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# THE EDITORIAL

Dear Reader,

CU Global Management Review publishes high-quality research that tests, extends, or builds management theory and makes strong empirical contributions to the field of management development, practice, and research. This journal aims to serve academic researchers and educators, as well as business professionals, by publishing conceptual and empirical manuscripts that intend to explore the paradoxes of management research. The current issue includes a coherent set of six research papers that deliver extensive contributions to new insights into management paradigms, approaches, and methods.

The issue begins with the first research paper titled “Parental Occupation and Children’s Labour in Tanzania” examined the effects of parental occupation on child labour in Tanzania. The second paper titled “Management Education in India: Significance, Challenges and Future Prospects” attempted to examine the growth and recent trends in the area of higher education in India. The third manuscript titled “Effect of COVID-19 on Small Business Management: Bibliometric Analysis” attempted to examine the research trends of COVID-19 impact on MSME sector from 2019 to June 30, 2022. Further, the research paper titled “Compensation Management and its Impact on Employee Retention with Work Domain: A Review Study” was conducted to investigate the link between Compensation management and Employee retention, as well as the effect of compensation management on the work domain. The next study titled “High turnover Ratio of Hospitality Industry” was conducted to highlight the factors responsible for high turnover in hospitality industry. The final research paper titled “Total Employee Commitment (TCM) Amongst the Teachers of Higher Education Institutions of Uttarakhand” was conducted to know that employees who are loyal to their company typically feel a sense of belonging, a sense of understanding of the company's aims, and a connection with their company.

CU Global Management Review invites theoretical/conceptual and empirical papers based on quantitative and qualitative research endeavours that make a significant contribution to the management field. Authors should endeavour to produce original and pragmatist knowledge based on academic rigour and of relevance to academicians, researchers, management practitioners, and policy makers in the requisite format of the journal available at the end of the current issue. For details and queries, the authors should contact the following email ID: [cuglobalmgtreview@cumail.in](mailto:cuglobalmgtreview@cumail.in)

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# PARENTAL OCCUPATION AND CHILDREN'S LABOUR IN TANZANIA.

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## **Abstract**

This paper examined the effects of parental occupation on child labour in Tanzania. Two latest waves of the Tanzanian National Panel Survey data of 2014/15 and 2019/20 were employed to explore the effects of parental occupation on children's labour. The random effects Tobit regression model was used in estimating the link between parental occupation and children's labour measured by hours. The findings revealed that employed occupation and self-employed occupation of parents are negatively associated with child labour compared to parents in agriculture occupation. In addition, the findings indicated that child labour increases with the age of the child. Moreover, a male child engaged more in child labour compared to their female counterparts. Findings further revealed that attained secondary education by the head of the household was negatively associated with child labour hours. Further, the findings of the current study indicated that residing in urban areas and child school attendance both significantly reduce child labour hours. Therefore, the study recommends that policies that aim to increase child school attendance be laid out to ensure that child schooling is appropriately observed.

**Key Words:** Parental occupation, Child labour, Panel data, Random effects Tobit model, Tanzania.

## **1 Introduction**

This study examined the effects of parental occupation on child labour in Tanzania. While there has been significant success in eliminating child labour over the past two decades yet, that progress has slowed and even froze between the years 2016 and 2020. Globally, around 160 million children aged 5-17 years are still engaged in child labour as of the year 2020 About 79 million are found to engage themselves in hazardous work (ILO, 2021). The situation is even worse in African countries and particularly in Sub-Saharan Africa (Diallo et al., 2010). This region is the home of the most 160 million working children around the globe. A large number of working children aged 5 to 17 years are found to live in Africa compared to the other regions of the world. As of the year 2020, child labour affected almost 86.6 million children between years 5 to 17 in the region (ILO, UNICEF, 2021).

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Child labour prevalence is also seen as a critical issue in Tanzania. Available statistics in the country show that approximately 20.4 million children aged 5-17 years which is equivalent to 33% of the population of the country are engaged in child labour (NBS, 2021). The report also indicated that boys engaged in child labour as compared to their counterparts (girls). These made a total of 10.52 million boys compared to 9.88 million girls. More so, the highest rates of child labour in the country are found in the Geita and Manyara regions with 56% and 53% of the children aged 5-13 years engaging in child labour (NBS,2021). These children are found engaged in work such as domestic work, taking care of the family members, helping the family in business, and helping their family in farming while others are engaged in wage employment (Beegle et al., 2008). Further, about 30% of the children are working in tobacco areas in Tabora region (Eldring et al., 2000).

