurs with more opportunities to access necessary resources for business activities (Dai et al., 2015). The resources that entrepreneurs acquire through their personal networks and social connections enable them to identify business opportunities (Bhagavatula et al., 2010), which in turn, collectively contribute to business results (Akintimehin et al., 2019; Nasip et al., 2017).

The Industrial Organization analyzes operational factors or different departments that contribute to building an overall enterprise strategy, the goal of which is for the enterprise's products/services to conquer the market. The industrial organization model argues that competitive advantage can be achieved when firms implement strategies imposed by the characteristics of external factors (Porter, 1985).

Nowadays, fashion has become a large-scale and highly competitive industry worldwide. Especially in the field of textile and garment fashion, the supply network is quite complex in terms of both division of production activities and geographical dispersion. According to summary data from the Vietnam Textile and Apparel Association in 2019, the export turnover of the textile and garment industry reached 39 billion USD, accounting for 7.54% of the total import-export turnover of the country (Thu Hoai, 2019).

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Currently, Vietnam's textile and garment industry is facing many big challenges, because cheap labour is no longer comparable to other countries such as Laos, Bangladesh, or Cambodia (Le Thanh Thuy, 2019). Specifically, the survey shows that production technology is much worse than in developed countries. Most of the machinery and equipment of enterprises under the Vietnam Textile and Garment Group has been used for over 15 years, therefore, the efficiency is low. Usage efficiency is very low due to degraded quality and high power consumption (Le Thanh Thuy, 2019).

This conference had the participation of nearly 200 scientists from different professions. The term social capital has been widely used in Western countries. However, in Vietnam, most people still feel new about this term and do not fully understand issues related to social capital. Accordingly, the level of social capital development in the world has gone through at least 3 stages: (1) the stage of approaching the theory of social capital, (2) the stage of basic application of social capital society, (3) the stage of applying social capital at the national level (Tia Sang, 2006).

2. RESEARCH MODEL AND HYPOTHESIS

Leadership Social Capital (LSC): Social capital is developed from social network relationships and relationships with leaders of other companies, state management agencies and community leader's important factors affecting performance (Stam et al., 2013). The interaction of External social capital and Internal social capital has a positive influence on financial results (Dai et al., 2015), organizational innovation (Wang et al., 2016), and business results (Nasip and al., 2017).

The structure of an enterprise's social network includes (1) Internal social capital is the quality of the relationship network between individuals, departments/divisions within the enterprise (Hitt & Ireland, 2002; Adler & Kwon, 2002); (2) External social capital is the quality of a business's network of relationships with external partners (Dai et al., 2015) and (3) VXLD is the quality of the network of relationships of business leaders with colleagues, government levels, and business partners (Nguyen & Huynh, 2012; McCallum and O'Connell, 2009).

Unlike the focus on the components that make up the social capital of enterprises, the results of the social capital of enterprises have quite wide variations in different studies. It is possible to synthesize the criteria showing the results of the social capital of enterprises through the research results of scientists using two groups of criteria: (1) the group of criteria showing the orientation of the social capital function of the enterprise and (2) group of criteria showing efficiency and performance of enterprises.

- **Internal social capital (ISC)** is important not only in developing new products but also in increasing the level of product innovation (Goyal and Akhilesh, 2007). According to Cuevas-Rhodes al (2014), internal social capital plays an important

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role in promoting product innovation for different reasons. First, because the uncertainty and complexity associated with product innovation make decision-making more difficult, high-quality relationships between the individuals involved can contribute to necessary and meaningful collaboration for product innovation (Chen et al., 2012). Second, according to Dakhli and De Clercq (2004), trust can reduce the need for supervisory systems, allowing team members more time and freedom to generate new ideas.

- **External social capital (ESC)** of an enterprise is the relationship between the enterprise and individuals representing external relevant organizations (Yli-Renko et al., 2002). External social capital includes assets that are a firm's deep external relationships (Dai et al., 2015) or it can be reflected in an organization's interactions with competitors (Ireland et al., 2002). A firm's external networks help it gain resources from the environment in search of new opportunities. A wide network of relationships positively affects business results (Akintimehin et al., 2019); Nasip et al., 2017).

- **Product innovation PSI):** According to the OECD (2005) classification, organizational innovation is divided into 4 types as follows: (1) product innovation, (2) operational process innovation, (3) innovation in management systems, and (4) innovation in marketing activities.

Product innovations can include changes in design that, in turn, cause important changes in the use or features of the product (OECD, 2005). The main goal of product innovation in an organization is to enhance the value that the product brings and achieve higher performance for the company (Polder et al. 2010). Additionally, product innovation can be achieved by using new technologies and knowledge or by using new combinations of existing technologies and knowledge (Gunday et al., 2011). Product innovation is a continuous process that increasingly integrates the different capabilities of the organization's limited internal and external resources.

- **Acquisition Knowledge** is an organization that represents the interests of businesses in the same business industry. Local industry associations play a key role in strengthening foreign affairs for businesses such as providing data on industry output, revenue, and exports to inform member businesses (Hashino and Kurosawa, two thousand and thirteen). Furthermore, it also organizes forums to discuss business activities and lobby with government agencies on issues of common interest. Therefore, it is extremely necessary for leaders to establish good relationships with industry associations and stakeholders to serve the business's goals (McCallum and O'Connell, 2009).

- **Business partner (BP)**: A business partner or business partner, commonly referred to as a partner, is a commercial entity (individual or organization) that establishes an

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alliance, joint venture, or partnership relationship. Cooperate with businesses for a certain business purpose. This relationship is often bound by contract with clear terms of responsibilities and rights of the participating parties. Business partners of an enterprise can be one or more entities such as customers, main suppliers, intermediary channels (such as agents or franchise stores), and providers of complementary services. Business cooperation with a partner is one of the most effective and popular ways to develop businesses.

Besides expanding customers, strategic partnerships also allow businesses to provide more value to their existing customers. Most business cooperation relationships bring many benefits to businesses and are suitable for many scales and operating models, as long as the partners are always active in building, cultivating and Making the most of established relationships

- **Colleague (COL):** This is a partner or people you work with, especially in a job in the same profession. Colleagues can be on the same team or on different teams, with similar qualifications and responsibilities for similar jobs. They are people who work together, have the same major, or have the same expertise as you. Relationships with colleagues in the office environment are always one of the issues that many people are concerned about today. Relationships with surrounding colleagues have a great influence on each individual's work results. Trust is the basis for maintaining and developing any relationship. Trust plays an important role not only in relationships in daily life but also in the work environment. Therefore, building trust in the workplace with colleagues is an extremely necessary and important job for anyone.
- **Business result**s (BRE): In today's business context, measuring business performance is a major concern of academic researchers as well as practising managers. In general, it is difficult to measure business results due to differences in the nature of business industries and profit methods (Nasip et al., 2017). Business results are indicators that show how well an organization accomplishes its goals (Lin and Kuo, 2007). Measuring business performance has been around for a long time and remains one of the dominant topics in organizational and management theories. Business performance measurement to date has gone through three main stages: (1) balanced performance measurement system, (2) flow and transformation mapping, and (3) financial alignment and non-financial (Nelly et al., 2003).

Table 1. Summary of concepts of social capital

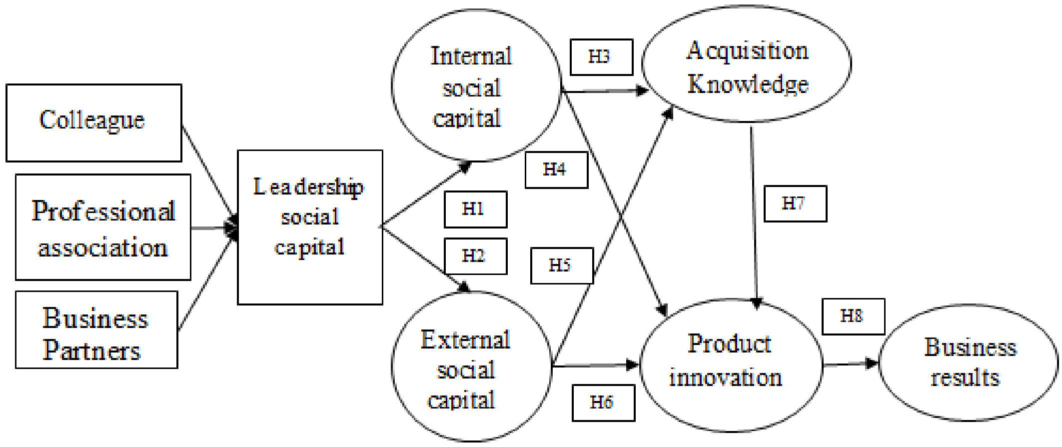
N0	Author	Concept
1	Bourdieu (1985)	Social capital is the sum of actual or potential resources related to the possession of a network of sustainable relationships, more or less institutionalized through mutual acquaintance and recognition.

 ISBN: 978-81-19585-46-5

N0	Author	Concept
2	Coleman (1988)	Social culture is not a single entity, but exists in a series of different entities, with two common characteristics: they include some aspects of social structure and they facilitate each individual within that structure.
3	Putnam (1993)	Social culture is the characteristics of social life, networks, norms and trust that help individuals participating in the network interact and coordinate more effectively to achieve goals. pepper.
4	Fukuyama (1997)	Social culture can be simply defined as the existence of a set of shared values or norms among members of a group that allows for mutual cooperation.
5	Nahapiet & Ghoshal (1998)	Social capital is the totality of potential and actual resources embedded within, available through and derived from the network of relationships possessed by individuals or social units.
6	Lin (1999)	Social capital is seen as a cohesive resource in a social structure, it is accessed or motivates intentional actions.
7	Lin (2001)	Social capital is the investment in creating social relationships to expect to receive benefits in the market..
8	Adler & Kwon (2002)	Social culture is the resources originating from the network of relationships that take place between individuals and networks inside and outside the organization.

Source: Summary from the author's theoretical review

❖ RESEARCH MODEL



 ISBN: 978-81-19585-46-5

❖ **Research hypothesis from theoretical model**

H1: Leadership social capital has a direct and positive impact on social capital within the enterprise.

H2: Leadership social capital has a direct and positive impact on social capital outside the enterprise.

H3: Internal social capital has a direct and positive impact on an enterprise's knowledge acquisition.

H4: External social capital has a direct and positive impact on an enterprise's knowledge acquisition.

H5: Internal social capital has a direct and positive impact on an enterprise's product innovation.

H6: External social capital has a direct and positive impact on an enterprise's product innovation.

H7: Knowledge acquisition has a direct and positive impact on enterprise product innovation.

H8: Product innovation has a direct and positive impact on business results of the enterprise.

3. Research Method

Implement qualitative and quantitative research methods by using data, techniques and research methods of both qualitative and quantitative schools, solving each specific goal.

First, qualitative research is used in the following order: (1) Find new factors and relationships between social capital and business results, (2) Calibrate the scale of each element of the model that is suitable for the textile industry. Then, combine it with quantitative exploratory research with the PLS-SEM testing tool to predict relationships with a small sample size requirement.

Finally, use quantitative research to quantify and measure the level of relationships, test models and hypotheses in two stages: (1) Use preliminary research to complete the questionnaire and adjust the research model, (2) Use formal research to conclude by collecting, and analysing information from the market, and use statistical methods to process data.

Use statistical software to test measurement models and theoretical models as follows:

1) **Testing the reliability coefficient (Cronbach's alpha):** According to Nunnally and Bernstein (1994), if a measurement variable has a total variable correlation coefficient greater than or equal to 0.3, that variable meets the requirements; A scale

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with a Cronbach's alpha coefficient greater than or equal to 0.6 is acceptable in terms of reliability.

2) **Exploratory factor analysis (EFA): The criteria for analysis (EFA - Exploratory factor analysis) are as follows:** Using the extraction method principal axis factoring with promax rotation (Gerbing and Anderson, 1988). Observed variables with low loadings (< 0.4) were eliminated (Nguyen Dinh Tho, 2012). At each observed variable (Item), the largest difference factor loading must be greater than or equal to 0.3. The total variance extracted must be greater than or equal to 50%; 0.5 ≤ KMO ≤ 1; and the Barlett test is statistically significant (Sig < 0.05). After EFA analysis, the Cronbach's Alpha coefficient of the factors is recalculated to check the reliability of the scales after removing certain variables from the scale from the EFA results.

3) Confirmatory factor analysis (CFA) to test the measurement model of research factors. The specific steps are to evaluate the suitability of market data with the model, discriminant validity, convergent validity, aggregate reliability and extracted variance. The indicators considered for evaluation are (1) CMIN/df (Chi-square/df) less than or equal to 2 is very good, CMIN/df less than or equal to 5 is acceptable; (2) CFI greater than or equal to 0.95 is very good, CFI greater than or equal to 0.9 is good, CFI greater than or equal to 0.8 is acceptable; (3) GFI greater than or equal to 0.95 is very good, GFI greater than or equal to 0.9 is good; (4) RMSEA index less than or equal to 0.03 is very good, RMSEA less than or equal to 0.08 is good (Hair et al., 2010).

4) **Testing the model and SEM research hypothesis):** The purpose of Covariance-Based SEM analysis is to evaluate the model's suitability with market information, reject or accept the hypothesis and consider the level of the strength or weakness of relationships.

5) **Bootstrap test:** Bootstrap is a repeated sampling method with replacement, in which the initial sample acts as the crowd. Bootstrap test to evaluate the reliability of estimates, and confirm or reject the research model.

❖ **Verify the suitability of market data, with the model**

CFA testing of the scale factors in the critical model is described in Figure 1 Accordingly, the model has 355 degrees of freedom, chi-square = 739,751; P = 0.000 < 0.05; CMI6/df = 1.654 < 2. CFI indexes = 0.905; TLI = 0.909 and are all greater than 0.9. RMSEA = 0.069 < 0.08 is acceptable. Only GFI = 0.923 > 0.9 should be acceptable (Hair et al. (2010). Thus, the indexes measuring the model's suitability are all satisfactory, therefore, the conclusion is that market data is compatible with the measurement model.

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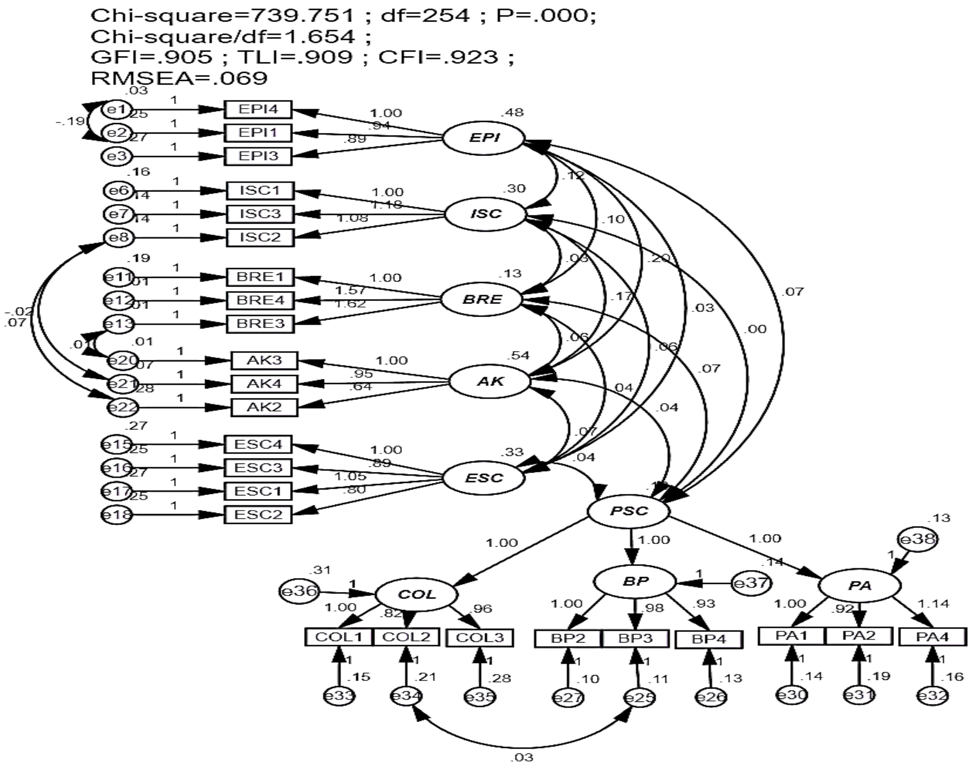
Figure 1: CFA results of factors in the critical model.



(Source: Calculation results from survey data**)**

Table 2: Testing the discriminant value of factors in the critical model.