Child labour is defined as a subset of the job or economic activity that is harmful, unfavorable, or unpleasant to children (ILO-IPEC, 2013). In the United Nations Convention on Children's Rights, a child is defined as any person under the age of 18 years (Reynaert et al., 2009). Moreover, according to UNICEF child labour is defined as work that is hazardous to children physically, psychologically, socially, or morally and that tends to deprive them of opportunities for growth and education. Child labour also includes activities that drain the energy of the children, harm their health, and keep them from attending school to acquire fundamental knowledge and skills for their future development (UNICEF, 2006).

Parental occupation has been evidenced as one of the main sources of the determinants of parental income in many developing countries. In addition, parental occupation is crucial in determining the way children spend their time between school and work (Islam & Hoque, 2022; Amin et al., 2006). These studies suggest that child labour correlates with the level of activity of the labour market and the economy (Duryea & Arends-Kuennings, 2003). When the parents work, they have the opportunity of earning income which helps their families in one way or another. Moreover, each particular kind of work in agriculture, wage employment, and business contributes to the increase in income of the family (Hurst et al., 2005).

Due to poverty and low income, parents in many developing countries tend to relocate time with their children between school and work (Martey et al., 2022). On the other hand, parents send their children to work when faced with numerous idiosyncratic and covariate shocks (Carter et al., 2006; Beegle et al., 2006). The children are forced to work to compensate for income loss due to household shocks (Beegle et al., 2006). The parental decisions on time allocation to their children and the contribution of the children to household income impose long-run effects on children's growth. This also deters their school development (Blunch & Verner, 2001; Carter et al., 2007; Bacolod & Ranjan, 2008). Furthermore, given that future productivity depends on

investments in human capital, this situation might potentially affect the nation's development as well (Ravalli & Wodon, 1999). Hence, poverty will continue in subsequent generations for the children who opt for child labour and forego education.

In this study, we examined the effects of parental occupation on children's labour in Tanzania. This study employed the two latest waves of the Tanzanian National Panel Survey data (2014/15 and 2019/20), to analyze the relationship which exists between parental work categories and child labour in Tanzania. The study focused on examining how children's labour is sensitive to the occupation of their parents. These occupation types include employment, business employment, farming employment, and no jobs if they influence child labour. According to Parikh & Sadoulet, (2005), various parental occupation opportunities correlate positively with child labour. Further literature indicated that children whose parents are self-employed tend to be engaged in child labour. The literature also suggests that seasonal variation in agricultural activities forced the adults to engage in non-agricultural work to rise income. This situation creates substitution effects on the children in the household which increase the incidence of child labour (Ahmed & Ray, 2011). For example, the study by Basu and Dimova, (2020) found that child labour increases when a parent is engaging in a farming occupation.

Although various empirical literature exists on the determinants of child labour (Huang and Acheampong, 2018; Bandara et al., 2014; Siddhanta and Nandy, 2003; Beegle et al., 2006; Mealli et al., 2002; Guarcello et al., 2010) few of them (Elgebeleye & Olasupo, 2011; Basu & Dimova, 2020; Mackintosh & Wori, 2021), few of them study on the relationship between parental occupation and child labour. In addition, although empirical literature suggests that parental occupation matters for children's labour, studies in Tanzania are missing. The current study fills the existing gap in the literature by using the most recent dataset of the Tanzanian National Panel Survey 2014/15 and 2019/20.

## **2. Tanzania Public Education and Child Labour Policy.**

In Tanzania, the schooling system is administered by the Ministry of Education and vocational training. Schooling provision is guided by the Tanzanian Education and Training Policy of 2014 (URT, 2014). Schooling has been recognized as among the priority sectors in fighting against poverty as indicated in Tanzanian Poverty Reduction Strategy. The schooling sector in Tanzania, therefore, has the following phases: pre-primary, primary education, secondary schooling, vocational training, adult schooling, and tertiary or higher schooling. Pre-primary education involves all children with age 5 to 6 years which is fee-free. Primary school education in Tanzania is compulsory and basic for all children and it lasts for seven years (URT, 2006). The official entry age in primary school is a minimum of 6 years and it lasts for seven (7) years whereby the complete cycle is marked by writing the standard VII leaving examinations. The results are normally used in

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making selections of students who will join public secondary schools. This phase also is free. Secondary education also is free.