			Estimate	S.E.	C.R.	P
EPI	<-->	ISC	.121	.021	5.842	***
EPI	<-->	BRE	.097	.014	6.829	***
EPI	<-->	AK	.197	.027	7.427	***
EPI	<-->	PSC	.069	.014	4.893	***
ISC	<-->	BRE	.025	.011	2.382	.017
ISC	<-->	ESC	.060	.019	3.129	.002
ISC	<-->	AK	.165	.024	6.970	***
ISC	<-->	PSC	-.002	.012	-.146	.004
BRE	<-->	ESC	.038	.012	3.169	.002
BRE	<-->	AK	.063	.014	4.452	***
BRE	<-->	PSC	.071	.009	7.581	***
AK	<-->	PSC	.041	.015	2.700	.007
ESC	<-->	AK	.075	.024	3.128	.002
ESC	<-->	PSC	.039	.013	2.906	.004

(Source: Calculation results from survey data**)**

 ISBN: 978-81-19585-46-5

Table 3: Composite reliability of scales of factors in the critical model

Scales	Composite reliability coefficient (Pc)	Total variance extracted (Pvc)	Mean λ (Pc)
Leadership social capital	0,938	0,883	0,939
External social capital	0,877	0,623	0,727
Internal social capital	0,802	0,522	0,742
Business results	0,837	0,648	0,790
Product innovation	0,854	0,665	0,825
Acquisition Knowledge	0,816	0,624	0,706
Business Partners	0,883	0,736	0,837
Professional association	0,764	0,547	0,6879
Colleague	0,782	0,529	0,738

(Source: Calculation results from survey data**)**

❖ **Test the theoretical model using CB-SEM**

• **Test the suitability of the theoretical model**

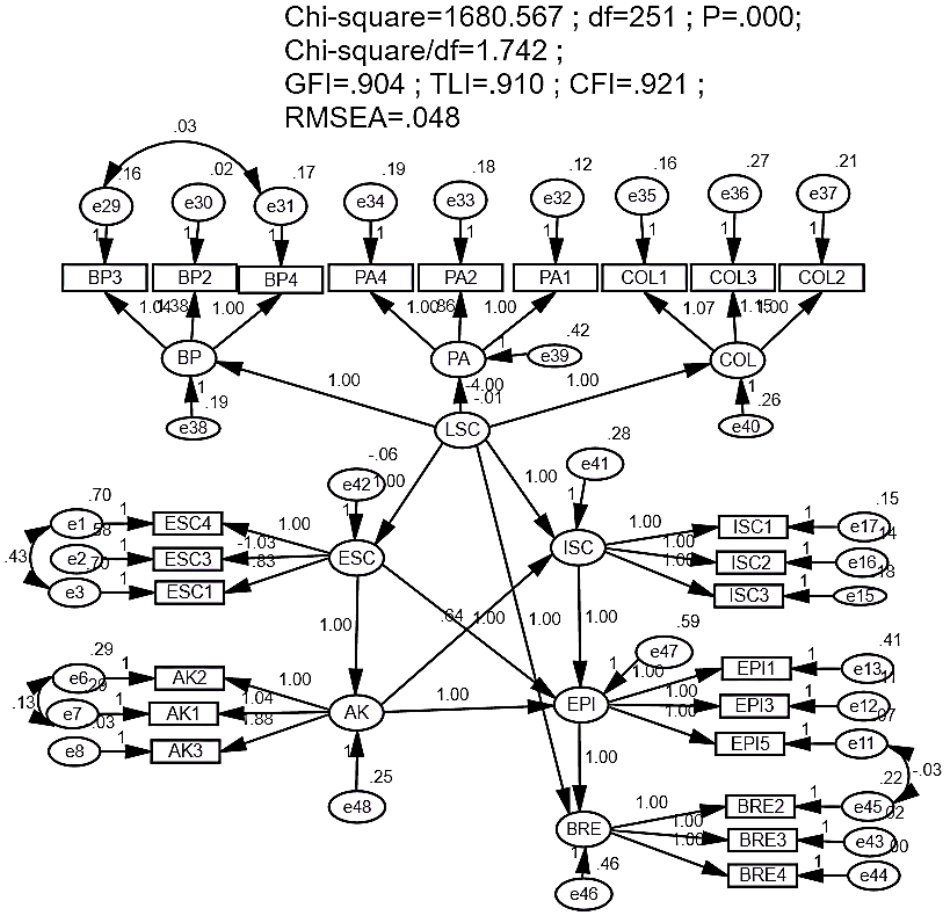
All CFA testing criteria of the measurement model satisfy the statistical testing requirements and are presented in section that uses CB-SEM analysis to test the theoretical model and 8 research hypotheses.

Figure 2 describes the indicators in testing the theoretical model as follows: The model has 361 degrees of freedom, chi-square = 1680.567; P = 0.000 < 0.05; CMIN/df = 1,742 < 2 so very good. Indicators: CFI = 0.904; TLI = 0.910 > 0.9 meets the requirements. As for GFI = 0.921 > 0.9, it is acceptable. RMSEA coefficient = 0.048 < 0.08, so it meets the requirements (Hair et al., 2010).

Conclusion: The proposed theoretical model is compatible with market data.

 ISBN: 978-81-19585-46-5

Figure 2: CB-SEM testing results of the theoretical model



(Source: Calculation results from survey data**)**

- **Test the relationships in the model**

Testing the relationships between factors in the theoretical model is carried out according to the following 3 principles:

-Based on statistical significance level P-value < 0.05.

-Determine whether the relationship between factors is in the same or opposite direction by seeing whether the correlation coefficient is positive or negative.

-Determine how strong or weak the impact factors are by looking at the absolute value of the impact correlation coefficient.

Table 3 shows the results of testing the relationships between factors in the model**:**

 ISBN: 978-81-19585-46-5

Table 4: Regression coefficients of the theoretical model

Correlation			Estimate (r)	Standard error (SE)	Critical value (CR)	P-value
LSC	**--->**	**ESC**	**0,189**	**0,048**	**3,280**	**0,001**
LSC	**--->**	**ISC**	**0,185**	**0,039**	**2,974**	**0,002**
ESC	**--->**	**AK**	**0,465**	**0,065**	**6,628**	**0,000**
ISC	**--->**	**AK**	**0,276**	**0,072**	**4,016**	**0,000**
ESC	**--->**	**PSI**	**0,421**	**0,084**	**5,212**	**0,000**
ISC	**--->**	**PSI**	**0,326**	**0,098**	**4,965**	**0,000**
AK	**--->**	**PSI**	**0,237**	**0,122**	**2,924**	**0,005**
PSI	**--->**	**BRE**	**0,242**	**0,078**	**3,446**	**0,000**

(Source: Calculation results from survey data**)**

(1) The relationship between product innovation and business results: P-value = 0.000 < 0.05, so it is statistically significant at a 95% confidence level. The estimated correlation coefficient r = 0.242 has a positive value, so this effect is positive.

(2) Relationship between knowledge acquisition and product innovation: P-value = 0.005 < 0.05, statistically significant at 95% confidence level. The estimated correlation coefficient r = 0.237 has a positive value, so this effect is positive.

(3) Relationship between VXBT and product innovation: P-value = 0.000 < 0.05, statistically significant at 95% confidence level. The estimated correlation coefficient r = 0.341 has a positive value, so this effect is positive.

(4) Relationship between VXBN and product innovation: P-value = 0.000 < 0.05, statistically significant at 95% confidence level. The estimated correlation coefficient r = 0.421 has a positive value, so this effect is positive. Of the three factors affecting DMSP, VXBN has the strongest impact.

(5) Relationship between problem-solving and knowledge acquisition: P-value = 0.000 < 0.05, statistically significant at 95% confidence level. The estimated correlation coefficient r = 0.276 has a positive value, so this effect is positive.

(6) Relationship between VXBN and knowledge acquisition: P-value = 0.000 < 0.05, statistically significant at 95% confidence level. The estimated correlation coefficient r = 0.465 has a positive value, so this effect is positive. Of the two factors affecting economic growth, VXBN has the strongest impact.

(7) Relationship between VXLD and VXBT: P-value = 0.002 < 0.05, so it is statistically significant at a 95% confidence level. The estimated correlation coefficient r = 0.185 has a positive value, so this effect is positive.

(8) Relationship between VXLD and VXBN: P-value = 0.001 < 0.05, so it is statistically significant at a 95% confidence level. The estimated correlation coefficient r = 0.189 has a positive value, so this effect is positive.

Summary: The research model is compatible with market data, all relationships are positive and statistically significant.

• **Bootstrap Testing**

Bootstrap testing is used to retest the model and evaluate the reliability of the estimates. Bootstrap is a repeated sampling method with replacement, in this study the number of repeated samples N = 1000.

Table 4 presents the Bootstrap results showing that the CR index all have absolute values less than or equal to 2, so it can be said that the deviation is very small. Therefore, the estimated indexes meet the testing requirements.

Table 5: Estimated results using Bootstrap

Parameter	SE	SE-SE	Mean	Bias	SE-Bias	CR
EPI	0.06	0.001	0.481	0.003	0.002	1.5
ISC	0.04	0.001	0.302	0.001	0.001	1.0
BRE	0.026	0.001	0.127	0.001	0.001	1.0
ESC	0.062	0.001	0.332	-0.001	0.002	-0.5
AK	0.041	0.001	0.536	0.001	0.001	1.0
PSC	0.016	0.001	0.092	-0.003	0.001	-3.0

(Source: Calculation results from survey data**)**

Table 6: Results of testing research hypotheses

Hypothesis	**Correlation**	**Estimate (r)**	**Standard error (SE)**	**Critical value (CR)**	**P-value**	**Correlation**
H_1	**The social capital of business leadership impacts in the same direction as social capital outside the business.**	**0,189**	**0,048**	**3,280**	**0,001**	**Yes H_1**
H_2	**Social capital in**	**0,185**	**0,039**	**2,974**	**0,002**	**Yes H_2**

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	business leadership impacts in the same direction as social capital within the business.					
H_3	**Social capital in an enterprise impacts the same direction as the enterprise's knowledge acquisition.**	**0,465**	**0,065**	**6,628**	**0,000**	**Yes H_3**
H_4	**Social capital outside the enterprise impacts the same direction of the enterprise's knowledge acquisition**	**0,276**	**0,072**	**4,016**	**0,000**	**Yes H_4**
H_5	**Social capital in an enterprise impacts the same direction of the enterprise's product innovation.**	**0,421**	**0,084**	**5,212**	**0,000**	**Yes H_5**
H_6	**Social**	**0,326**	**0,098**	**4,965**	**0,000**	**Yes H_6**

 ISBN: 978-81-19585-46-5

	capital outside the enterprise impacts the same direction of the enterprise's product innovation.					
H_7	**Knowledge acquisition impacts in the same direction on enterprise product innovation.**	**0,237**	**0,122**	**2,924**	**0,005**	**Yes H_7**
H_8	**Product innovation affects the business results of the enterprise in the same direction.**	**0,242**	**0,078**	**3,446**	**0,000**	**Yes H_8**

(Source: Calculation results from survey data**)**

CONCLUSION

Firstly, build and test a model of the relationship between social culture, knowledge acquisition, product innovation and business results for the case of fashion textile and garment enterprises in Vietnam. Enterprise social capital indirectly affects business results through the mediating role of knowledge acquisition and product innovation.

Second, Leadership social capital directly affects Internal social capital and External social capital. This confirms the role of the Leadership social capital prefix in promoting Internal social capital and the outside of textile enterprises.

Third, this study also shows that social capital does not directly affect business results but affects the chain of social capital; acquiring knowledge, innovating products; and business results. When social capital has a positive impact on knowledge acquisition

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and product innovation, this result will improve business results for textile and garment enterprises. This is one of the new contributions of the thesis.

Fourth, the contribution to the measurement model is shown through exploring the composition of professional associations to add to the Leadership social capital multidimensional scale.

Fifth, this result will motivate businesses in the textile and garment sector to increase the use of social capital to improve business results.

Sixth, the research also provides management implications for textile and garment enterprises, especially implications for government agencies, represented by industry associations to promote their role in promoting businesses to strengthen relationship network quality, improving business results through the use of social capital**.**

LIMITATIONS OF THE STUDY

First, the study only considers the results of social capital in terms of efficiency and business results of enterprises. Meanwhile, there are many other factors that demonstrate the results of social culture that need to be tested in the context of the textile industry in Vietnam. This is also a suggestion for further research.

Second, this research was only conducted on textile enterprises in the southern region of Vietnam. Therefore, the generalizability of the research results will be higher if it is repeated with a broader sample structure, including businesses in the Central and Northern regions.

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THE EMERGING SOFT POWER DYNAMICS IN SOUTH ASIAN COUNTRIES: A CASE STUDY OF INDIA AND CHINA

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ABSTRACT

In every aspect of life, we come across through different indications and manifestation of power which are necessary for human continuation, from social relations to economic dealings, to non- secular matters to political matters. We all are familiar that power incorporates different styles of structure, and options. With the help of force and brutality or contrary with benevolence and politeness different degrees of power can be measured. Initially, it is most important to elaborate the fundamental description of power. Power can be described with different degrees and variations which are very substantial to time. Historically, social immovability, economic strength, territory, military force, population size and economic strength were the criteria to measure the power.Professor Joseph Nye gives the basic definition of power in these words, "the capability to persuade the actions of others to obtain a preferred result". In this aspect two case studies are undertaken to analyze the soft power projection. This in-depth study elaborates the main factors of soft power which are been used by India and China. Further it is recommended that more efforts by states are required to project soft power tools to attain peace in the region.

Keywords: soft power, India, China, Projection, factors

INTRODUCTION TO SOFT POWER

The concept and term of soft power is first and foremost pinned and generalized by an American neo-liberal scholar named Nye. This book of him that is coined Bound to Lead: The Changing Nature of American Power. Soft Power is primal to get utilized by policymakers, media, academic, and by the western world. Soft power is very prominent and very familiar, interconnected due to the rapid changes in liberalization, indispensable development in communication technologies. According to Nye, soft power depicts the capability to paint other's behaviors and actions according to your own comfort. It manages the behavior to do what you desire. Nye was of the view that a country's soft power is stemming from three grains: its culture, political values, and foreign policy. Soft power analysts do argue that it differs from military and economic power. According to Joshua Kurlantzick, soft power defines anything that does not maintain the military posture. He expounded soft power to fall in the category of culture, public diplomacy, economic and diplomatic levels with larger extent of aid and investment participation in multilateral organizations. Country's images embolden with greater prominence if it accelerates its soft power with definitive foreign actions to be

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more legal. Countries with larger portraits of soft power makes it more desirable to other states.

SOFT POWER OF INDIA IN SOUTH ASIA

Soft power is not a prevailing concept in India's image or structure. India's quest for global aspirations and regional hegemon ambitions requires soft power. India encompasses a prestigious enriched culture, prevailing economy, essential foreign policy with moral backing. Historically, India recognizes and popularizes to remain the founding asset to degrade colonialism in order to raise harmony and tranquility in rest of the developing countries in keeping with value-based policies. The spirituality policy of Ghandi and non-violent heritage is enriching and gaining it sympathy in the developed world. Soft power is boosting its role in Indian foreign policy by bolstering its state soft power capabilities. Raja Mohan (2003) is analyzing the Indian Diaspora to remain the major asset to the country's soft power portrait. Shashi Taroor, a very essential figure classifies the utilization of soft power in Indian Diplomacy. Shashi Taroor is of the view that soft power is one of the main characteristics of independent India despite economic or military power is about soft power to be paid concern worldwide. Dr. Karan Singh, the president of the Indian Council for Cultural Relations (ICCR) is viewing that at the beginning cultural diplomacy is depicted as peripheral but at the time the response is crystal clear; soft power is essential and significant and the very core idea beside these festivals is to mount projection of India as a plural, multi-cultural society; importantly, it is to acquire the goals of political diplomacy (Li, M., 2008).

CHARACTERISTICS OF INDIAN SOFT POWER

Some specific characteristics and attributes of Indian soft power are extensively detailing in both historical and contemporary contexts.

Culture

Indian Culture is popularized to be seemed as the world's civilization and recognized as an important source of soft power. Indian culture is embedded with not only invaders and migrants but also religious places. It is encompassed by most of the historical connections such as birthplace of Buddhism. This mixture of culture proved to be very significant for India's manifestation by Nehru for the purpose of tranquil promotion of India's soft power image. India is enriched with art, classical dances, music, yoga, traditional medicine (Ayurueda), and Nehru's philosophy of non-violence, the divine spirituality, cuisine, and fashion which are constantly fascinating people around the world. Indian soft power is being managed by the new sources of TV technology and famous culture of Bollywood and famous culture of Bollywood and serials. Interestingly, sports is always utilized as an indispensable characteristics to utilize sports for the sake of its promotion and designing itself as a rising power. No doubt, India's firmness and robustness in cricket is pivotal in most of the countries where

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cricket is dignified. 'Cricket Diplomacy 'is playing always a seminal role in the political history of South Asia. Recently, India's foreign policy represents cultural traits of diplomacy for the purpose of promotional activities. India, importantly, is conducting programs in Indian Embassies with MEA worldwide and different agencies for the rise and advancement of Indian values and heritage abroad as well as domestically. Not these official drivers and ambitions of events are administered by private sector but also governmental which are likely to be industry, media houses, business organizations and NGO's. Beside this, public institutions are promoting Indian culture outside of the country by creating linkages of the people to ICCR. It is primal to note the Indian Cultural Centers established abroad, chairs of Indian Studies at foreign universities, accessing scholarships and fellowships, arrangements of Indian's festivals in Indian culture, seminars, conferences etc. The expansion and extension of ICCCR's activities are different tools of Indian culture diplomacy. The very large and extensive network of Indian cultural centers ae in distinct parts of the world raise from 22 in 2007 to 35 in 2013. More are expected to be availed so as to accelerate its availability and progress of India's soft power in larger extent. Establishment of 93 chairs of Indian studies at number of abroad universities, availability of Indian scholars with those chairs of Indian studies are taught and Indian languages are some incredible steps to promote India's image. India is providing nearly 2,325 scholarships under 21 scholarships schemes to nearly 80 countries pupils for graduates, post-graduates, and doctoral studies with professional courses. Each year 3,550 foreign students do their studies in India (Li, M., 2008).

Political Values

Definitely, India is wellknown as a multi-ethnic, multi-cultural, secular, federal, democratic, and a secular society that depict a bundle of resources to consider it a state with a larger portrait of soft power. The very basic and foundation thought lies "Unity in Diversity". Indian society keeps maintaining democracy to be known as the best political system. India knows the essence of its values, political credibility of the democracy in the maintenance of its foreign relations when considering and dealing with the western partners of democratic claims.India is struggling to advance its higher ground of democracy in both ideological and historical contexts. India makes claims of being a champion of worldwide to stand for sovereignty, territorial integrity, non-intervention and non-interferences. According to Muni (2009), India keeps long-standing strategic interests on its stand on the promotion of democracy at the global stage.India beholds its position on the founding member of the community of democracies, and UN member of Democracies in 2005. According to Indian Experts, India is associating and empowering US-led democracy promotion campaigns for the sole purpose of strategic considerations. This was not only a platform of new and emerging Indo-US strategic partnership but also a very noticeable effort so as to make

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China and Pakistan victim of isolation. It aims to utilize democracy as a sort of deterrence to precarious extremism and terrorism (Hazarika&Mishra, 2016).

Foreign Policy

India's and Nehru's non-violent genuine efforts for independence, support for de-colonialization, disarmaments and tranquil co-existence of the nations of the world made the country desirable for the world. Its build up image since the inception made it earn appreciation around the world. Its contributions in the establishment of NAM manage its portrait and aided it to stand itself as a representative for all of the developing world. India approaches a very pragmatic foreign policy of a "Look East Policy" in order to facilitate more genuine economic interconnectedness and more support to its smaller neighbor in south Asia. India desires a more vibrant, extra-ordinary engagement with the west in order to rise on the global level. It carries India to American endorsement of India as an "emerged power". It is included to most of the groups such as G20, BRICS, and IBSA which are ingredients of flavor to India's accelerated international image. It creates very intimate relations with countries and sustain friendly and coordinated relations. India largely sustains more convenient relations with isolated regimes of Myanmar and Iran. It boosts its voice for Palestine; on the other hand, it continues security and intelligence relations with Israel. It is enlarging interests in Africa; it is seeming to be negotiator in major conflicts and harsh times. No doubt, India is desiring to serve a global approach by asking for a permanent membership in the UN Security Council. India's quest and ambition to upgrade its portrait as an accountable and more reasonable power; it maintains its status quo power rather than being a revisionist state. India rapidly does not create any pressure or pressurizes the world; it does not ask to restructure international order. India produces a large number of genuine efforts to UN peace keeping mission. India wants to sustain a responsible approach towards being a "Nuclear Power" so as to obtain de facto recognition to join the nuclear club. India assisted to establish Public Diplomacy Division (PDD) within MEA to alter and design better approach to India in international considerations. It aims to make people join and integrated within India, in the west as well as in the developing countries. India is observed to be more interactive and democratic as it interacts public on foreign relations issues with new publications in number of languages almost 160 countries through diplomatic missions with the aid of documentary films and all materials of its enriched diversity of India. India simultaneously is holding organizations, seminars, conferences on national and international universities, think tanks, research organizations, development of efficient Web 2.0 strategies.A wide range of social media tools are gradually utilized to boost its reach in the modern world. Importantly, Indian Diaspora is used to magnify the connection between overseas Indians and their nations so as to utilize their potential for economic, political, and soft power enrichment purposes. The ministry of overseas of Indian Affairs is yielding special sort of cards that define numerous concessions for the

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people of Indian origins. Indian associations arrange conferences, seminars, and campaigns which are continuously working to promote the interests of the Indian Diaspora with their host countries. India's soft power keeps elevating in the context of producing aid. India maintains assistance of aid and different sorts of technical aid. India's foreign aid to neighboring countries keep expanding in South Asia; importantly, it produces more for Afghanistan and African countries. It gives aid of development linked to strategy for the purpose of advancing its image as an Information Technology (IT) hub by constructing IT Centers in all those neighboring states. In larger extent, it establishes regional IT projects such as projects of E-Pan African network. India considers external aid a very efficient and valuable tool of foreign policy. Pragmatism is declared as the prime motive behind India's projection. Mollen and Ganguly (2012) does consider India's foreign assistance to be interconnected with larger goals of foreign policy for instances to make sure to protect the sources of energy for the continuous and expansion of economy, to get access to open and more appropriate market; market availability for export industries and service sectors which props up geostrategic ties with leading neighbors. Another source of India's soft power is the bolstering economic growth expansion. Economic liberalization and huge rapid development are playing a crucial role in altering the picture of India from a depleted country to an emerging and attractive market. A larger and varied influx of English-speaking people, primness in the IT industry, bulkier consumer markets, and enhanced image of India in the west carried a larger and greater amount of foreign and direct investments. Taroor expounded," The old stereotype of Indians as snake charmers and sadhu to lie on beds of nails are replaced by India's software gurus and computer geeks. Indeed, it reflects both of the stereotypes of "IT India" and "Spiritual India" can coexist and we better to make the ends meet so as to amplify the state's soft power. Economic development is one of the influential tools of India's ambition to multiply its power of attraction in the world and catalyze a built image "Brand of India" for the purpose of carrying more concrete investments. In order to add instrumental utilization of soft power, it employs soft power in the economic field such as IBEF. It brings out reports, surveys, and detailed data about Indian economy and manage promotional and highly invested campaigns "India Everywhere", "India@60" or "Incredible India"- a global tourism campaign is launched to amaze. Indian Business Organization such as FICCI, CII, ASOCHAM and bilateral chambers of commerce operationalized in number of countries play a paramount assessment to increase its soft power in the field of economy.Christian Wagner argue that India at any expense tries to make its relations better with neighboring counties was the aim beside the change of winds from hard power to the soft power approach in South Asia (Shambaugh, 2015).

Ian Hall claims that India's new public policy to stem from the basic realization that its reputation is in its near aboard region is lacked to be so good as it is anticipated. India unexpectedly plunges for regional free trade area under the SAARC. It is involved with

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trading Srilanka, Nepal, Bhutan, Maldives is extremely dominating by India's hegemonic aspirations. The other states of the region are controlled and mainly outstretches their foreign policy which are ultimately engulfed by the dominance of India's enclaves. Shyam Saran," The main toughest task of India's diplomacy is to realize its neighbors that India has a choice to make the benefiter not a threat to fear of being dominated by India. India maintains a very vast and wide productive sector of economy to take and make greater opportunities for growth as compared to their limited domestic markets alone. India's foreign aid and makes benefits and opportunities from South Asian countries in larger extent. Bhutan is getting 36.2 percent of finance for infrastructure projects; Afghanistan reaches about 15 percent. India makes the fifth donor of it. India establishes an ambitious aid program to construct 50,000 houses in Srilanka after the devastated civil war of 2009. Wagner, India's aid program and her unilateral economic concessions for all those South Asian Association for Regional Cooperation (SAARC) members are the instances of India's soft power approach. On the other hand, India is observed to be zealous and accountable on the debate of democracy. It portrays the very old image of a regional bully and does not intervene on the sovereignty of other states. It is known considerably how to manage to build these gaps between the principle of non-interferences and the choices of democratic states in South Asia. India is more entangled and engaged in civil society by carrying out interaction among people of South Asia. Shyam Saran," We are promoting people to people interactions and construct cultural linkages which bring people more together. He was of the view that we need to make efforts more by interacting people of South Asia by building an environment of tranquility throughout the region." India is always found welcoming the democratic procedure in Afghanistan and Nepal. The term of soft power in India for the region is very passionate culturally in educational cooperation. India uses to share connection related to cultural and linguistic heritage linked to ethnic and religious linkages with South Asian countries. These connections are among the efficient reasons to its soft power alteration. India is making efforts to create cultural connections between India and its neighboring countries. India's cinema culture of pop songs, Bollywood movies are very famous in Pakistan and Afghanistan. ICCR keeps promoting Indian Culture in South Asia. India maintains sponsoring chairs of Indian Studies at number of universities of South Asian countries to entangle more attentively. These centers are regulating libraries, opportunities of courses, classes, and yoga, Indian classical dance and its music. It manages musical performances seminars, films and mainly screenings, etc. ICCR is accelerating the numbers of scholarships for students from the SAARC counties.Operating such programs for citizens of South Asian countries is an agenda of India's foreign policy. India is playing its role in South Asian universities in the region, establishing Nalanda University to get operationalized.

Muni (2010) opines that Nalanda University is destined to operate for India as a committed tool of soft power for two purposes: for the bolstering Asia's emergence

 ISBN: 978-81-19585-46-5

with regard to West relations, and India's relations with Asia. Beside this, India approaches an approach of south-south for the aim of public diplomacy. India's this approach is distinctive and indispensable which keeps benefitting the democratic institutions and the economic raise of growth. India is desiring to entangle more deeply with the help of partnership approach to nourish strong relations with countries-Afghanistan. Soft power approach of India encompasses lots of initiatives so as to gather economic appreciations and maintain development. The initiatives of economic purposes (carrot diplomacy) are of the aim to convince neighbors rather than any coercive actions utilization (sticks) diplomacy. India sustains a large number of greater political investments in region's institution such as South Asian Association for Regional Cooperation (SAARC). India is struggling to project its soft power capital with Bangladesh in long-standing relations. India is possessing a wide range of projects of transportation, railways, and infrastructures. Indian Government keeps providing scholarships, training programs, and different sorts of fellowships schemes for Bangladesh nationals. India, on the other hand, is investing an image scale investment in Nepal so as to build its soft power. India is observed to maintain numerous projects of infrastructure, health, rural and community development, education. It is providing 1500 scholarships to Nepalese students. India's support to Nepal is nearly 3600 crores is rehabbing to developmental projects.

Bhutan is receiving numerous economic projects by Indian with hydroelectric projects, highway plants, mining, board-casting stations, surveys, mapping, and bilateral cooperationin the hydropower sector. About85 students are provided with scholarships of nearly undergraduate and 77 at postgraduate levels each year. Moreover, India and Afghanistan are sharing relations on the basis of history and cultural connections. Both countries are formalizing a framework for cooperating in different areas of political and security cooperation; trade and economic connectivity; capability development and education, social, cultural, civil society spheres of people-to-people connectivity. India is yielding about 675 universities scholarships each year to the students of Afghanistan. India manages Capacity Building Programs in various principles and fields such as diplomacy, media, civil aviation, agriculture research, public administration, rural development, educational standardization, electoral management, administration and local governance. In addition, Srilanka is one of the major recipients of development produced by India. India's assistance is involved in airport, electricity, construction, building coal power plant. Both countries are continuing their bilateral relationships, Cultural Exchange Programs; Srilanka continuously receiving relief and rehabilitation of Tamil in Srilanka through the aid of 5 billion dollars. India is producing several scholarships to Srilankan students. More additionally, India and Myanmar relations are deeply integrated in the route of history, ethnic, culture and religious ties. India is engraved in number of projects of infrastructure and non-infrastructure projects. It entails construction, upgradation of roads, and transport projects. Myanmar keeps benefitting from training programs, schemes, and performances and both states are integrating and interconnecting on regional forums (Kugiel, 2012).

CHINA

Growing China's image in global level makes it realized its portrait matters. In 2014, Xi is proclaiming; we are to rise China's soft power with a strong narrative to spread Chinese message to the works in the changing global order. Xi ambitions are multiple with vast majority of initiatives: "the Chinese Dream", "the Asia Pacific Dream", "The silk Road Economic Belt", "The Twenty first Century Maritime Silk Road", "A new sort of major shifts in relations." China is carrying out various constructions of institutions such as New Development Bank, the Asian Infrastructure Investment Bank, the free Trade Area of the Asia Pacific. It is managing a regional institution that China is administering in Asia, Africa, the Middle East, Latin America, Central and Eastern Europe. To the amazement, China is gradually bringing a shift in the power politics and global order. One of the major initiatives of China's engagement is taking place with larger amount of money: $50 billion for the Asian Infrastructure Investment Bank, $41 billion for the New Development Bank, $40 billion for the Silk Road. Beijing is heavily ready to invest about $1.25 trillion worldwide by 2025. This is very unprecedented and greater investments are astounding. China's diplomatic and development schemes of engagement and integration are only a part of broader agenda. China is ameliorating its soft power image through media, publications, education, the arts, sports, and other dominions. The yearly budget for outside of the country's propaganda are being regulated in the neighboring countries which is accounting about nearly $10 billion. Money is its most puissant tool of its soft power. China's is integrating through trade deals, investments deals, loans, and aid packages in various countries. China is easily eligible to utilize the carrot diplomacy to get its "desired words" through financial assets. This makes China capable to create its influence and paint the actions of other states in its favors (Bonnie&Melissa, 2009).

Role of media and messaging

China designs a strategy by financing its expansion policy through the creation of its media presence at overseas. China's outside media presence is challenging the status quo of "Western Media". China maintains an ambitious agenda is to break the chains of Western influence by creating its image at global level. China regulates numbers of agencies internationally and domestically to spread Communist Party Propaganda. Xinhua- one of the most influential news agencies is amplifying its bureaus and boosting its online presence with audio and video content. This news agency is created to remain "a Real-World International News Agency". Xinhua plans to administer itself a modern multimedia conglomerate. Xinhua is on the track to avoid so as to furnish its ambitions of bringing China's story to the world. China's state televisionchannel grows into global level. They are being launched in 24 hours. These networks are struggling to change its image and carry out its propaganda, its flavor, its packaging in more splendid

 ISBN: 978-81-19585-46-5

and creative formats. China is not only deepening in TV channels but also producing its footprints in radio waves too. China Radio International is board-casting in 392 hours of creating programs per day in 38 languages. It is maintaining 27 overseas bureaus. These media outlets are managing and promoting a content of "discourse war" with the west. China claims that through media it is fighting anti-China sentiments in the globe which are propagated by west against China. Chinese government is being observed to be more cautious by analyzing and monitoring each piece of journalists and watchers (Palit, 2010).

Chinese lessons

Education plays a very dominating role in China's tools of soft power. About 300,000 foreign students at the time are studying in Chinese Universities with an additional number in vocational colleges. Each year China produces scholarships to 20,000 to foreign students. Not only students but also Chinese government ministries are managing a vast number of short courses for officials, diplomats, and military officers from third world countries. These classes are held to guide and administer students in distinct skills. It is a tool to diplomatically win hearts and minds. Chinese universities are being appeared in the ranks of world's top 100 universities. Moreover, China's Confucius Institute- centers are managing to be accountable to teach Chinese language and culture aboard- an indispensable tool of the genuine efforts to construct China's educational soft power. It nearly possesses 475 centers in 120 countries, it creates long-standing footholds worldwide. Beijing is keeping advancingand grow its culture, society aboard through sports, fine arts, music, films, literature, and architecture are managing considerable advancements. China keeps nearly 3,000 years of civilizational heritages which is its most privileged asset of soft power. Chinese martial artists and other Chinese performers are captivating audiences such as China's raising number of classical musicians like pianist Lang Long. In 2012, Mo Yan won the Nobel Prize in literature and LuhangSho got the Pritlzer Architecture Prize. China keeps professionals of basketball, hockey, and soccer team are creating momentous medals in a wide range of events. China is engrossing a strategy of "host diplomacy" are holding several governmental and non-governmental conferences. China conducts number of forums to enhance its image like Boao forum for Asia, the China development forum, the Beijing forum, Tsinghua University, World press forum on China Studies, the global Think Tank Summit- draws specular figures around the world to China each year. China holds events such as 2008 Beijing Olympics, the 2010 Shanghai World Expo, the 2014 Asia Pacific Economic Cooperation Meeting, in 2016 the G-20 Summit in Hangzhou, 2022 Beijing Olympics, conducting vaccines diplomacy are events to boost its soft power image. Such government affiliated Exchange Program of Chinese military and sustaining its own outreach of organization by connecting it with military intelligence of other countries. These institutions of China are broadcasting views and intelligence from experts and officials. Many of the China's foreign policy think tanks are working

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with these Chinese institutions to meliorate China's image worldwide. This conglomerate of institutions are purposed to increase China's growth and reputation in the world. China's most valuable approach of soft power is its traditional culture and civilization. The dominating and influential sources of philosophies of Confucianism, Taoism, and other classical schools of thoughts are major sources of China's soft power. Chinese soft power anticipation and depiction are molding its approach to confidence-building measures (CBMs) so as to solve border dispute and enhance its engagement with neighbors, increasing economic engagement with the aid of cultural outreach. China is growing its public diplomacy budget by providing humanitarian aid, producing educational services through exchange programs to foreign students are also yielding developmental assistance to several countries. Beijing keeps assisting its assistance strategy with the policy goals- conducting promotional activities to advance its companies, growing political leaders, mollifying China's economic growth. China is advancing its soft power by constructing Confucius Institute in various corners of the world to spread its language and culture to the world. China keeps ambitions to change the image from a foreign bully and threat to a tranquil power in the world. The Chinese are very cautious with their image which is engraved in its culture with the term of personal honor, moral, worth, prestige which the west terms "face". China's soft power strategy is based on "harmony" with the help of what it manages its peaceful rise and development. This strategy gets functional in Premier Wen Jiabo's declarations," China's rise does not come at the expense of any other country, nor presents a threat to any other country" (Bhatta, 2019).