To get rid of the worst form of child labour in Tanzania, the government of Tanzania set the minimum age for a child to work to 14 years. Any person below age 14 is regarded as a child and therefore he or she is prohibited to engage in hazardous work. In this case such a child is supposed to be in school. In Tanzania for example, The National Employment Policy of the year 1997 discourages children below 15 years of age to engage in various activities or works which are hazardous to their health, exploitative, or deprive their right to school and their leisure. But it should be understood that this definition of a child for the case of Tanzania includes all persons under 18 years. To ensure this is done, the government of Tanzania developed some implementation policies and among those policies is the National Plan on the Elimination of Child Labour of the year 2009. This is a plan which aims at reducing the child labour incidence in Tanzania at both household and community levels, both in rural and urban areas as well as in all sectors of the economy. Moreover, the Child Development Policy of the year 2008 implements the ILO Convention, which also aims at eliminating all worst forms of child labour. Despite the various laws and policies regarding child labour practices in Tanzania, still, some children are reported to be engaged in child labour. Around 4.85 million which is approximately 24.1% are found to be engaged in economic activities while 24.6% work in dangerous conditions in Tanzania Mainland and 7.3% engaged in dangerous work in Zanzibar. Moreover, 75.3% of the children in Tanzania are found to work in agriculture and fishery occupation (NBS, 2021). Based on working hours, the children in Tanzania are found to spend an average of 23 hours per week, with boys working an average of more hours (25) as compared to girls (21 hours) (NBS, 2021).

### **3. Simple Model for Parental Child Labour Decisions.**

This study adopts the theoretical model from various studies (Parikh & Sadoulet, 2005; Islam & Hoque, 2022; Keshavarz Haddad, 2017). This model is motivated by the notion that the parents force their children to engage in child labour as a result of the poverty which exists among them. Poor households need their children to rise their income in the case when they faced shocks in their daily lives (Beegle et al., 2003; Basu & Tzannatos, 2003). Additionally, when the household has an inadequate income, they may pull children into labour market to rise out income. This situation might force children either to miss school or to use just a little time in schooling. Literature shows that child labour is primarily caused by the poverty which prevails within the families. Additionally, child labour is said to be also influenced by parental social and economic traits or characteristics. These traits or characteristics are such as parental occupation, education access, and employment opportunities, sex, age among others (Siddhanta & Nandy, 2003).

The model is presented by assuming that each household maximizes utility. The utility is maximized subject to financial and time constraints. This utility function is the function of household consumption represented by  $Z$ , child education represented by  $S$  as well as the leisure of a child which is indicated by  $K$ .

This equation is represented below:

$$\text{Max utility } (Z, S, K) \tag{1}$$

$$\text{Subject to } P_z Z + P_s S \leq Y_p + mL \tag{2}$$

$$S + L + l = T \tag{3}$$

From the equation above,  $Y_p$  represents the parental income from different occupations including income from farming, business, and from employment. In addition,  $L$  represents child labour, while  $T$  shows the total amount of time.  $P_z$  shows the costs of consumers items that have to be consumed by the household,  $P_s$  represents the costs for a child's education or schooling  $m$  indicates the child's wage.

From this model, the adult uses the time to work or engaged in leisure. The income of the parents is assumed to be exogenous. This implies that when adults at present are unemployed, underemployed, or have no jobs it is mostly due to external market factors rather than their own choices. In solving the model, the following hypothesis has to be produced. In addition, when the labour return in adulthood is low there will be more use of child labour, less child leisure, and less schooling. When education is expensive on the other hand there will be less school, more leisure time, and more child labour. Also, if there are high expected returns from education in the future, there will be more education, less leisure, and less child employment.

The preferences of the children will work if their parents place a high value on them. But if the parents place a low value on child labour, the preferences for child labour will not work. These presences of the children are mostly affected by the socio-economic situation of the parents which in one way or another affects their school attendance and ultimately forced their children to be engaged in child labour.

#### **4. Data**

This paper employed two rounds of the National Panel Survey Data of Tanzania (NPS) wave four (2014/15) and wave five (2019/20) datasets to examine the effects of household occupation on child labour and child school attendance. The NPS is normally collected by the National Bureau of Statistics in Tanzania together with the World Bank. The fourth and fifth rounds of the NPS year 2014/15 and 2019/20, gather information on agricultural activities, on-farm income-generating activities, consumption expenditures, the wealth of the household, and other parental



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socioeconomic. Further, these two waves (four and five) gather information from the Tanzanian 2012 Demographic and Housing Census unlike the earlier waves one, two, and three, whose information is based on the Master Sample plan from the Tanzanian 2002 Demographic and Housing Census Survey. The NPS waves four and five used a stratified two-stage design with 51 design strata. It covered both Tanzania's rural and urban together with Zanzibar. The sample size for NPS wave four was 989 households, while the sample size for NPS wave five was 1,184 households. A total of 908 households from wave four were followed and re-interviewed in wave five. The attrition rate for this sample was 9.2%. In addition, the NPS provided information such as the occupation of parents, the hours of engaging in various economic activities, and variables on school attendance for the children aged year 5 and above. All this information was employed in this study to the link between parental occupation, child labour, and schooling in Tanzania.