China's Soft Power Approaches in Countries

Soft power of China is reaching to all countries of South Asia almost. It is outreaching through aid, development assistance, economic assistance are the major and decisive instruments of its policy towards these nations. For strategic reasons, South Asia is very essential for China's emergence as a global power. South Asia is not only pivotal for Tibet and Xinjiang but also key for most of the trade routes, sea lanes of communications, give a presence of vast market and a huge source of raw materials. China is projecting soft power in South Asia by building Confucius centers neighborhood, making efforts on OBOR, investing nearly $62 billion in Pakistan. Pakistan is being heavily invested by China under CPEC to combat India's posture. China is drawing soft power engagement with Bangladesh with different deals of integration to heighten bilateral exchanges, cooperating on culture, media, education, sports, military, technology and intelligence exchanges and many aspects of integration and cooperation are included. Bangladesh and China's cooperation profits Bangladesh with removal on tariff barriers on the exports and other commodities. Bangladesh gets humanitarian aid, developmental work, and different scholarships by China. On the other hand, China and Nepal's engagement is providing loans, economic and technical assistance. Entanglements of China's does impact on Nepal's politics. Chinese officials,

 ISBN: 978-81-19585-46-5

leaders, journalists, and academics are visiting Nepal for the purpose of public diplomacy campaign. China is building railway links, hospitals, polytechnics, communication construction in Nepal is unprecedented. Economic Cooperation and Youth Exchange Mechanism are being unearthed and expanded. China’s engagement of cooperation with Pakistan is mounting and very detailing as both nations are engaging in all sectors. Cultural Exchange, free trade agreement, free trade zone issetting up to rise trade in all sorts of goods, services, and investments. Pakistan is recognized as all the main receiver of China’s aid in energy, physical infrastructure, and mining projects. China and Pakistan maintain a mechanism of cooperation in different sectors of conventional energy, renewable energy, and civilian nuclear energy. Large number of agreements on transportation, information technology, telecommunication, and hydro power. China is interested in developing its soft power in Afghanistan. China’s aid program in Afghanistan is reaching to $200 million. Chinese companies unearth natural resources and rare earth natural resources of $3 trillion of worth in Afghanistan. After the fall of Kabul, China gets first to set up diplomatic and economic relations with Afghanistan. China is maintaining agreements of economic and technological cooperation. China is building struggle in Afghanistan in the power plant and railway sector. Chinese companies are advancing irrigation, telecom are including in health sector in Afghanistan. Furthermore, China’s soft power portrait in Sri Lanka is remarkable. Chinese infrastructural inclusion in Sri Lanka is related to Hambunluta seaport is an emblematic of great strategic significance. Chinese companies keep the maintenance of investments in genuine economic zones in Sri Lanka. China had a commitment worth of $5.699 billion in projects contracts, labor cooperation deals in Sri Lanka. China seems embracing investments in educational sector, to support in the setup of a power plant and theaters. Both countries are sharing interests of national independence, sovereignty, and territorial integrity. A greater amount of assistance of aid is given to Sri Lanka by China. China, on the other hand, is making engagements with Maldives by signing Memorandum of Understanding. It is reaching out with aid to the Maldives by China in most of the Tsunami which occurred in 2004. Importantly, Myanmar and China had signed agreements of cooperation on the basis of Economic and Technical Cooperation. Accentuated Cooperation is being brought in consideration through infrastructure, transportation, and power generation. Additionally, Sino-Indian economic ties are enlarged by extensive bilateral trade. China is one of the emerging trade partners of India; India is raising into China’s top ten trading partner. India’s imports remain the driving factor of the booming trade with China, China is accountable for more than 10 percent of India’s ultimate imports. Despite the border clashes, the trade is maintained between both nations though India keeps banning Chinese apps, propagate propagandas against Chinese development such as 5G network (Shambaugh, 2015).

CONCLUSION

Wrapping the discussion, soft power means the ability of influencing the behavior and actions of others. Soft power facilitates the people to get their desired results and outcomes. Soft power empowers states broadly to influence other states with the help of its culture, civilization, geography, productivity, people, economic superiority. These characteristics of states aid them in influencing other states to get their planned results. Managing conflicts, diplomacy of peace worldwide, proficient domestic design of tranquility, booming economy, legal framework are sources of the states to support their soft power to be increased. Soft power is purposed to shape others concerns and influence them. The Countries like China and India are promoting their global image by usage of soft power tools.So far, the best projection is from China.

UAE with large-scale development, Qatar with its diplomatic approach to play the role of meditator is all enlarging their ability to accelerate its soft Power and earn better image. The changing power dimensions of the world of the states are struggling to better approach of soft power to be increased, to have a say in the changing power politics. However, Soft power plays a vital role in building the image of a state and Country like India is still trying to improve the image by cultural projection.

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GST – AN EXPLORATORY CASE OF PROCTER & GAMBLE

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GOODS & SERVICES TAX (GST)

GST has already been put into place in more than 150 nations. However, the Vajpayee government proposed the notion of GST in India in 2000, and the constitutional change for it was approved by the Loksabha on May 6, 2015, but the Rajyasabha has not yet accepted it. There is a significant uproar, though, against its execution. It would be intriguing to learn why the planned Tax regime would impede the nation's development and prosperity (Dani, 2016, pp. 1).

One of the most significant case reforms after independence has been the "Goods & Service Tax," or GST. The Tax Trigger is what will cause the Industry's business to change. On April 12, 2017, and with clearly outlined timelines for passing state GST (SGST) statutes in each state assembly. The Indian government appears to be moving towards putting the GST into effect on July 1st, 2017. Eight states have already enacted the SGST law, and more are anticipated to.

If there is need to describe the GST in one sentencethen it means as GST, we intended to bring in uniformity in taxes. The message is clear says that the "consumer is the king". This is what the GST is termed as goods & service tax, it is also known as "great step toward transformation" or "great step toward transparency" in India.

These are the goods that are promptly and relatively cheaply purchased. FMCG products have a limited "shelf life," either due to high customer demand or because the goods degrade quickly. There were some FMCG items with high turnover rates, including raw meat, fresh produce, dairy products, baked goods, alcohol, pre-packaged goods, soft beverages, chocolates, sweets, and cleaning supplies. Seasons and certain holidays can occasionally have an impact on these sales. For example: During the course of several years, significant items including kitchen appliances, as well as non-durable goods, are replaced.

Food and beverage make up 50% of the FMCG sector, while household and personal care make up 30%. In terms of direct and indirect taxes, the FMCG industry makes the largest contribution to the economy. The choice of where to make things and how to distribute them is influenced by the various taxation regimes. FMCG businesses locate their production and storage facilities in places where they may be able to save on taxes. They must pay taxes in order to distribute the goods throughout the states from the warehouses. GST will undoubtedly have an impact on the FMCG industry as taxes have an influence on business costs (Khurana & Sharma, 2016, pp.503)

 ISBN: 978-81-19585-46-5

Now, both the returnswill correlate that what will be the impact of GST on FMCG products? So, as always, there aretwo heads of coin, negative and positive.

The positive impact of GST on FMCG products then it can be signifies as from the point of view of efficiency on the cascading side, if there is a removal of efficiency is seen because of the rates are also lower 12% basket, then it would be possible that the efficiencies will flow through the value chain. All these factors need to understand as what happen to particular product whether the price falls, remain constant or marginally goes up.

It is expected that GST, which will replace the many indirect taxes placed on the FMCG industry with a unified, simpler, and single-pint taxing structure, would be introduced shortly (the advantages are likely to start to be seen by the end of FY'14). GST is expected to be charged at a rate of 16% on services and 20% on items. A quick transition to the planned GST may lower prices, boosting demand for FMCG items (AFS Action, 2013).

The FMCG items are also negatively impacted. Value added tax, or VAT, is now 45%, which is a lower tax band. There is also a de-stocking effect since, unlike the current demonetization, whose effects lasted for more than a quarter, the effect of the GST may only be temporary.

As the GST implementation date draws near, there is a good chance that business would start cutting stocks. In an endeavour to reduce the system's inventory for which VAT has already been paid. Mr. Abneesh Roy, Senior Vice-President at the Edelweiss Financial Service, believes that HUL should raise its operating margins "so that it does not have to claim the credit from GST-paid products as manufacturing" (Dave &Malviya, ET Bureau, 2017).

Role of Central and State Government

According to the federal and state governments, the GST law has already been approved by the Loksabha and is in the final stages of implementation. It has been difficult for the government to cope with the modifications recommended under the regime of the new induced case because it has received many industry-specific difficulties or requests to address some of the unique issues. While some trade associations are pushing for a further delay in the implementation of the GST, small and medium-sized businesses have not yet made the adjustments needed for a seamless transition. While the change won't provide a significant issue for manufacturers because they are already subject to strict regulation under the excise legislation, sellers and merchants nationwide may see some pressure.

According to Government, it is concluding that “LokTantra is not just a game of mandate; it is also a journey of forming consensus.

 ISBN: 978-81-19585-46-5

Our Government plays a healthy role in supporting such acts, as “Rashtraneeti is bigger than Rajneeti”.

Whenever we talk about Malaysia, The introduction of a goods and services tax (GST) system has long been discussed in Malaysia in place of the current sales and service taxes. The government has pledged to establish this system since 2007, but it wasn't until 1 April 2015 that it finally did. GST, or "goods and services tax," only affects consumers of the particular goods or services. The Malaysian government explored imposing GST in order to earn more funds in order to realise its goal of turning into a high income economy in the next ten years. This would be given back to the general public in exchange for socioeconomic improvement, such as the provision of greater infrastructure, education, welfare, and health care.

The goods and services tax (GST), which the Malaysian government announced it would start enforcing in 1989, was put on hold for the next 15 years. According to the second finance minister, Datuk Seri Ahmad Husni, GST would be introduced in this country if all stakeholders are acquainted with it ("GST," 2012). In order to ensure that the public is aware of and comprehends GST before it is introduced, the ministry plans to conduct more conversations with them in 2013. ("Ahmad," 2013). The current prime minister of Malaysia claims that the implementation of the GST will help his country cover the income tax shortfall brought on by the drop in oil prices.

Except for those that are specifically excluded, GST is applied to all taxable supplies of goods and services in Malaysia. GST is also charged on imported products and services from Malaysia. The GST does not seek to charge certain goods and services since they are currently exempt from taxation. The variety of prices for goods and services would be expanded so that the nation's ability to fund national growth wouldn't be solely dependent on one industry. The collection system will be enhanced to ensure that collection is taking place at its most efficient level. While Malaysia aspires to become a high income economy, the government intends to enact GST to provide the country's finances a stronger foundation.

Impact of GST on P&G Manufacturer

In preparation for the GST implementation, which is slated to take effect on July 1, 2017, FMCG companies such as Hindustan Unilever (HUL) and Procter & Gamble (P&G) are either changing their manufacturing strategies or raising prices to reflect the new treatment for their products. HUL and P&G, two of India's major consumer firms, have increased their output in anticipation of the GST lessening their burden, whilst P&G has taken the opposite attitude and believes that tax rates on some of its product categories may reduce after GST. In contrast to P&G, which is cutting the number of its products it supplies with retailers and has scaled back the manufacturing of some of them, this would suggest that HUL's expanded production will boost the margin.

 ISBN: 978-81-19585-46-5

According to distributors and industry executives who want to remain anonymous, P&G has adopted a different stance for its range of goods. Prices have been hiked now to allow businesses to make cuts later on while still protecting operational margins after the introduction of the GST. Indians are presently spending more money on products they use every day, such as soap, toothpaste, and shampoo. And the implementation of the Goods and Services Tax may be one of the factors contributing to the increase in pricing.

Major producers of consumer products, including Procter & Gamble, are changing their production methods or raising their pricing to offset the potential impact of the GST on taxes. Businesses who anticipate reduced tax rates after the adoption of the GST are boosting production and distributing stock to their merchants, while those that anticipate a greater tax incidence are doing the opposite. The Economic Times claims that P&G is reducing retail stock and manufacturing, citing sources. Under the GST regime, the majority of consumer products firms are anticipated to pay taxes ranging from 18% to 28%. Nonetheless, P&G anticipates that the tax rates will be higher than 28%. (Nair, 2016).

HUL believes that following the implementation of GST, tax rates on several of its product categories may decrease. HUL has boosted its output because of the potential for higher margins, according to one of the persons with knowledge of the development who spoke with ET. But, P&G is reducing the amount of its items that it stocks with retailers, and it has even scaled back on parts of its product manufacturing. With the implementation of GST, there can be a bump in the GDP figures due to up- and down-stocking. Hence, if events play out as HUL has predicted and the tax rates are reduced, HUL would cut its output and try to sell goods made before the GST date, on which the previous tax rates are still in effect, before reducing production.

Impact of GST on P&G Wholesalers

Wholesalers typically avoid tax responsibility under the existing indirect tax framework since there is no way to track their real purchases and sales. Much of their business is conducted "in black," which means that neither a buyer-issued invoice nor a subsequent record of such purchases is made in the books. These tax payers typically undercut the market and use the tax burden they avoided to increase sales. Their continued low profit margin of just 1% (Khandelwal, 2016).

Impact of GST on P&G Distributors

The Hindustan Lever model may be challenged by a new sales and distribution structure that Procter & Gamble is discreetly implementing in India. Nowadays, it is a topic that is being spoken about in every FMCG firm (fast moving consumer goods). The newest effort by Procter & Gamble (P&G) to streamline its sales and distribution system, code-named Project Golden Eye, isn't quite eyewash.

 ISBN: 978-81-19585-46-5

Instead, it highlights basic concerns about network strategy and channel design that are causing many FMCG firms to become anxious. The renowned distribution system of Hindustan Lever served as the sole standard for a while. In other words, volume growth correlated with expanded reach.

Hence, practically every FMCG firm took delight in establishing high goals for volume growth, distribution coverage expansion, and distributor hiring almost every year. P&G also worked tirelessly for over ten years to match the Lever juggernaut. It worked aggressively to gain direct coverage of rural regions in addition to pushing for expansion in metropolitan markets.

While the organisational boundaries were being redrawn, two things became clear. One, the top 30 towns accounted for 85% of company sales. Second, the company's present quantities did not support a wide distribution network. There were nearly six distributors even in a market like Mumbai. Because of the extensive distribution network, no one distributor could provide sufficient volumes to provide an alluring return on investment. Because of this, each distributor tried to increase its reach in order to increase volume. Yet, given the portfolio of high-margin, low-volume items offered by P&G, just expanding coverage resulted in an increase in servicing costs rather than offtake per outlet.

P&G is currently striving to redesign the margin structure and reduce the number of distributors to a tenth of its current size. And this has created a discussion among marketers about whether it makes sense commercially. P&G's actions highlight two very important concerns in numerous ways. First, is having a huge direct distribution network always an asset for marketers? Can a different strategy that saves a lot of money while still being successful in reaching marketing goals arise in India? (Gupta, 1998).

Impact of GST on P&G Retailers:

Retailers are prepared for the GST's big launch on July 1. The businesses that produce consumer goods are devoting more time in their boardrooms to developing a solid plan for surviving in the Post-GST future. According to experts, the GST is the largest shift to the nation's tax structure since independence, and this will alter the business environment of the nation over the next few months. Procter and Gamble (P&G) Retailers are taking precautions as part of their future plan to insulate themselves from the effects of the GST.

According to experts, the GST might result in a tax increase of between 18% and 28% on retail products. HUL management predicts a reduction in tax from the current 23% rate, but P&G predicts a rise in tax following the implementation of the GST, according to an expert. Due of the uncertainty surrounding GST rates, analysts are

 ISBN: 978-81-19585-46-5

also anticipating a significant reduction in inventory (India Infoline News Service, Mumbai, 2017).

With the introduction of GST, organised retail establishments will be able to make better use of their advantage of centralised buying. As an organised merchant benefits from bulk purchasing, this was not viable due to various taxing regimes between states.

GST's Effect on P&G Customers

The major modification to the tax code came with the introduction of the goods and services tax (GST). The GST may, however, have more to do with the recent price hikes or revised output methods than with input prices or demand. Procter & Gamble (P&G) and Hindustan Unilever (HUL) are both making abrupt shifts in the direction of a self-centered strategy with no intention of relieving their customers. Although P&G product prices could marginally increase, the company will also provide incentives to attract and retain consumers.

Numerous FMCG firms presently operate in tax-free zones or pay lesser taxes on particular categories of goods that are unique to each company, including medical and herbal items. Players like Emami, Marico, and Dabur may not profit from the reduction in tax rates under GST because their products are now taxed at lower rates. Savings, like those of other FMCG businesses, can come from lowering warehousing and other costs. Systemwide savings from a) warehouse rationalisation, which was done purely to save on taxes, and b) a reduction in overall tax rates, might total 200 to 300 basis points, which would be split between customers and businesses (Edelweiss, GST, 2015).

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INTRODUCTION TO STRESS AND STRESS MANAGEMENT

Dr. Nisha Pillai

"Walk away from emptiness, walk away from sorrow, walk away from yesterday, walk away from tomorrow, walk away from anger, walk away from pain. Walk away from anguish, Walk into the rain"- Gordon Sumner

As Dr Hans Selye points out, "Stress, like Einstein's theory of relativity, is a scientific notion that has suffered from the mixed blessing of being both well recognised and poorly understood." Stress, or to be more precise, the feeling of being stressed, is an inevitable aspect of everyday life that means different things to different people. Stress is now much more widely acknowledged than it was previously, and it has become the new "it" thing in every generation, regardless of an individual's age, gender, or level of experience. This facet of Stress is often felt and dealt by people from all walks of life and from all areas of life. Rat race world is a term commonly used to describe a crowded, raucous civilization. Every individual has to deal with deadlines, expectations, and pressure, as well as having too many chores to complete in a limited amount of time. 'PERFORM OR PERISH' is the motto that must be followed to survive. It's all about achieving the KRA's (KEY RESULTS AREAS), not about the long-term viability of the position. The threat of losing one's job, combined with the intense pressure to succeed, made life more difficult in the traditional sense. The idea of Stress derives from the Latin term Stringere, which was first used in the 17th century to refer to troubles, strain, difficulty, or affliction, among other things. A force pressure, anxiety, or a significant amount of effort directed towards an object was used in eighteenth century to signify the application of force pressure, anxiety, or a significant amount of effort. Being at the wrong place at the wrong moment is the most straightforward approach to become stressed. Multi-dimensionality is the hallmark of life rather than one-dimensionality. Stress cannot be avoided, but it may be mitigated to a certain amount. Stress management must take place on many levels, including the family, the workplace, the social environment, and the spiritual environment.

Bulake, Father (1971) Stress is detrimental to one's quality of life, as well as physical and psychological health. Stressful experiences in which external events or personal variables place a strain on an individual's physical or mental well-being, and the individual attempts to evade the risk posed by these situations.

Folkman, Lazarus G (1984) Stress may be characterised as an internal state that is triggered by the body's physical demands, such as health conditions, or by environmental and social events that are deemed potentially damaging, unmanageable, or beyond our capacity for adaptation. Webster's New World Encyclopedia (1973). Stress is the psychological or bodily strain brought on by a sense of impending doom or pressure. Mr. Chandler (1976) Stress impairs both cognitive and somatic function.

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According to Cox and Mackay (1978), Stress is the result of a relationship between a person and their circumstances. Richard Warrick (1981) Stress is mental, emotional, physical, and behavioural reactions to anxiety-producing circumstances. Baum and colleagues (1985) Stress can not cause sickness on its own unless an individual has difficulties coping with a circumstance owing to his or her personality features, since during Stress, the individual perceives a threat to his or her well-being and almost all systems (Eg. To respond to perceived threat, the heart and blood arteries, the immune system, the lungs, the digestive system, the sensory organs, and the brain are stimulated. According to Scott (1998), Stress is defined as any unpleasant and distressing emotional experiences caused by frustration. "Stress is the objective emotion elicited by situations thought to be overpowering and beyond one's control," Douglas et al. (2001). It is an adaptive response to perceived threats in the environment." Quina (1989) identified a variety of symptoms that occur when individuals are stressed over time. These include physical symptoms, emotional symptoms, mental symptoms, and behavioural symptoms. Qubein (1983) mentioned a variety of factors that contribute to stress. Several of the stressors include the following: Routine that is both dull and exciting, Conflicts with people we care about or work with, threats to our security, physical elements, pregnancy, transitioning into a new environment, new college, or new company, or a once-in-a-lifetime event. The ancient concept of Stress was centred on the body-mind relationship, which is a trait of contemporary Stress that is heavily stressed in the Ayurvedic Indian medical system.

S K R Rao (1983) established the origins of Stress in old Indian philosophy. It refers to three distinct forms of Stress. Personal, situational, and environmental.

*Personal Stress may be classified into two categories: physiological and psychological.

*Situational Stress is a result of numerous emotional states of mind associated with unhealthy interpersonal exchanges, such as conflict, violence, and completion.

*Environmental Stresses are all about natural disasters that cause a person distress and Stress. Recognize these facets of Stress a paradigm based on the Yoga Sutra and Kriya Yoga was presented to help minimise the quantity and severity of stressors and to promote the conservation of mental energy that is free of tension, dubbed Samadhi Bhavana. Yoga is an analytical technique that assists the person in comprehending his or her pressures by directing him or her to the source of these tensions.

A stressor is any occurrence or condition that a person perceives as a danger, eliciting either adaptation or the initiation of the stress response. As a result, a stressor serves as a stimulus, and the Stress serves as a reaction. The source of Stress is the stressor, and the result of Stress is the Stress.

 ISBN: 978-81-19585-46-5

Dr. Selye Hans conducted the first research on the consequences of Stress in 1979. Stress comes in a variety of forms, which may be classified as follows.

• **Positive Stress -** Eustress It is the good, desired Stress that makes life interesting and contributes to motivation and performance improvement.

• **Negative Stress -** Distress is a term that refers to the negative consequence of Stress that depletes an individual's energy and exceeds his ability to cope. This forces the person to make blunders, makes him indecisive, and irritates him.

• **Excessive Stress -** hypertension this idea of excessive Stress eventually results in a person's physical or emotional collapse. Overwork or nervous tension is a result of an excessive workload.

• **Under Stress -** Hypo Stress Under such circumstances, there is insufficient Stress, which results in boredom, lethargy, and dissatisfaction. As a result of reduced or no labour.

Bowers and Kelly (1979) pointed out four essential characteristics of stress events People feel sense of loss of control in the event or life. Helplessness creeps in and they are unable to successfully intervene in the process. There is anticipation or occurrence of physical or psychological pain .There is a loss of social and emotional support in a situation

Sources of Stress: Key Sources of Stress

Management of Time: Time management: One of the most common sources of Stress is a lack of time management.

Prioritization: The most crucial or critical aspect of stress management is prioritisation. Prioritize your tasks in order of importance, from the most vital to the least important.

Financial Stability: The cost of maintaining a reasonable quality of living is crucial. It is critical to support the rising level of living financially.

Expectations from family members the need to meet family expectations burdens the entire job and life process, adding to the stress.

Uncertainty about the future: Uncertainty about the future can cause a lot of Stress in a person. Many people question their life choices due to changing career prospects and shifts in personal interests.

Depression: The mounting tension exacerbates the academic strain. When people are unable to adjust to change and transition, they experience a great deal of worry, negative personality traits, and Stress.

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Different types of Stress:-

Reaction Stress: This happens when a person believes they have the ability to deal with the expectations imposed on them.

Cumulative Stress: A condition caused by a combination of many stressful events.

Post-Traumatic Stress: Stress levels caused by a failure to deal with memories of a personal tragedy.

Eustress: When a man's stress response is required for daily adaptability to his surroundings and helps in the maintaining of a steady mind. : Eustress is defined as a good stress reaction that leads in an enhancement in physiological functioning. For example, strenuous exercise will improve the functioning of the heart and lungs, lowering the risk of a heart attack.

Distress: When the stress reaction is undesirable and causes sickness, it is said to be in distress. The word "distress" has a negative connotation.

Emotional Stress: Arguments, disagreements, and confrontations can produce stress in one's personal life.

Stress-inducing environmental factors: The environment might be a source of unpleasant or distracting stimuli, for example. Extreme heat and cold can be stressful. It's possible that being at such a high altitude will be distressing.

Workplace Stress: Less or more work, a lack of appropriate knowledge and support, ambiguous supervisor or college expectations, or changes in processes and policies.

Career Development Stress: Not being promoted, frustration, being burdened by the current role and a lack of job security, a lack of opportunities, and upgrades that are beyond one's abilities.

Personal and Family Stress: Financial struggles, relational issues, and family transitions such as birth, death, marriage, or divorce.

Reactions of Stress

Frustration: is a roadblock that keeps a person away from accomplishing his requirements or reaching personal objectives.

Conflicts: When two or more compactable needs or goals collide.

Pressure might be caused by others' expectations or the demands you make on yourself.

Anxiety: This is a state of uneasiness and apprehensions about future uncertainty. It is a multi-system response to threat or danger.

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Work-Related Stress

Work-related problems are the primary source of job stress. The problems are arising out of the relationship with employees, relationship with colleagues, the work atmosphere, relationship with colleagues, the work atmosphere etc. Monotony, the interdependence of tasks, lack of autonomy, lack of security, workload, etc. are the primary work-related problems faced by women.

According to a respected psychiatrist, women have far greater levels of work-related stress, anxiety, and depression than males, with workplace sexism and family duties adding to the demands of the office.

According to government statistics, women between the ages of 25 and 54 are more anxious than their male counterparts, with stress levels reaching their highest levels between the ages of 35 and 44, when many women are balancing household duties such as caring for children and ageing parents. Women of the same age experience work-related stress at a rate that is 50 percent greater than that of males of the same age. Reasons for these gender differences are complex, but include elements of role strain and a tendency to internalize negative feelings. Overall, about 1 in 5 women will develop depression during their lives.

Young women between 22 and 27 always wish to have a fulfilling life, both in relationships and their carrier. Women for centuries, have wanted equality independence, education, carrer opportunities, the same as men. May be the society is to be blamed to put such a tremendous pressure on the women

This immense pressure has resulted in to many women who are close to nervous breakdown. They are in the middle of major health crises which includes Heart diseases, breast cancer and diabetics which could be the set of self esteem and depression.

Although the signs and symptoms of stress in adult males and women are similar, there are certain unique signs and symptoms that are more likely to manifest themselves in women. The reasons of female stress, on the other hand, are often very distinct from causes of male stress, according to research.

Females vary from men in terms of their emotional dispositions and personalities, and as a result, although the physiological changes that occur under stress are the same, women tend to have a variety of different responses at various degrees. As a result, their response to stress, as well as their coping mechanisms, are often different from those of males. Women are more prone than males to suffer from stress. She has the additional obligation of being a mother and a working mother in addition to her previous roles as a housewife, mother, and professional. Maintaining a sense of control over these various responsibilities is among the primary causes of stress in women. The

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absence of reciprocal and fair emotional management in families worsens the difficulties, increasing the onset of stressful conditions.

In women, the emotional and psychological symptoms of stress are intimately tied to the physical constitution of the female body, according to research. Symptoms of postmenstrual syndrome are related with female irritation and mood fluctuations, among other things. Additionally, women may have unusual stress symptoms during and after menstruation, which are not seen in males.

Tension

Tension headaches are common in women who've been through stressful situations. These headaches persist despite treatment in chronic conditions.

Insomnia

Having a job and raising a family is a full-time job for a working woman. Stress-related insomnia is a common side effect of a job this demanding, necessitating sleep aids to help people get the rest they need.

Irritability in Women

Post-menopausal irritability in women isn't just a symptom of the menstrual cycle. As a result of the overwhelming number of women's duties, irritability results from figuring out how everything can be managed together.

When it's More Than Stress

Questions which signals the Stress has gone beyond the limit and now it has reached the levels the anxiety and depression stages

Although Stress is not a disease in and of itself, it can play a crucial role in developing clinical anxiety and depression. It's crucial to understand the differences between Stress, anxiety, and depression. Look over the signs of anxiety and depression listed below, and if you believe any of them apply to you, consult your doctor.

Symptoms of Anxiety Symptoms of Depression

- I'm wobbly and shake a lot.
- I'm usually depressed for most of the day, and I have muscle tension or pains. Most activities have lost their appeal for me.
- I'm jittery and agitated.
- I'm having sleep issues, either insomnia or hypersomnia.
- I get weary quickly.
- Most of the time, I am weary or exhausted.
- Usually, I'm restless.
- I regard myself as inferior

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- Most of the time, I feel useless or guilty.
- I am easily shocked.
- I'm having trouble concentrating.
- I can't make up my mind. I'm irritated.
- I'm either jittery or sluggish.
- I have trouble getting asleep and staying asleep.
- I'm contemplating suicide.
- I'm not interested in staying here any longer.
- I'm having trouble concentrating,
- I'm always forgetting things.
- I've gained or lost a lot of weight without dieting.
- I'm always concerned.
- I obsess over issues.

Stress Management Coping Strategies

To put it another way, stress management comprises the strategy that aims to provide a person with the ability to cope well with psychological stress, defined as a people's psychological reaction to a stimuli that causes the fight or flight response. When someone uses stress management to deal with or change difficult conditions, it works. If you're always under stress, your body and mind are at risk. Immediate health issues like dizziness and anxiety episodes can lead to long-term health issues including insomnia, anxiety, muscular cramps, and tinnitus. Individuals may also develop habitual addictions as a result of these substances. Some of the body's built-in responses include stress reactions, relaxation responses, and stress management approaches.

De-Stress or Coping Strategies:

Management of Stress is all about taking command of the circumstance, thoughts, emotions, schedule, surroundings, and how the challenges are managed. The final objective is all about balanced living with both the time for work, relationships, relaxations, and pleasure, plus the resilience to hold up under pressure and tackle obstacles head-on. There are different strategies to manage and deal with Stress; yet, in all instances, all that is necessary is a modification of reaction.

AVOID, ALTER, ADAPT OR ACCEPT. Every person has a distinct approach in dealing with the issue. It becomes vital to have a thinking and a conscious strategy to cope with a scenario that is a source of stress. Not all Stress can be avoided, and it's not healthy to run away from a situation. The first thing that needs observation is Awareness that different Stresses are individual experience. The same situation which

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is creating a negative response can be beautifully taken as a challenge and explored by another person. Stress feeling is very individualistic, this needs a good amount of introspection so that it is objectively and carefully identified and dealt with.

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ENVIRONMENTAL MANAGEMENT SYSTEM AND ITS IMPACTON PRODUCTIVITY

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ABSTRACT

The environmental aspect is now a significant element in polluting companies' management choices. The laws defined by the establishment of standards and requirements to guarantee a minimally contaminated environment are applicable to these companies. These standards have encouraged companies to implement environmental management systems. According to these concepts, our research aimed at assessing the improvement in productivity of companies working in the industrial sector by adopting an environment management system. We evaluated productivity by defining and estimating the manufacturing function using a sample consisting of Thailand businesses, and then utilized the panel data to test its effect upon manufacturing companies' productivity by adopting the environmental management system. The installation of an EMS and productivity have been favourable and significantly correlated

1. INTRODUCTION

We started to ask recently about 'the purposes of economic activity, the impacts on the geophysical structure of the globe, the implications for future generations, owing to the development of numerous environmental crises induced by industrial catastrophes (Bhopal, Erika) according to [1]. The company, the primary actors of these operations, is thus responsible for all eyes not only the economic performance but also the attitudes towards people, the human communities and the natural environment" [2].

The extent of their duty expanded by businesses, as indicated by this quotation. Therefore it is a necessity for the success of businesses to turn more and more to conceptions of environmentalresponsibility. The problem "of policy and strategy for the future of societies and the planet and for legitimacy, effectiveness, and efficiency of businesses" dealing with according to [3].

Environment pressures and green investment help to improve the competitiveness of enterprises. Therefore, due to the increasing consciousness of social actors towards the preservation of the environment, a large number of businesses carry out environmental measures. Conserving the environment has become a tool of competitiveness and a means to manage environmental spending, enabling businesses to guarantee its validity, rather than a source of expenditure and an external burden that they must fulfil according to [4].

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With recognition of the environmental responsibility of companies, they are increasingly committed to voluntary methods to incorporating ecological issues in their everyday operations in the preservation of the social validity of their activities. This awareness at corporate level shown by the application of an EMS, which is the reference model of the ISO 14001 standard. For the past decade, compliance with the environment by ISO 14001 is apparently one of the most important events of the set of environmental protection and sustainable development efforts. In order to enhance their environmental performance, companies aiming to achieve the ISO 14001 standard urged to establishan EMS according to [5].

[6] Notes: "This approach allows organizations to formulate an environmental policy, set goals, procedures to fulfil their commitment and to take the required measures to enhance their performance."

[1] Argued that the government environmental regulations are detrimental to companies' competition was among the first in literature to question common knowledge. Porter claimed that the advantages of environmental management are greater than costs using anecdotal data, and that stricter regulatory requirement would really lead to innovation. They argued that environmental laws may actually lead to novelties and the ensuing advantages could compensate for the expense of compliance. Two large types of innovations were identified. The first was methods to reduce pollution costs after the occurrence. Secondly, increasing the productivity of resources in order firstly to prevent pollution. The writers provide anecdotal evidence to support their argument. The two papers are especially significant for the literature stream of environmental management since they have generated considerable attention among academics on this issue. However, the emphasis of these publications on environmental legislation is just one incentive for environmental management.

They observed many ways that connect environmental sustainability with corporate performance. They believe that eco-proactive companies will bear less regulatory costs than those companies that just seek to comply. It further claimed that the proactive approach to the environment will lead to new economic possibilities generated by increased demand for clean goods and processes and involvement in voluntary international standards. In a conceptual article, [2] presented a summary of reasons for win-win situations using a similar method.

As a possible reason for connecting environmental and business success, they saw increasing consumer demand for environmentally friendly goods and services. They also spoke about trash disposal, which includes emissions and garbage, in order to reduce costs. The author claimed that managers may impact on their company's innovation trend via environmental regulations.

 ISBN: 978-81-19585-46-5

As a result, many see environmental problems and their influence on innovation as having beneficial consequences on corporate success. Many of these studies lack empirical proof of the link between environmental sustainability and corporate performance. The connection between EMPs and performance was first investigated experimentally in Florida in 1996. He established the connection between advanced production, productivity and environmental performance using survey methods. Its results indicate that improvements in production processes and improvements in productivity offer significant opportunities for better environmental performance. The results seem to support Porter's "win-win" thesis. But such results may not be generalizable since they are very stringent hypothesis tests based on descriptive statistics. He also conducted a cluster analysis to evaluate whether companies embrace bundles of environmental production practices or not. Florida said that a "substantial proportion" of its sample companies aggressively sought a bundle of technical and organizational advances to enhance industrial and environmental performance, which was the main result from the cluster analysis. His group included of ten EMPs, most of which were active. In the private archive find, data utilized by [2] more robust empirical studies for relationships between EMP and company performance. They utilized an event study to explore the impact of an environmental award announcing a third-party on an investment return of a company.

This study examined "the managerial attitude towards environmental performance." Environmental practices were not implemented in particular procedures, which a company may select from. [3] utilized event history analysis rather to demonstrate that environmental performance and business performance have a favorable connection. The "win–win" argument seems to have been confirmed. They have two kinds of processes to explain the connection between environmental and financial performance. The first consisted of market gains, including profits on market share, experienced economies of scale, certifications and greater margins.

The latter comprised "cost savings," a lower cost structure, avoidance of environmental sanctions and penalties and increased productivity as a result of decreased energy and material usage.[3], by analyzing 243 companies using independently generated environmental evaluations, related environmental performance to economic success. These authors suggested that the expansion of the industry moderates this connection. Their approach of linking environmental and profitable performance was founded on the company's resource-based perspective.

They investigated the hypothesis that better performance in the environment has a competitive advantage reflecting economic advantages. Their findings showed that the connection with the development of industry is strengthened and "paid to be green." The connection between environmental technology portfolios and production performance via a forced choice survey tool was examined by [4]. In their

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investigations, the EMPs mainly concentrate on production technology and operational performance metrics. They discovered that rising proactive contamination prevention technology allocation was linked to a better production performance, whereas the increase in reactive pollution control allocations (i.e., the end of the pipe) was linked to a deteriorating manufacturing performance. A meta-analysis of 52 social performance studies was carried out by [3]. The report meta-analyzed 139 correlation coefficients that relate environmental performance to financial success of companies. Their research has shown that the two have favourable relationships. This meta-analysis confirms Porter's argument: that the improvement of environmental performance would enhance overall performance of businesses.

2. METHODOLOGY

Our sample includes 43 Thailand businesses that are listed on the bursary in Thailand [7]. Based on the pollutant release and transfer record, businesses are chosen (PRTR). The PRTR is a national or regional environmental database for chemical invents and/or potentially hazardous pollutants discharged into the air, water, and soil for treatment or disposal. The PRTR provides an inventory of the environment. The general direction for risk avoidance in Thailand specifies significant industrial emissions in a particular register at the Ministry of Ecology, Sustainable Development and Energy. The public may access this statistics. In particular, energy (oil, gas, and electricity), construction (cement and lime) and steel are the main industries affected by the PRTR. The data utilized to measure and conduct this research are collected from the SBF 120 between 2007 and 2011.