To get the sample size used in this study, we focused on primary school-aged children. These are the children between the ages of 6 to 14 going through Tanzanian primary education. The study focused on children in the age group of 6-14 years. Though the compulsory age for a primary school in Tanzania was 7 years previously, at the present majority of the children found themselves enrolled at age of 6 years. So, we chose this age since the minimum years' school age for children in Tanzania is 6 years, and the completion age is 12 if a child is enrolled on time or 14 if delayed in enrollment. On the other hand, the minimum age of legal employment in Tanzania is 14 years according to the International Labour Organization. It follows that if these groups of children are engaged in activities that stunt their growth, we regard them as having engaged in child labour as long as they were supposed to be in school at that age and at that particular time.

This paper uses a balanced panel of 1,384 observations. The wave four datasets had a total sample of 1,028 observations within the age range of 6 to 14 years, while the wave five dataset has a sample of 1,155 within the same age range, making a total of 2,183 observations. On appending, we got 1,384 observations in total, which is 692 observations per wave. The reason for ending up with 1,384 observations is the five-year gap between the two waves, whereby most of the children 9 years and above in wave four (2014/15) will be above the age of 14 years in wave five (2019/20). Also, children with 10 years and below in wave five (2019/20) were less than six years in wave four (2014/15) and could not meet the criteria.

## **4.1 Outcome Variable**

### **4.1.1 Child Labour**

The outcome variable for this paper is child labour. The definition of child labour has been derived from the National Panel Survey Data Questionnaire in two waves (2014/15 and 2019/20). Section E of the NPS involved questions on labour hours for households aged five years and above.

The questions were asked whether the household member has five years and above and they were supposed to respond with a Yes or No. The other questions were on the hours in which the household aged five years engaged in various economic activities including wage employment, business, unpaid family worker non-farm activities, or agricultural activities. The questions were used to construct the child labour variable for children between 6 to 14 years. Child labour, in this case, was defined as the total hours in the previous week spent by a child between 6-14 years working in economic activities for wage, household-run business, farming, and unpaid household activities. This also is in line with the definition of child labour according to the International Labour Organization.

#### 4.1.2 Explanatory variable

Parental Occupation is the main explanatory variable in this study. Given the availability of the data, the study makes a distinction between five categories of work including, work for pay which is termed as employed, agriculture activities, self-employed, family work, and no jobs. The other control variables for this study include child age which was measured in years. Child sex was measured as a dummy variable with a value of 1 if the child is male and 0 if otherwise. Child schooling status was measured as a dummy variable with a value of 1 if the child is currently schooling and 0 otherwise. Household head age is a numeric variable measured in years. Household head sex was measured as a dummy variable with a value of 1 if the head is male and 0 if otherwise. Household size is a numeric variable that captures the number of people in a household. The marital status of the head of the household is a categorical variable with five categories married, separated, divorced, widow/widower, and never married. The education level of the head of household is a categorical variable categorized into four categories namely; no formal education, primary, secondary and tertiary. The residence is a dummy variable with a value of 1 if the child resides in urban areas and 0 if otherwise.

#### 4.3 Econometric Strategy

To examine the effect of parental occupation on child labour, the following empirical model is adopted;

$$[(CL)]_{it} = \beta_0 + \beta_1 [(ParOcc)]_{it} + \beta_3 X_{it} + \mu_{it}$$

(4)

Where;  $[(CL)]_{it}$  is the dependent variable that stands for child labour measured in the number of hours a child has worked per week.  $[(ParOcc)]_{it}$  is the parental occupation which is the main explanatory variable,  $X_{it}$  is the control variable that includes child age, child sex, household size, household head age, sex of the head of the household, the marital status of the household head, education level of the household, and residence and  $\mu_{it}$  representing is an error term.

## 5.0 Findings.

The study first tested the presence of multicollinearity in the data using the VIF Test. The findings reveal that the mean VIF is 4.18 which is less than the threshold of 10 statistics. A multicollinearity problem exists when the mean VIF is greater than 10 statistics (Senaviratna and Cooray, 2019). Therefore, this study does not suffer from the multicollinearity problem. Table 1 shows the descriptive statistics of the variables used in this study.