3. RESULTS

The inclusion of control variables did not alter the importance of the EMS variable, because the coefficient of control at 1 percent is statistically significant. Moreover, the model estimate showed that, because the ratio of the debt with the age of the business is statistically significant at the 5 percent level, it has just two factors that affect the dependent variable EMS. These findings reflect the notion that the most polluting businesses with the greatest debt ratio are the variable EMS moving along the same lines as the variable DTE. The more the business leverages, the more detrimental the environmental impact it will have. It is also observed that the more polluting the older companies are. This result may be explained since the two variables travel in two different directions (the variable "age" coefficient is negative).

Based on the estimates of the model, the dependent variable environmental emissions may be concluded that the dependent emissions are substantially associated with three factors, namely EMS, the debt ratio and business age. This empirical analysis shows that emissions are not substantially linked to the percentage of foreign investors, the share of individual investors' shares, the R&D spending ratio, and corporate size.

 ISBN: 978-81-19585-46-5

It was found that the EMAS and ISO 14001 system reduced the carbon-anhydride emissions of 229 power-intensive facilities in Italy. They were based on results from the report. In the follow-up research carried out by [8], similar findings were found which compared the environmental performance of certified and uncertified cement facilities in Vietnam.

By collecting data via questionnaires, the Wilcoxon test showed that a substantial disparity in environmental performance across certified and non-certified businesses exists (dust, SO2, NO2, noiseemissions).

Because the associated coefficient is statistically insignificant to the 1% and 5%, the variable EMS does not influence productivity based on model specifications, whereas the proportion of shares held by foreign investors is statistically significant, as is the ratio of research and development and the size of the company. As the percentage of shares owned by foreign investors declines the productivity risessteadily.

This study confirms the results of [9,10], which did not establish a linear connection between environmental and business success. The authors argue that the expenses of adopting an EMS greatly exceed the advantages, such that environmental success is not synonymous with economic performance. In addition, productivity also progressively rises as the R&D ratio declines. This may be explained by the fact that polluting firms spend heavily to decrease their emissions in research and development. This will reduce the productivity of such investments.

The outcome of the model estimate with an explanatory total capacity of 25.83% indicated that productivity depended considerably on the size, i.e. the larger the business, the higher the productivity. The larger the size, the greater the productivity of the organization.

Based on Model, our findings from this empirical study in the French setting indicate that the percentage of foreign investors, the research and development spending relationship and the company's size are substantially affected by EMS. These results relate to the fact that productivity fluctuates regardless of the EMS, the debt ratio and the share holdings of individual investors as wellas the business age.

The results stated that the pollution scored an average of 6.75 and had a standard deviation of 3.369and a minimum of 0.4608 and a maximum of 1.3639.

However, the temperature scored an average of 1.66369 and a standard deviation of 4.369 and a minimum of -148 and a maximum of 150.336/

 ISBN: 978-81-19585-46-5

Table 1. Descriptive Statistics of the dependent and independent variables

Variable	Average	StandardDeviation	Minimum	Maximum
Pollution	6.75693	3.36997	0.4608	1.3639
Temperature	1.66369	4.36993	-148.39	150.336
EMS	0.33669	4.33699	0	-1
DTE	0.31691	5.36636	-0.7758	6.5523
INVE	3.36699	7.36693	0.02363	0.0863
INVI	5.36933	1.36693	2.8836	3.7836

The Environment Management System scored an average of 0.336 and a standard deviation of 1.33and a maximum of 1

As for the Debt to Equity Ratio it scored 0.31 average and a standard deviation of 5.366 and a minimym if 0.77 and maximum of 6.55

4. DISCUSSION AND CONCLUSIONS

There has been an interesting discussion as to whether EMSs contribute to better environmental and economic performance in the corporate sector.

Therefore, we examined whether EMS leads to environmental and economic success on the basis of a sample of 43 Thailand pollutant companies. First, the environmental performance of an EMS was improved by reducing emissions. This result reflects the notion that certification ISO 14001 may be a useful tools to build EMSs and therefore enhance the company's economic performance. Based on the empirical findings, we suggest that the article provides theoretical and practical solutions to the issue over "green"

Second, we demonstrated an inconclusive connection between EMS and business performance in a comparable manner to the existing research.

These outcomes may be ascribed to the use of various techniques and methodologies, as proposed by [7] to assess environmental efficiency and to test forms that would enhance the EMS' commercial performance. In conclusion, our research findings are inconsistent with the company's resource-based perspective that EMSs are important resources that drive companies to competitive advantages and economic success.

The main issue of study was to evaluate whether EMPs would be connected to company performance if any. The study paved the way for these EMPs until just six EMPs remained statistically insignificant. This study thus makes the first contribution to the identification of these six EMPs.

These were the following:

Recycling: Whether or not companies recycle and how long they will take this item. Recycling helps save costs by using resources more efficiently. Recycling may also increase the image of a company, which can contribute to increasing sales. Because

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recycling has been detailed in environment reports, it seems to be more essential than enhancing the image to reduce the cost structure.

Proactive waste reduction: assess the degree of proactive methods for process waste reduction and or waste disposal prior to manufacture. This EMP is aimed at reducing costs.

Restoration: this item is the grade to which the company is reconstituting a product that recovers orreplaces certain elements or components. This EMP reduces costs.

Environmental design: the use of environmentally aware design methods is dealt with in this measure. This is aligned with Porter's concept of innovation compensation, since it may really result in more product innovation and hence better firm performance utilizing environmentally sensitive design methods.

Specific design goals: If a company utilizes certain environmental objectives, this metric would have been much higher. This metric may be interestingly linked to the three operating measures that this research determined to be of importance. This is because a company may establish a design objective by regenerating or recycling certain proportion of the product material. As seen below, the EMP seemed to be detrimental to the performance of the company. Environmental monitoring of the market: This metric identified those companies who search for future environmental-friendly practices possibilities. This would advocate a more proactive response to environmental problems, contrary to the requirements. The notion of a demand based system most likely coincides with this EMP. Withthis EMP, the company is constantly looking into possibilities to meet future demand based on goods or methods which are ecologically sustainable.

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INTERNATIONAL TOURISTS ARRIVALS IN INDIA – AN ANALYSIS

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ABSTRACT

Tourism is a necessary component of human life. It is a circumstance in which a travel to areas with abundant natural bounty in a responsible and sustainable way. The person should enjoy the destination without damaging it and affecting the well-being of the local people. It also focuses on recent development of tourism in India. So, in this research paper we have explored of nukes and places of Indian tourism which includes Arunachal Pradesh, Assam, Himachal Pradesh, Karnataka, Kerala, Meghalaya, Nagaland, Sikkim, Uttarakhand, and West Bengal. This study has been undertaken for the future purpose. This paper gives some of the suggestions for even more improving tourism sector in India. The study is based on secondary data.

Keywords: Indian Tourism, Foreign Tourists arrivals, Sustainability and Development of Tourism Industries.

INTRODUCTION

Tourism is the most important industry in the service sector of the Indian economy. It is one of the world's fastest growing industries and it can play role in accelerating the economic development of the country which is widely recognized. It has generated a number of social and economic benefits, promotes national integration, international understanding, creates employment opportunities to a large number of people and foreign exchange earnings. Tourism also supports local handicrafts and cultural activities. For many developing countries, particularly the small countries they are mainly dependent upon tourism and it offers a more reliable source of income to them. Tourism comprises the activities of all categories of tour operators, cultural activities, travel agencies and other reservation service activities, visitors including those travelling for holiday, leisure and recreation, business, health education or any other main purpose other than to be employment by an entity resident in the destination (Committee Report, 2018). India is expected to establish itself as the third largest travel and tourism economy by 2028 in terms of direct and total gross domestic products, a 2018 economic impact report by world travel and tourism council (Swati Mathur, 2018).

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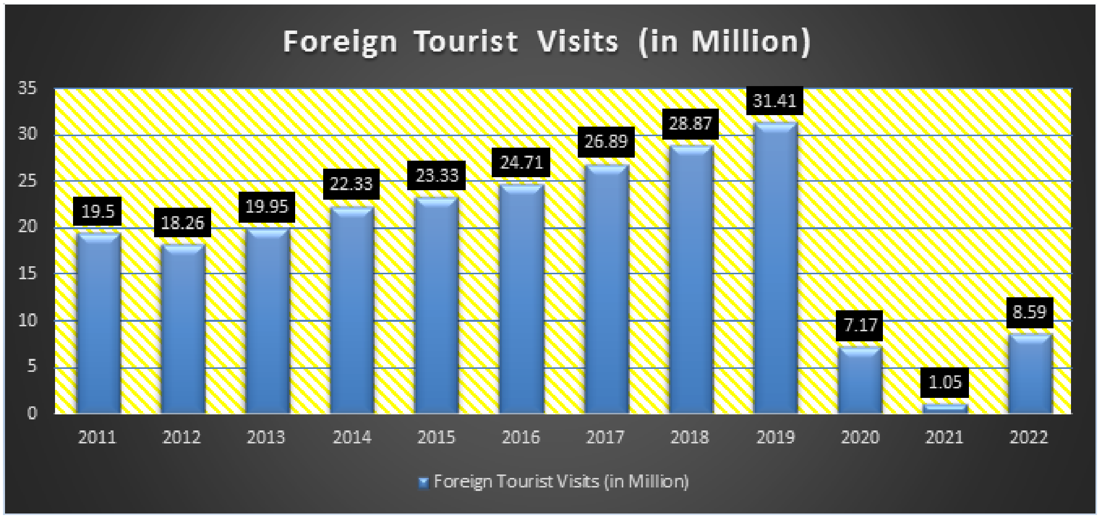
Number of Foreign Tourist Visits to all States/UTs in India during 2011-2022



Source: State/UT Tourism Department.

REVIEW OF LITERATURE

(Hazra, 2018) suggested that the Indian government took efforts to encourage different kinds of tourism in India. Indian government adopted different approaches for the promotion of tourism in India. India plans to modify the visa policy during 2014 by allowing visitors from most countries to obtain an electronic visa online. The Indian government decided to increase revenues from the tourism sector by projecting India as the ultimate tourism spot. So, there is no doubt that the development of tourism industry in India is very strong in the next ten years. (Gayathri, 2019) study covered Tamil Nadu government who is acting vital role in developing tourism industry and assess the government's role through five year plan and tourism policy, tourists' arrivals and foreign exchange. Author conducted only about the government's role in growth and development of tourism industry. (Nag, 2013) mentioned that the Ministry of Tourism in any country seeks ways to promote and develop tourism in the country. Tourism Industry growth in any country is prone to the changing economic conditions. (Eugene, 2020) has stated in his study on Pondicherry tourism that craft tourism promoted by establishing a permanent craft bazaar in the town has brought artisans face-to-face with tourists, where the tourists are able to see the artisan's handicraft work and also get regular income. (Chia-lin chang, 2020) SARS-Cov 2 virus that caused the covid-19 disease was highly infectious and contagious. This has changed the world forever in every imaginable aspect and has affected heavily on the tourism of both domestic and international. Social distancing, travel and entry restrictions, personal protection equipment are the charters which influence the people on tourism today. (Swetha, et.al., 2022) stated that the tourism sector has dramatically affected by the wide spread of covid-19 and may remain for longer time. It has reduced by 68 percent from 2020 compared to the previous year and has a great impact on revenue generated from tourism in the form of fee. Study focuses on all age groups where they are interested in exploring the world. Author includes adventure tourism, beach tourism, culture tourism and wild tourism.

OBJECTIVES OF THE STUDY

i. To find out the Foreign Tourist Arrivals in India.

ii. To perceive the reasons for instability in Foreign Tourist Arrivals in India.

iii. To study the special features of Tourism in India.

iv. To recommend the measures to be taken to boost up the Foreign Tourist Arrivals in India.

RESEARCH METHODOLOGY

Data used for the study is secondary data. This data is collected from various sources like government portals, ministry of commission report, UNWTO statistical database, articles, Dissertation report, Newsletter and websites. Data is related to number of tourists, tourists' arrivals at a global level and in India, tourism source countries and availability of infrastructural facilities in India. It helps to know the stand of India at a global level. Ultimately, this study focuses on requirements of more initiatives and perspective role of government for the development of tourism sector.

(India, 2020) Foreign Tourist Arrivals in India (2003 – 2022)

Year	Arrivals (millions)	Percentage (%) Change over previous year	Year	Arrivals (millions)	Percentage (%) Change over previous year
2003	2.73	14.3	2013	6.97	5.9
2004	3.46	26.8	2014	7.68	10.2
2005	3.92	13.3	2015	8.03	4.5
2006	4.45	13.5	2016	8.80	9.7
2007	5.08	14.3	2017	10.04	14.0
2008	5.28	4.0	2018	10.56	5.2
2009	5.17	-2.2	2019	10.93	3.5
2010	5.78	11.8	2020	2.74	-74.9
2011	6.31	9.2	2021	1.52	-44.5
2012	6.58	4.3	2022	6.19	305.4

Source: UNWTO Tourism Statistical Database, 2022

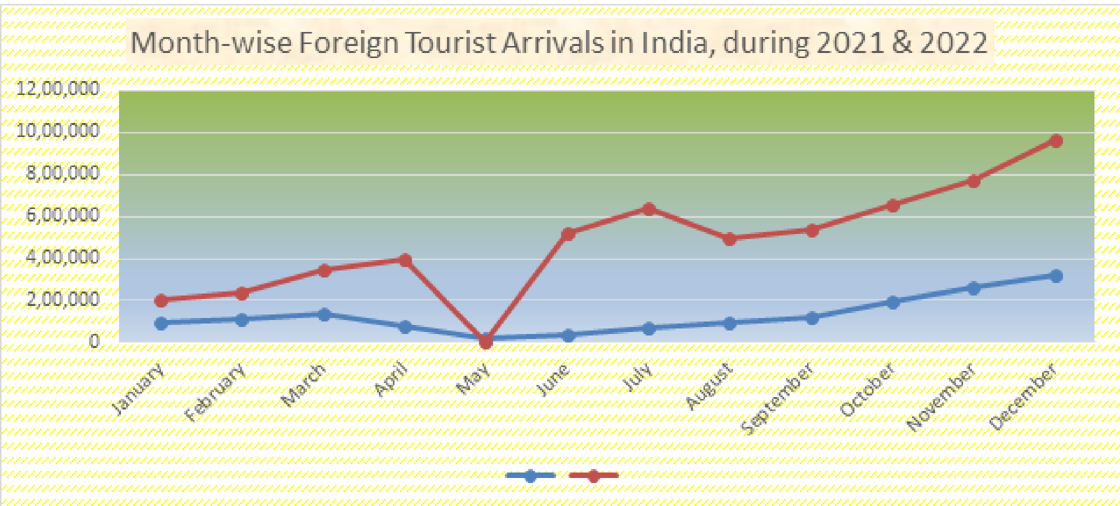
From 2003 to 2022, the foreign tourist arrivals to India was very high in the year 2004 as comparing the previous year arrivals.

At the same time the foreign tourist arrivals in the year 2020 (2.74) was very low as compared to the previous year 2019 (10.93). The major cause for this drastic down is due to Covid-19. But it was slowly recovered from the year 2021 onwards. Tourism Industry has shown good signs of revival after Covid-19 pandemic. According to latest information received from Bureau of Immigration, India received 6.19 million Foreign Tourist Arrivals (FTAs) during 2022 as compared to 1.52 million during the same period of 2021 (Ministry of Tourism, 2023).

Top Ten Source Countries for Foreign Tourist Arrivals (FTAs) in India during 2022

S.No.	Source Country	FTAs	(%) Share	Lean Month	Peak Month
1	United States	13,73,817	22.19	January	December
2	Bangladesh	12,55,960	20.29	February	December
3	United Kingdom	6,17,768	9.98	January	December
4	Australia	3,69,023	5.96	February	December
5	Canada	2,77,291	4.48	January	December
6	Sri Lanka	1,77,652	2.87	January	December
7	Nepal	1,35,347	2.19	January	December
8	Germany	1,24,496	2.01	January	December
9	Singapore	1,17,195	1.89	January	December
10	Malaysia	1,16,523	1.88	February	December
Total Arrivals from top Ten Countries		**45,65,072**	**73.73**	-	-
Others		**16,26,327**	**26.27**	-	-
Grand Total		**61,91,399**	**100**	-	-

Source: Bureau of Immigration, Govt. of India, 2022



Source: Bureau of Immigration, Govt. of India, 2022 & 2023

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From the above table it is clearly known that the United States of America (22.19 per cent) and Bangladesh are the major contributors of foreign tourists to India followed by United Kingdom (9.98 per cent) and Australia (5.96 per cent). Though the countries like Sri Lanka, Nepal, Singapore and Malaysia are our neighbouring countries, they are contributing very less per cent of foreign tourists. Also, it is clearly known that the first two months of the year January and February are the lean months and the December is the peak month for the tourists arrivals in India. It is due to the reason that the most of the countries are used to declare holidays in the month of December and all schools and other companies will start in the month of January.

SPECIAL FEATURES OF TOURISM IN VARIOUS STATES OF INDIA:

Arunachal Pradesh – Popularly known as “Land of Dawn-lit-mountains”. Arunachal Pradesh crown of the northeast. Organizations like future generations Arunachal and green pastures have been focussing on projects to impart awareness on ecotourism and encourage homestays in the region. Snow capped mountains green forests, rare orchids and speckling streams.

Assam – is one of the eight states of Northeast India which is known as the gateway of Northeast. Assam of secluded environs and national parks. Assam Tourism Development Corporation (ATDC) has also keen on supporting initiatives by setting up eco-camps all managed by deprived youths in the region. These camps, mostly frequented by the foreigners and backpackers are a huge boost to the tourism. It is famous for Kaziranga National Park, Umananda Temple and Kamatchye Temple.

Himachal Pradesh – it’s located in the lower Himalayan ranges and has got everything an explorer can imagine – dense forests, beautiful waterfalls, lush greenery, verdant valleys, rich culture, history, Ancient monestries and temples, adventure activities, hill stations, lakes, trekking traits and much more. The important places in the state are Shimla, Manali, Kulla, Dharamsale and Solen (The Hills Times, 2023).

Karnataka – of rainforest, wildlife nature and adventures. There could not be anything more exciting than taking up eco-trails, walking through the valley, and spending moments camping in the dense rainforest of Western Ghats. The vastness of nature in the Ghats has treasured ecological diversity, which needs to be explored and brought into the people’s knowledge. The state is famous for heritage destinations and its wild life and national park. Benger, Quack, Hambi, Kabin Jak waterfalls are the most important places in the state.

Kerala – is one of the foothills of Western Ghats. The Ghats are counted among the top 18 biodiversity hotspots in the world and boast of quite a few endangered wildlife species. Hill stations, plantations, backwaters and the unique biological settings of Kerala make it a perfect ecotourism destination. The infinite gardens and tea estates are perfect for nature walk and treks.

Meghalaya – into the abode of clouds. Living roots ecotourism society has unearthed a hidden treasure in the northeast and glorified Nongblai – a lesser-known village in the East Khasi Hills District.

Nagaland – truly glorifies its traditions. Customs, and varied ethnic groups. The high mountain ranges in the state offer breathtaking views that would make just about anyone drool in awe (The Hills Times, 2023).

Sikkim – taking Indian tourism by to another level. To save the beautiful environment of the northeast, sustainable tourism and eco-friendly measured have been devised by Directorate of Ecotourism in association with forest department of Sikkim.

Uttarakhand – is known as a Himalayan hill resort area with various tourism resources, such as hillside summer retreats in regions with beautiful lakeside scenery and views of year-round snow of the Himalayan Mountains, Hindu pilgrimage sites, national nature parks that offer Himalayan trekking and nature observation and the capital city (Dehradun) (Akihito, 2017).

West Bengal – being a diverse melting pot of festivals, religions, architecture, culture, literature, and food, West Bengal is unrivalled as one of India's greatest tourist destinations (The Hills Times, 2023).

FINDINGS AND CONCLUSION

The recent pandemic of Covid-19 which has disturbed the market of tourism all over the world. In year 2008 there were financial crisis but according to WTO this crisis of Covid-19 is seven times larger impact on tourism industry. In February 2019 the tourist's arrival was 10.93 million and in 2020 it decreased by 2.74 million tourists in India. Covid-19 has made a drastic change in tourism industry in 2020. Due to same reason it affects the Arrivals of Foreign Tourist in the year 2021 also, which was further decreased to 1.52 million. But after coming out from Covid-19 issue, there was a little high in Foreign Tourist Arrivals in the year 2022 which was about 6.19 million.

The sustainability of an ecotourism development or project can be expected to depend on its economics, the extent to which it is compatible with the conservation of it resource base, its social acceptability, its political feasibility, sustainability and compatibility aspects of ecotourism are closely linked. Ecotourism development may not be compatible in some areas with profitability. Consequently, government intervention in the management and development of ecotourism is often required. Tourism in nature-based areas should be ecologically sustainable. There should be provision for learning process for a visitor. It can be a tool for environmental conservation, local empowerment, poverty alleviation and so on. So, it requires well planning on the basis of regulations. This study reveals that tourism has a positive side on the social aspects as it provides more and high-quality services. Ecotourism enjoys a significant superiority over general tourism with regard to tourism arrivals, economic, social and environmental benefits. In future, ecotourism will continue to grow in several parts of the world as a profitable way of life and how sustain it will be for future under the tourist's arrivals from other countries.

India continues to be a popular destination for foreign tourists, attracting visitors from all over the world. The country's rich cultural heritage, diverse landscapes and vibrant cities offer a unique and immersive travel experience. From exploring ancient monuments and other heritage sites to indulging in flavourful cuisines and traditional festivals, India offers something for every traveller. The warm hospitality and welcoming nature of its people only add to the charm of this incredible country.

As foreign tourists' arrivals in India continue to increase, the government and tourism industry are working together to make travel more convenient and enjoyable for tourists. With its immense beauty, fascinating history and unforgettable experiences, India remains a top choice for tourists seeking a truly memorable and enriching journey.

Suggestions to Tamil Nadu Tourism & Ministry of Tourism, Indian Department of Tourism

- ✓ The Indian Railways and other Air Transport may join hands with Ministry of Tourism announce various attractive tour package for Foreign Tourist Arrivals.
- ✓ The smaller number of foreign tourists arrival countries may be given special allowance and concession in their Air tickets may be allowed to attract more tourists to boost up their arrivals.
- ✓ Incentives and prizes may be given to travel agencies who took a greater number of foreign tourists from less arrival countries.
- ✓ Tamil Nadu government may take steps to create awareness among people from other countries about Eco-Tourism in India.
- ✓ The potential tourism places may be found and the necessary infrastructure may be developed.
- ✓ Women Self Help Group can be given more opportunities of selling their handicrafts to tourists and some financial support can be given to them.
- ✓ Tourism department should market the rural tourism villages with more photos and brochure information and also through websites, advertisement, so that the foreigners can come to know more about the villages.

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REVOLUTIONIZING CONTINUOUS IMPROVEMENT: SMES' QUEST FOR EXCELLENCE

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ABSTRACT

In today's competitive business environment, SMEs lead innovation and transformation. SMEs are reinventing CI and striving for perfection. Starting with continuous improvement and its history, the paper emphasizes its importance in growth and competition. It examines how SMEs use CI approaches including Total Quality Management (TQM), Lean, and Six Sigma, highlighting their specific difficulties and potential. This chapter focuses on identifying the Critical Success Factors (CSFs) needed to implement CI efforts in SMEs. Examples include leadership commitment, organizational infrastructure, cultural transformation, employee engagement, and effective communication. Understanding these CSFs is crucial for SMEs seeking CI excellence. Leadership is crucial for SMEs' CI success. Leaders of CI efforts develop strategic directives, support creativity, and create a climate that promotes continuous improvement, according to the article. The article also discusses SME CI sustainability. It stresses the necessity of senior management commitment, change management, and dynamic capacities to respond to changing market circumstances. In conclusion, "Revolutionizing Continuous Improvement: SMEs' Quest for Excellence" sheds light on how SMEs are rethinking CI and pursuing excellence. SMEs are using creative methods, difficulties, and chances to stay competitive in today's fast-changing business environment.

Keywords: SME, CI, Sustainability, Critical Success Factors, TQM

1.1 What does it mean to continuously improve?

Continuous Improvement (CI) is a concept that was first developed in Japan. It is frequently associated with the term "Kaizen," which was initially coined and made widely known by Masaaki Imai, who is widely regarded as the "father" of CI. "Kai" means "change" in Japanese, and "zen" means "improve" in Japanese. Together, these two words form the word "kaizen." A useful description of CI is provided by Boer and Gertsen (2003). They describe it as a process that is planned, coordinated, and methodical and involves continual, incremental adjustments throughout an entire organization's processes with the goal of improving the performance of the company. Continuous improvement (CI) refers to the continual efforts that are made to improve products, services, or processes. These improvements can be tiny and incremental or larger and more revolutionary. The core idea is that steady advancement can be accomplished by making a never-ending string of relatively minor alterations. Importantly, CI requires the active participation of each employee, along with a strong

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commitment from senior management from the very beginning of the process. CI is not a quick fix; rather, it is a long-term journey that requires senior management to commit wholly and without wavering. It is essential for leaders to communicate to their teams that CI is not only about reducing costs but also about altering the culture of the firm they serve. Companies should center their efforts on key CI principles, including as leadership, engaging people, harnessing data for improvement, and developing solid governance, in order to integrate CI into the very fabric of the firm.

1.2 Methods for the Ongoing Enhancement of Practices Employed by Small and Medium-Sized Businesses (SMEs)

In the research that has been conducted, the application of CI practices to the setting of small and medium-sized businesses (SMEs) has been discussed. Small and medium-sized businesses (SMEs) frequently act as suppliers to larger firms that require CI expertise. In this part, several different CI projects that have been embraced by SMEs, including Total Quality Management (TQM), Lean, and Six Sigma, are briefly discussed. Ghobadian and Gallear (1996) carried out case studies on four small and medium-sized enterprises (SMEs), during which they investigated the companies' motivations for adopting TQM, as well as the implementation process, the impacts that followed, and the difficulties that were encountered. They came to the conclusion that SMEs are capable of successfully implementing TQM and emphasized the inherent qualities that SMEs have that support TQM. Shea and Gobeli (1995) identified a number of reasons for applying TQM in small businesses, including the promotion of growth, an emphasis on customer satisfaction and employee empowerment, the adaptation to changing consumer expectations, the enhancement of the enjoyment of work, and the correction of poor company performance. The most important thing to learn from the experience of implementing TQM in SMEs is that while the fundamental processes are essential, the rate at which they are adopted is contingent on the resources that are available. TQM should be implemented in a phased and gradual manner by SMEs, with an emphasis on smaller, more cost-effective initiatives, with the goals of lowering costs, increasing profits, and improving overall productivity. Concerns have been raised by several small and medium-sized businesses (SMEs) regarding the amount of money and time needed to implement lean manufacturing practices. When it comes to small and medium-sized businesses (SMEs), effective adoption of Lean requires a shift in focus toward becoming more open to new ideas and restructuring. In the framework of Six Sigma, small and medium-sized enterprises (SMEs) have encountered difficulties as a result of the high expenses and resource demands of the old strategy. Despite this, there has been a change in the distribution of resources, making them more available to small and medium-sized enterprises (SMEs). Small and medium-sized businesses can begin by concentrating on lowering quality expenses or waste, which will allow them to see visible results rather fast.

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1.3 Key Success Factors in CI Practices for Small and Medium-Sized Businesses

Critical Success Factors, often known as CSFs, are fundamental components that are crucial to the accomplishment of the goals of any organization. They stand in for the subsidiary objectives that must be accomplished before the organization may fulfill its primary mission. CSFs are essential to the successful completion of projects when considered in the context of CI approaches such as Six Sigma. CSFs for CI in SMEs include a commitment from leadership, organizational infrastructure, cultural change, education and training, alignment with customer needs and business strategy, involvement of employees, suppliers, and external support, effective communication, an understanding of CI methodologies, project management skills, prioritization and selection of projects, and continuous improvement (CI) methodologies. These elements are essential to the successful adoption of CI techniques in SMEs, and they contribute to the accomplishment of both strategic and operational goals.

1.4 Leadership in the Context of CI

Leadership is one of the most important factors determining whether CI efforts are successful and/or sustainable. Several characteristics and responsibilities are required for effective leadership in CI, including the following:

- Establishing a path forward for CI that is both strategic and visionary.
- CI plan information dissemination throughout the entire organization.
- Providing employees with the tools they need to do their jobs effectively while also holding them accountable for CI in their work processes.
- Fostering an atmosphere that is open to trust, communication, creativity, and innovation among its inhabitants.
- Encouraging, inspiring, and acknowledging the accomplishments of staff members.
- Creating goals and objectives that are difficult to achieve and encouraging personal growth and development.
- Promoting continuous improvement programs throughout the organization with an emphasis on employee involvement.

The style of leadership known as transformational leadership, which places an emphasis on inspiring and involving followers, lends itself particularly well to quality leadership and CI activities. Leaders have a responsibility to foster a culture of trust inside their organizations, encourage paradigm shifts regarding quality, and incorporate quality improvement into the culture of their companies.

1.5 Assurance of the Long-Term Viability of CI Initiatives

It is necessary to continue CI activities throughout time if one wishes to keep a competitive advantage. Commitment from senior management, strategic planning, continual education, and training, measurement and feedback, the application of CI tools and procedures, and cultural shifts that promote CI are all factors that contribute to sustainability. Resistance to change, inadequate leadership, and a lack of resources for CI are all obstacles that must be overcome before sustainability can be achieved. It is necessary to have efficient change management in order to accomplish and keep CI objectives. Adopting a dynamic capability approach is one way for organizations to improve their long-term viability. This strategy entails integrating, creating, and reconfiguring both internal and external competencies in order to respond to shifting environmental conditions. The creation of dynamic skills enables the continued success of CI programs in the long run.

1.6 CONCLUSION

This chapter introduces the idea of Continuous Improvement (CI), as well as the significance of doing so. It investigates several different CI practices that are utilized by SMEs, such as TQM, Lean, and Six Sigma. The Critical Success Factors (CSFs) necessary for effective implementation of CI in SMEs are explored, with an emphasis placed on the indispensable part played by leadership. Commitment, planning, education, and an approach that emphasizes dynamic capability are required to keep CI programs going in the face of constantly shifting conditions.

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SUSTAINABILITY INITIATIVES FOR GREEN TOURISM DEVELOPMENT: A CASE STUDY OF TAMILNADU, INDIA

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ABSTRACT

Green tourism sustainability discussions draw focus to the balance between commercial and environmental interests. Responsible Tourism (RT) practices are an outcome of these discussions and RT is a significant contributor to the "greenfification" of economies in many countries. Green tourism promotes travel that supports natural and cultural aspirations, while also supporting protection of the destination community's limited resources. Tamil Nadu, India, is a pioneer in implementing RT. The present study exploratively analyzes the RT initiatives at different phases, especially within the lens of sustainable responsible tourism initiatives for green tourism development. Present study will analysis of the secondary data, the RT and ensure the sustainability of tourist experiences, a series of measures will be implemented to reduce the impact of tourism on the environment.

Keywords: responsible tourism; sustainability; green tourism development; Tamil Nadu; India

1. INTRODUCTION

Tourism sector plays an important role in providing employment and earning foreign exchange. Tamil Nadu is one of the most popular tourist destinations in India. This study aims to ascertain the sustainability initiatives for green tourism development. Green tourism, also known as sustainable tourism, eco-tourism or responsible tourism is a type of travel that focuses on minimizing the negative impact of tourism and promoting environmental conservation, economic development, cultural preservation, cultural preservation, climate change mitigation, personal growth, reducing environmental pollution, wildlife protection, community involvement, education and awareness and long-term sustainability. Green tourism provides a unique and enriching travel experience that encourages personal growth and learning while contributing to the preservation of the natural and cultural heritage of the destination. Green tourism

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aims to create a balance between economic growth and environmental and social responsibility, allowing tourists to enjoy travel experiences while also contributing to the preservation of the natural and cultural heritage of the destination (Iqbaluddin Abbasi, 2023). Green tourism should be developed from stakeholders' perspective; this community includes tour operators, travel agents, hotels, guests and hosts. Green tourism tries to protect the green environment by adopting various green consumptive activities (Nimi Markose et. al., 2022). This is mainly to achieve social, economic and environmental sustainability. The creation of a quality environment and service sector for our future generations, as well as efforts towards sustainable growth using the latest industrial trends, has become a pressing need. Responsible tourism focuses on reducing negative environmental, economic and social impacts on tourist activities and pushing towards increasing a positive impact. The tourism sector has a huge stake in realizing the seventeen sustainable development goals set by the united nations, especially Goals 8 (Decent Work and Economic Growth), 12 (Responsible Consumption and Production) and 17 (Partnerships for the Goals). Tourism policy recognises and appreciates that sustainable tourism is a concept that needs to be applied to all segments and themes of tourism in Tamil Nadu. Tourism department envisages sustainability to be a major driving principle in all its activities and initiatives (Tourism Policy, 2023).

The vision Tamil Nadu 2023 document, released in 2012, envisages rapid growth in all sectors including tourism. It plans for an investment of Rs. 10000 crores in the tourism and hospitality sectors through government and private investments (Report, 2013-2014).

In India, TamilNadu tries to implement this to some destinations, including Chennai, Rameshwaram, Madurai, and Kotaikanal. In India, Chennai, second preferred destination. India's national capital, New Delhi has emerged the number one spot as the most preferred Indian destination for overseas travellers, followed by Chennai and Mumbai respectively.

Tamil Nadu has a number of historical monuments and sites. It also has many popular and ancient temples. It has two important clusters of world heritage sites: first one is group of monuments at Mamallapuram and second one is the Great Chola Temples-Brahadiswara Temple in Thanjavur and Gangaikondancholapuram in Jayankondam and Airavateswara Temple in Darasuram. The State witnessed an inflow of over 184.1 million domestic and 3.6 million foreign tourists in 2012. The vision is to make Tamil Nadu an attractive international and domestic tourist destination and preserve our rich cultural heritage and monuments of architectural splendour. Our strategy is to promote all these sites to attract around 7 million foreign tourists by the year 2017 and fifteen million foreign tourists by the year 2023. Efforts are also made to promote medical tourism, eco-tourism, adventure tourism, heritage tourism and pilgrimage tourism. 788 places in the world declared by UNESCO as heritage sites, 26 are in India. Tamil Nadu

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is bestowed with five world heritage attractions. This is the highest for any State. Tamil Nadu Government declared forty eight heritage places in the State. These places will be linked with Temples in Thiruchirappalli, Madurai, Chidambaram, Rameshwaram, Tiruvanamalai, Thanjavur, Kumbakonam, Nagapattinam, Tirukadaiyur, Gunaseelam and six abodes of Lord Muruga. The places of worship are symbols of spirituality and more importantly of national integration and communal harmony. They are year round tourist destinations. All the important roads leading to the heritage places, high density temples and shrines will become integral part of cleanliness drive movement. These stretches will become the focal point for Litter Free Zones/Plastic Free Zones/Green Zones. The Chennai-Mamallapuram and similar heritage stretches will be given a facelift in terms of Waste Management with an enhanced thrust on maintenance (State Planning Commission, 2012-2017).