Waves	Combined waves			Wave four		Wave five	
Variable	N	Mean	Std. Dev.	Mean	Std. Dev.	Mean	Std. Dev.
Child labour (Hours weekly)	1384	3.11	9.66	3.98	11.45	2.25	7.35
<b>Household head occupation</b>							
Agriculture	1384	0.64	0.48	0.66	0.47	0.62	0.49
Employed	1384	0.15	0.36	0.16	0.36	0.14	0.35
Self employed	1384	0.15	0.36	0.13	0.34	0.16	0.37
Family work	1384	0.01	0.07	0	0	0.01	0.1
No jobs	1384	0.06	0.24	0.05	0.23	0.07	0.25
Child age (years)	1384	9.89	2.58	9.49	2.53	10.28	2.56
Child sex (Male=1)	1384	0.48	0.5	0.49	0.5	0.48	0.5
Currently schooling	1384	0.82	0.39	0.76	0.43	0.88	0.33
Household head age (years)	1384	50.36	13.67	49.46	13.71	51.26	13.59
Household head sex (Male=1)	1384	0.78	0.41	0.79	0.41	0.78	0.42
<b>Household head marital status</b>							
Married	1384	0.79	0.41	0.8	0.4	0.79	0.41
Separated	1384	0.05	0.21	0.05	0.23	0.04	0.19
Divorced	1384	0.03	0.16	0.03	0.16	0.03	0.17
Never married	1384	0.03	0.16	0.02	0.15	0.03	0.17
Widow/widower	1384	0.1	0.31	0.1	0.3	0.11	0.32
<b>Household head education level</b>							
No formal education	1384	0.2	0.4	0.21	0.41	0.19	0.39
Primary	1384	0.68	0.47	0.67	0.47	0.69	0.46
Secondary	1384	0.1	0.3	0.1	0.3	0.1	0.3
Tertiary	1384	0.02	0.13	0.02	0.13	0.02	0.13
Household size	1384	4.98	3.08	4.44	3.31	5.51	5
Residence (Urban=1)	1384	0.33	0.47	0.32	0.47	0.33	0.47

Table 1 above shows that the average child labour is around 3 hours per week, while the minimum value obtained is 0 hours and the maximum value is 83 hours per week. These hours were calculated in economic activities such as wage employment, family business, and agricultural activities. The implication provided is that there are children who did not experience any child labour, while others experienced intensive labour of up to more than 80 hours per week. Findings also show that around 64% of the parents are in farming occupation, followed by 15% who are employed either in the public or private sector, 15% who are self-employed, 0% who are in family work, and 6% who do not have jobs. This indicates that agricultural activities form the main occupation for the majority as it is also the backbone of the Tanzania economy with a significant share of the employment and GDP contribution. According to the National Sample Census of Agriculture of 2019/20, agriculture is the main source of employment and it contributes to around 26.7% of the national GDP.

Findings also show that the average child age is around 10 years, with a minimum of 6 years and a maximum of 14 years. This implies that these children are superposed to be receiving primary education. Furthermore, males account for 47% of the children, while females account for 53%. It is further observed that around 82% of the children are currently schooling. Around 78% of the households are headed by males and 33% of the households are located in urban areas. Findings also show that the average age for the head of households is around 50 years, indicating that most of the heads are old enough. In addition, around 79% of the household head are married, 5% are separated, 3% are divorced, 3% are never married and 10% are widows/widowers.

Findings show that 68% of the head of households have primary education, followed by around 20% with no formal education, 10% with secondary education, and 2% with tertiary education. This implies that the majority of the heads of households have primary education. It is further observed that the average household size is 5 members which are consistent with the national average household size.

### **5.1 Child labour and other socio-economic variables relationships.**

Table 2 presents the relationship between child labour and other variables. It shows how child labour correlates with other explanatory variables.

Table 2: Child labour and other socio-economic variables

Variable		Mean	Std. dev.	Freq.
Occupation of the head of household	Agriculture	4.25	10.96	884
	Employed	1.28	6.92	205
	Self-employed	0.22	1.17	205
	Family work	0	0	7
	No jobs	2.89	10.66	83
Residence	Rural	3.86	10.14	933
	Urban	1.57	8.39	451
Household head sex	Female	2.37	8.93	299
	Male	3.32	9.84	1,085
Education level of head	No formal	4.32	11.71	277
	Primary	3.19	9.66	942
	Secondary	0.74	3.71	141
	Tertiary	0	0	24

Findings revealed that among the parental occupations, agriculture occupation leads to having the highest child labour of 4.25 hours per week followed by a parent who has no jobs with 2.89 hours per week. On the other hand, employed and self-employed occupations of parents have the least child labour with 1.28 and 0.22 hours per week respectively. Findings further show that children who reside in rural areas experience child labour of 3.86 hours per week while those who reside in urban areas experience child labour of 1.57 per week. This indicates that parents in rural areas use their children in different economic activities to help them rise household incomes in efforts of withstanding different shocks. It is further observed that child labour is higher among male-headed households with an average of 3.32 hours per week while female-headed households have child labour of 2.37 hours per week. With regards to the education level of the head of household, findings reveal that child labour is high among those with no formal education as it records an average of 4.32 hours per week, followed by those with secondary education as it records 3.19 hours per week. It further reveals that those with secondary education with 0.74 hours per week while there is no child labour among those with tertiary education. This indicates that education is critical in reducing child labour.

## 5.2 Effect of Parental occupation on the child labour

Random effects Tobit regression was employed to examine the effect of parental occupation on child labour in Tanzania. The dependent variable child labour was captured as working hours per week while the main explanatory variable is the parental occupation which is a categorical variable with five categories. The use of the Tobit model is influenced by the fact that the dependent variable child labour is censored from below. Table 3 presents the marginal effects from the Random effects Tobit regression.

VARIABLES	Child labour
<b>Reference Household head occupation = Agriculture</b>	
Employed	-16.26***
	-3.784
Self-employed	-17.16***
	-4.149
Family work	-131.9
	-99,282
No job	-6.556
	-4.193
Household size	0.0422
	-0.18
Child age (years)	4.327***
	-0.407
Child sex (Male=1)	6.974***
	-1.907
Household head sex (Male=1)	-0.855
	-4.812
Household head age (years)	0.0941
	-0.08
<b>Reference Household head marital status = Married</b>	
Separated	-5.92
	-6.231
Divorced	-8.231
	-8.628
Never married	-13.4
	-8.804
Widow/widower	-9.446*
	-5.468

Residence (Urban=1)	-9.167***
	-2.592
Currently schooling (Yes=1)	-12.68***
	-2.248
<b>Reference Household head education level = No formal education</b>	
Primary education	-3.293
	-2.318
Secondary education	-13.41***
	-4.741
Tertiary education	-140.1
	-58,107
Observations	1,383

*Standard errors in parentheses*  
 \*\*\*  $p < 0.01$ , \*\*  $p < 0.05$ , \*  $p < 0.1$

Findings show that when the parent is employed, child labour declines by 16 hours per week in comparison to the parent who is in agriculture. It is further observed that when the parent is self-employed, the child labour declines by around 17 hours per week in comparison to the parent in agriculture occupation. This means that whether the parent is employed in the public or private sector, or self-employed, child labour declines while it increases among the children whose parents are in the agriculture sector. Evidence from the existing literature shows that parents in agriculture occupation tend to use their children for farming activities to help raise family income and withstand shocks. The finding is consistent with the findings from previous studies (Ofuoku et al., 2020). However, family work and no job occupation for parents have been found not to have a significant effect on child labour.

An increase in the child's age by 1 year is observed to increase child labour by 4 hours per week. This means that as the child keeps on growing, they are engaged in different activities to help increase household incomes. It has been observed that families tend to use their children to supplement household incomes especially to stand different shocks that may shake the household wealth. Similar findings have been obtained in previous studies (Okpukpara & Odurukwe, 2006; Mwebaze, 2007; Abou, 2014; Basu & Dimova, 2020).

When the child is male, child labour is observed to increase by around 7 hours per week in comparison to their female counterpart. This means that households rely more on using male

children in performing different activities to raise family incomes in comparison to female children. On the other hand, while male children are undergoing child labour, parents tend to use their female children for household chores and as they grow older, they are engaged in early marriages. Thus, male children are put into more disadvantageous positions concerning their education and future. This finding concurs with the findings from the previous studies (Okpukpara & Odurukwe, 2006; Abou, 2014).

Findings revealed that when the household resides in urban areas child labour declines by 9 hours per week in comparison to their counterparts who reside in rural areas. This means that children in rural areas are more exposed to child labour as rural households experience high poverty levels than their urban counterparts. Thus, households in rural areas tend to direct their children to child labour to raise family income and cope with the shocks. Similar findings have been found in previous studies (Abou, 2014; Afriyie et al., 2018).

When the child is attending school, it is observed that child labour declines by around 13 hours in comparison to those who are not attending school. This means that school attendance for the children reduces possible child labour as most of the time children are in school. A similar finding was also indicated by Siddhanta & Nandy, 2003.

Also, when the household head has a secondary education level, child labour declines by around 13 hours per week in comparison to the heads with no formal education. This indicates that having education increases the awareness of not depriving children of rights such as the right to leisure and education, thus, reducing child labour. The finding obtained is consistent with the finding from the previous studies (Siddhanta & Nandy, 2003; Zapata et al., 2011). Nevertheless, primary education and tertiary education did not have a significant effect on child labour, though they provide a negative relationship.