The Tamil Nadu Tourism department in association with the Eco Tourism Society of India (ESOI), the national body on sustainable and responsible tourism has embarked on a programmable to enhance the capability of the tourism practitioners towards sustainable tourism practices. The aim of the programme is not only to create a lighter footprint but also to support local communities and conserve the environment.

The study contains eight sections including the introductory part. The first section of this study describes the interrelationships between green tourism development, and sustainable tourism development of the destination. The second section begins by evaluating the key findings of specialized studies on the principles of green tourism development. The study's research gap is defined based on the relevant literature, and techniques are introduced. The third section of the study is objectives. The study's methodology is described in the fourth section and the findings are presented in the fifth section, with an emphasis on two major themes that assess the influence of sustainable tourist development and green economy. The findings, conclusion and suggestion of the results for future research in this field are presented in the sixth, seventh and eighth sections of the paper.

2. EMPIRICAL LITERATURE REVIEW

Any destination with fragile environment may lose its original identity and resources when there is an uncontrolled tourism development in the area. Tourism development in the region may lead to destruction and exploitation of the nature on which the local tourism industry is based. Therefore, it is essential to encourage sustainable development in the destination (Vazhakkatte Thazhathethil, 2020). (Richard, 2000) argued that tourism development remains embedded in early modernisation theory whilst the principles of sustainable tourism overlook the characteristics of the production and consumption of tourism. The study founded that the differences between the concepts of sustainable tourism and sustainable development are revealed,

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suggesting that the principles and objectives of sustainable development cannot be transposed onto the specific context of tourism.

(Dixit et. al., 2010) reports that ecotourism potentially provides a sustainable approach to tourism development in India. However, to realize this potential the adverse effects of visitor activity and associated infrastructure on the natural environment and the tourism experience must be identified to guide management actions and thus to sustain the resources on which ecotourism ultimately depends. The study, was conducted in Madhav National Park in Shivpuri, M.P., India, and reported one of the first efforts to identify the impacts of ecotourism in India from the perspective of visitors. Environmental conditions of greatest influence on visitors' experiences included litter and biophysical conditions such as soil erosion and vegetation damage. These conditions were of greater concern to visitors than social conditions, such as the number of people.

In the context of green management (Muhammad Ali, 2023) examined the mediated effect of ethical leadership between trust based on commitment and compliance-based practices and green behaviour intention in tourism sector organization. This study revealed that ethical leadership does strengthen the relationship between trust and green behaviour intention when trust is formed on commitment-based practices in comparison to compliance-based practices.

(Saurabh and Sreenivasan, 2009) Focused the issues faced/being faced buy Madurai Meenakshi Temple that might have caused not to find a place in the new seven wonders of the world. Mean while, attaining the sustainability also becomes important in this modern era to preserve and maintain its heritage.

3. OBJECTIVES OF THE STUDY

i. To elevate Tamil Nadu tourism beyond its traditional allure of temples and ancient architecture and harness the unexplored potential of Tamil Nadu.

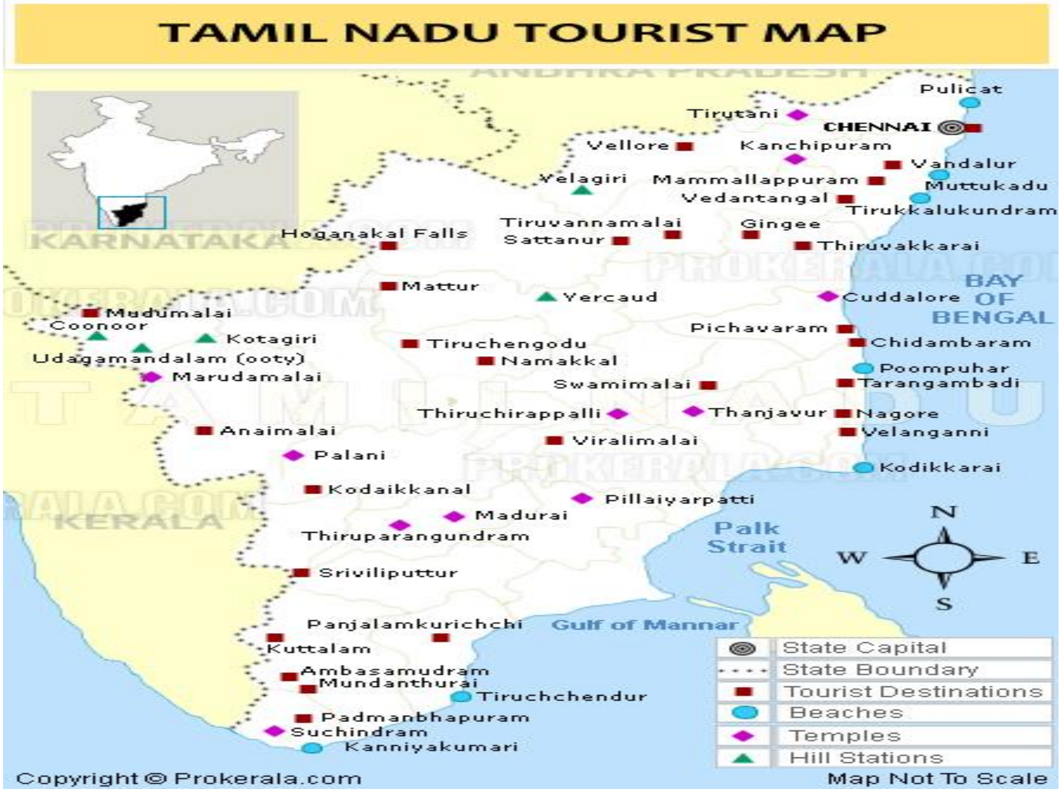
ii. To find out influence of tourism developmental activities on the sustainability of a destination.

4. METHODOLOGY

A case study method (Piekkari and Welch, 2018) was used for the study. Secondary data was collected from the Tamil Nadu tourism policy website and Tamilnadu, in 2023. Additional information was collected from various journals, articles, newspapers, and from various websites. The researchers identified the research questions based on a systematic review of the literature (Xiao and Watson, 2019). Preliminary analysis of secondary data helped the researchers to better articulate the research questions. This then led to the search for additional secondary data and the literature. Analysis of these helped us answer the research questions.

The details of the study location are as follows:

Figure 1. Tamil Nadu state in India



Source: https://www.prokerala.com/maps/tamilnadu-tourist-map.htm (accessed on 30 November 2023).

5. RESULTS OF THE WEBSITE ANALYSIS

5.1 Responsible Tourism – Reducing Tourism Impact

To foster environmentally responsible tourism and ensure the sustainability of tourist experiences, a series of measures will be implemented to reduce the impact of tourism on the environment:

Decongesting Mass tourism hubs: by introducing satellite nodes, popular destinations can be decongested, reducing the pressure on these areas and enabling travellers to explore lesser-known locations, promoting an equitable distribution.

Formulating guidelines for stakeholders**:** comprehensive guidelines will be established for tourists, local communities and civic authorities. These guidelines will focus on minimising the negative impact of tourism activities on the environment, particularly in eco-sensitive regions.

Supporting sustainable tourism projects**:** financial assistance will be provided for tourism initiatives that set the utmost importance on environmental protection. Rainwater harvesting programs, the use of renewable energy sources and effective

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waste management will be incentivised to promote eco-friendly practices. Tourism initiatives that implement the requirements of the Indian Green Building Council (IGBC) or the Green Rating for Integrated Habitat Assessment (GRIHA) will be acknowledged for their commitment to sustainability.

5.2 Promoting Awareness among Stakeholders:

Empowering tourism service providers

- Mandating sustainable practices for all tourism enterprises, with training offered for solid waste management, water conservation and energy efficiency.
- Encouraging tourism stakeholders to raise awareness among both tourists and local communities about the importance of sustainability.

Community engagement

- The department will facilitate active engagement between local authorities and communities to foster awareness regarding environmental sustainability and cultural preservation through impactful campaigns.
- Implementing standardised frameworks that incorporate indigenous knowledge and practices, ensuring a cohesive approach across the state.

Equipping tourists with information

- Launching a multilingual and multi-media campaign which emphasises environmental sustainability and encourages responsible behaviour among tourists will be lauched.

5.3 Certification framework

A comprehensive framework shall be formulated by the department to evaluate tourist enterprises and initiatives, meticulously evaluating their sustainable practices. Energy efficiency, climate sensitiveness, water conservation, waste management, biodiversity preservation, cultural heritage preservation, cultural understanding, sustainable designs and involvement of the community shall be taken into consideration during the evaluation. The department will reward significant contributors in sustainability with certification. Additionally, exceptional dedication in green practices will be acknowledged through tourism awards, celebrating and promoting a greener and more sustainable future for the tourism industry.

5.4 Sustainability Monitoring strives to create a Statewide clean-up program, penalties for violations, continuous review and CCTV surveillance and tourism security by implementing these monitoring measures, safer and more sustainable environment for tourists.

6. DISCUSSION

The green economy takes different shapes and directions in different industries (Pan et al. 2018; Ramirez and George 2019; Walsh and George 2019). Responsible tourism plays a significant role in tourism destinations, according to the study's findings, in order to fulfil the aims of sustainable tourism development and greening the economy. A key component in achieving this is transformational leadership (El-Amin and George 2020). The planned implementation of the responsible tourism initiatives in the destinations will support sustainable tourism development and will also promote a green economy. This study was conducted in the state of Tamil Nadu. In Tamil Nadu, responsible tourism is based on the triple bottom line idea (economic, social, and environmental aims). In Tamil Nadu, responsible tourism aims to reduce negative environmental, economic and social impacts on tourist activities and pushing towards increasing a positive impact.

7. CONCLUSION

In this study, we have studied the concept of responsible tourism and initiatives of the RT initiatives in Tamil Nadu. The development of responsible tourism in Tamil Nadu is mainly focus on Sustainable tourism and Eco-tourism and Green tourism. Tamil Nadu tourism plays a pivotal role in fueling the economic progression. The State's distinctive blend of geographical, cultural and environmental attributes has secured its spot as one of India's most frequented destinations, attracting an array of domestic and international visitors. However, growth in Tamil Nadu tourism sector – in visitor numbers, investment in tourism projects and international interest – has come about predominantly organic, without coordinated planning. The standards of global destinations, Tamil Nadu tourism potential is highly under-leveraged.

Tamil Nadu tourism beyond its traditional allure of temples and ancient architecture and harness the unexplored potential of Tamil Nadu as diverse tourist destination with offerings like heritage, coastal and wildlife tourism. The economic vitality of the destination is still under consideration. Consistent economic development of the destination also needed to be achieved to ensure the economic development of the destination also needed to be achieved to ensure the economic sustainability of the destination. Even though there are some limitations, more efforts in the implementation side of the responsible tourism initiatives may help to develop destination sustainability in all ways. From the study, it is clear that responsible tourism has a positive impact on destinations. Responsible tourism can be an effective practice for sustainable tourist development and green economic growth in numerous destinations if greater efforts are made to make the destination economically sustainable (Pulido-Fernandez et al. 2019).

8. SUGGESTION

Focus on destination development, along with its effective management and promotion.

Offer extraordinary experiences leveraging the people, vibrant living cultures, diverse natural locations, ancient traditions and history of Tamil Nadu.

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REWARDS AND EMPLOYEE MOTIVATION: AN EMPIRICAL STUDY ON MANAGEMENTINSTITUTIONS

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ABSTRACT

To create sure spirited benefit, populace who are prepared for the companionship should be motivated by given that an in amount reward and benefit system. Imbursement friendship progresscovers up both economic and non-economic plunder. The awareness of the emotional conference is at smallest amount as inner in caring and involvement stimulus as the industrial rudiments of thefinances and contact aspect of return. Hence, in this document, we unearth out the job of encouragement in moving people and advocate the relatives to make inappropriate amendment in their prize scheme. The reason of this learns is to show the association between the a variety of prizes and associate of staff inducement and also to be recognizable with that to what degree a variety of rewards or incentives are use in the confidential friendship to inspire the human resources.

Keywords: Incentives, Employees Motivation, Satisfaction, Performance, Monetary Rewards.

INTRODUCTION

Human being resource is cautious as the majority significant benefit of every friendship. In the ageof worldwide rivalry, obtain right labor force and keeping it turns out to be the most significant confront of all friendship. Inspiration is derived from the term “motive” which earnings “to move”. While a cause is energizer of action, motivating is the channelization and activation of motives, inspiration is the work performance itself. Inspiration depends on reason and inspiring, therefore, it develop into a composite development.

For example, Dubin has distinct incentive as follows**:** Incentive is the multifaceted powerpreliminary and custody a being at labor in a friendship. Incentive is amazing that moves a beingto action, and continues him in the route of action by now started.

“Incentive is the do something of suggest an important person or oneself to get a preferred track of achievement, to press on the wrong switch to get much loved consequences”.

- Michel J. Jucius “Motivation can be distinct as a readiness to use power to attain an objective orprize”.

- Dale Beach

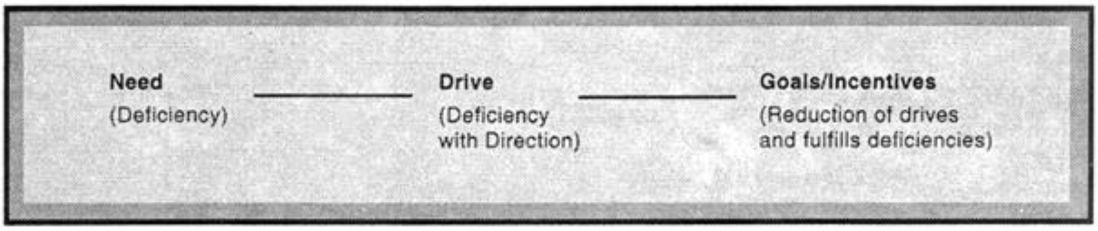
"Inducement" is defined as an incentive or support for grater act. while second-hand in term of earnings strategies, it frequently called to extra wage paid to a worker, if the job part fashioned byhim go above a traditional usual. Incentives are to be had to human resources to persuade them tosuperior shot in invention than would more often than not be anticipated. From time to time inducement plays that vital role to inspire the employees which cannot be achieving by any other ways.

II. LITERATURE REVIEW

Human being resource is the nearly everyone expensive advantage of every relationship. In the ageof globalization, the office realities of preceding years no longer survive. The vary has been experiential on the headquarters authenticity in today's relations. It is obligatory to change suspiciously as well as meet and commence new motivational tools to widen employee incentive if we want these capital to retain and provide their most excellent. Before recognize the rewards that inspire the human resources, we must appreciate what inspiration is.

Motivation: The term reason is resulting from the Latin word 'movere.' which means 'to move.' 'Motive' is defined as an inner state that energize, activates (or moves) and directs (or channels) the behavior of individuals towards certain goals. Motives are certain imperative needs of humanbeings. These needs have different degrees of potency or strength.

Inspiration is derived from the word object. "A cause situation that energizes, set in motion otherwise move about, and nonstop or strait achievements near target."



Need: Necessitate is lack. Needs are shaped when present be a physiological or mental inequity.

Drive: Force is a lack by means of way. They are act leaning and give an up-and-coming push inthe direction of objective achievement.

Incentives: inducement is no matter which so as to resolve ease a want to diminish a coerce.

Incentives/Rewards are usually renowned that natives may collect two most important groups of prizes as of labor. Single is inherent recompensed, which be plunder that be interior to employees.Inherent prize include self-esteem, a cleverness of attainment, and

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an emotion of enlargement or growth of particular ability and aptitude. A lot of these prizes are favored from the work itself. Intrinsic rewards are linked to the worker's insight of the labor and, consequently, are embroideredby job plan; innate prize may be called as "non-fiscal benefits.

Impact of Rewards on Employees' Motivation (Empirical Review):
At workplace, enthusiasm is an amalgamation of all issues in our effective setting that guide to activist or unenthusiastic effort. If we be aware of come again? IIduces us, we are more likely to attain our individual and expert goals.

If association knows by which way to inspire employee, they can add to output. This aptitude to increase manufacture is more and more central as companionship fight into the worldwide marketplace. Although all groups create a number of attempt to inspire recruits, a increasing figureof associations are introduce new strategies counting diverse return packages, as a means of inspiring today'. Thus payment and enthusiasm are consistent.

Wealth the same as a main inspiring aspect was allowed. The organizer of logical organization. A "financial gentleman" school of consideration gave way to the person relations viewpoint explained. Next a series of research on the social and ecological circumstances at labor, the significance of credit and high-quality social association at labor as inspirational thing causal to confidence and output was a lot underscore.

It is optional to concert raise pleasure throughout the intermediary result of recompense. In arrange to arouse people for improved associational presentation, it would be essential to give incentives and situational factors in such a way that their individual needs are included with associationalgoals.

The power of motivation varies depending on the variables such as grounds, anticipation and encouragement which can be out in the open in the following equation.

Motivation = f (motive X expectancy X incentives)
From the additional than equation, the accuse of expectation and inducement are by and large standon the precedent facts of the human being worried. The biased assessment of these issue is so, more noteworthy in determining enticement of a being than the belief that may be dispensed to these reason beginning plane to side purpose dimension.

Equity theory uncovered that endorsement with repay is linked to insight concerning the ratio flanked by what one receives from the labor (result in the as of of disburse) to what one place intoit (inputs in the form of efforts and skill) composite with the relation get by additional.

Argyris (1957) and McGregor (1960) point to that a gentleman is strong-minded for self actualization from side to side labor. The strain shift from extrinsic recompense through deed, use of ingenuity and other potentialities at labor. Behaviorist assumption of

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motivation are differentiated as more acceptably an anxiety with psychological encouragement supervision in itsthree socio- historic institutionalize form as a process of shared authority and work as a communal information of authority. But monetary inducement adds to worker output and in a as the crow flies line lucid to the attainment of the production object of association. Thus financial and non- financial inducement process has an evenly important separation to engage in recreation in rewardassociation.

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