## **6. Conclusion and Policy Implication**

This study used panel data with two waves to examine the effect of parental occupation on child labour in Tanzania. random effects Tobit regression was employed for analysis. The findings revealed that when the parent is self-employed, or employed, the child labour declines significantly in comparison to those parents in the agriculture occupation. Tailored approaches need to be developed to assist parents to have off-farm work/employments that may increase their resilience to shocks and help them reduce their dependence on using children as labour and supplement their incomes and help to reduce child labour.

Child labour is observed to decline with child schooling. Furthermore, household education level reduces child labour. Therefore, the study recommends enhancing policies and programs to increase child school attendance be laid out to ensure that child schooling is appropriately



observed. Additionally, the study highlights the need for government agencies and other stakeholders such as NGOs to engage in tailored interventions geared towards providing education to the public to stop child labour practices. This will significantly reduce child labour.

Child labour is observed to decline significantly in urban areas in comparison to rural areas. This indicates that rural areas are known to have higher child labour, and it is linked to high poverty levels. Therefore, the study recommends for special intervention programs for rural areas to help them supplement their incomes and lift them out of poverty.

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Variable	VIF	1/VIF
Household head occupation		
Employed	1.54	0.65
Self employed	1.6	0.62
Family work	1.05	0.95
No jobs	1.22	0.82
Child age (years)	3.48	0.29
Child sex (Male=1)	13.03	0.08
Currently schooling	1.96	0.51
Household head age (years)	12.87	0.08
Household head sex (Male=1)	16.15	0.06
Household head marital status		
Separated	1.59	0.63
Divorced	1.38	0.73
Never married	1.26	0.79
Widow/widower	2.8	0.36
Urban	2.03	0.49
Currently schooling	5.7	0.18
Household head education level		
No formal education	4.66	0.21
Primary education	1.72	0.58
Secondary education	1.15	0.87
Mean VIF	4.18	

# MANAGEMENT EDUCATION IN INDIA: SIGNIFICANCE, CHALLENGES AND FUTURE PROSPECTS

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## Abstract

The primary objective of this study is to observe the significance and challenges of management education in India. An attempt has also been made to examine growth and recent trends in the area of higher education in India. The study concludes that the management education in India is a key contributor to the business and economic development of a country. It not only improves the managerial and leadership skills of the students but also trains them to become successful entrepreneurs. In the changing business scenario, there is a need of more quality management education with diverse personality, knowledge and skills for rapid growth of a country.

**Keywords:** Management education, higher education, economic development

## Introduction

The demand for and importance of management education is continuously increasing in developing countries like India. The management education empowered students with knowledge, skills, efficiency and innovation, which resulted overall growth in the economy. In today's business environment, it plays an important role in the development of a country. It adds value to the existing qualification of a person. It also offers various necessary tools and techniques for handling various business and management activities. Management education not only enhances the leadership skills and managerial skills, but also provides an opportunity to network with others.

Management education contributes directly to the society by facilitating economic development and service. The increasing trend of globalization, liberalization, privatization and technological progress have made difficult for organizations to survive in the competitive world. As a result, the importance of management education has been increased in every sector of the economy. It helps in equipping the executives with competencies and capabilities to take on the corporate challenges with confidence. Management education provides leadership and vision that continue to elevate individuals, organizations and societies (Chordiya and Ahirrao, 2016).

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Global competition is changing the relationship between management education and business. Management education has become a major profession that attracts considerable attention across the world (Pandey, 2004). Now those days have gone when inherent abilities, domain knowledge and experience were enough to run the business and earn profits. Business was confined to certain castes and skills and knowledge, which passed on hereditarily. But today, the world is becoming more complicated and it needs management education in all sectors for effective management. Due to industrialization, globalization and privatization the size and complexity of business is demanding more skilled professional people. So, management education is becoming more important for entrepreneurs to establish new businesses.

The management education improves the skills, abilities, innovation and analytical thinking which are helpful to overcome the various emerging issues in business. It is an exciting field where one can have an immediate impact on the operations of any business. It is the process of planning, organizing, directing and controlling the activities of an institution by utilizing human and material resources (Jaladi and Chellayya, 2015). Majority of management institutions do not providing quality education in India. They have less global visibility. Many of Indian institutions fail to attract students as well as faculty from other countries. Many of them treated students as a customer and behave them accordingly. As a result of it they do not provide quality education and knowledge. Hence, there is an urgent need to create learning environment with quality education.

## **Literature Review**

Review of literature is helpful to find out the gap in present and past theories. There are enormous literatures available on management education and its relevance. Some of the important and relevant studies have been reviewed herewith to achieve the specific goal of the present study. Shetty, N. S. (2006), conducted a study on 'management education in India: challenges of globalization'. According to this study, management education is facing crisis not only in India but also at globally. Study concludes that there is a need for close association between management academia and industry in the changing scenario. Similarly ethics and value also played an important role in the emerging management education. Subramanian (2007) has conducted a study on 'mushroom growth of management programme and its impact on quality of management in Tamil Nadu'. He has studied various aspects such as growth trends, intake status, infrastructure, accreditation, faculty status etc. Study concludes that management education has become an industry, either to produce graduates or to make money. Many education institutions have neither adequate infrastructure nor faculty. Many institutes do not bother about future of the students they have only one objective i.e., to maximize admissions and profits. Kannan (2007) in his study 'business schools in India, paradoxes, challenges and opportunities' observed that

with increasing economic growth and growing levels of salaries in corporate sector the demand for management education is extremely high in India. According Misra (2008), the advent of privatization and globalization has made the management education more complex. Indian management institutions are facing various challenges from their counterpart abroad in their development. Khurana (2009) has conducted a study on the 'mushroom growth of management educational institutions and its impact on quality in Haryana'. The present study covered 35 management institutions and found few business schools were providing the placement and training to their students. The teaching workload for teachers was more in private institutes as compared to government institutes. Singh and Sharma (2010) have conducted a study on 'management education in Punjab'. The main objectives were to know the admission criteria and training and placement activities, extra curricular activities, faculty adequacy, managerial aptitude among the students etc. The study was based on 250 respondents from both private and government universities. Study concludes that there was an urgent need to update and redesign the present curriculum. Study also suggests that there is an urgent need for improvement of infrastructure and faculty training programmes.

Raju, pavithra and Sowmya (2015) have conducted a study on 'management education a current scenario'. According to them management institutions have mushroomed in India but quality remain elusive. This study concludes that management education in India must be redefined and restructured as per changing requirement of the business environment. Management education should not only meet the need of the students but also match the expectations of the corporate world. Jaladi and Chellayya, (2015) in their study 'role of management education in India, concludes that education is an important factor in determining the entrepreneurial activities. India's management education is undergoing a major transition phase. Its future is quite good because it truly prepare the students for the emerging business world. Chordiya and Ahirrao (2016), Conducted a study on 'need, importance and challenges of management education in India'. This study concludes that majority of management education in India is not focusing on the quality education. Management education adds value to the existing qualifications. It creates managerial and leadership skills. Kumari and Sharma (2017) conducted a study on the 'role of higher education in economic development'. The main objective was to discuss the growth of Indian economy and its relation with higher education. Study concludes that in the modern world education is becoming very important source for economic and social development of countries. Education enriches people's understanding about the society and world. No country can achieve sustainable development without investing in higher education. Ghadoliya M. K., (2019) in his study 'issues and challenges in higher education with special reference to the management education in India'. This study concludes that there is a scarcity of quality teacher in the country.

University departments must perform multiple roles such as; ensuring quality without compromising quantity, providing new skills for earning etc. there is an urgent need of transforming the classrooms into digital classrooms for providing industrial skills.

From the literature it may be concluded that today there are requirement of good and active managers for the development of country. Although India has a huge number of management institutes, they do not provide adequate instruction. Majority of the management institutions do not focus on the quality management education. There is an immediate requirement to shape the management education in India as per global changes.

## **Methodology**

The present study examines the relevance, future prospects and current challenges of management education in India. Management education and its related data have been collected from the various books, Journals, online database and other web resources. To compare the growth and number regarding management education in India percentages change has been calculated by using following formula:

$$(\text{New Value} - \text{Initial Value}) / (\text{Initial Value}) \times 100$$

## **Evolution of Management Education**

Management has been the part of our civilization. The Vedas such as Brahmanas and Dharamsutras have includes the details of management, wisdom and skills. Even, Srimat Bhagwat Gita teaches to the society about the wisdom and how to avoid conflict among the humanity. The epic of ancient India Ramayana and Mahabharata, Shrutis, Puranas etc. teaches about the importance of management in human life.

Management education an academic discipline, originated in the United States. The first graduate school of business in the United States was the Tuck School of Business, part of Dartmouth College Founded in 1900. In 1908, the Graduate School of Business Administration (GSBA) at Harvard University was established to offer the world's first MBA program. In 1950, the first MBA started by the University of Western Ontario in Canada followed by the University of Pretoria in South Africa in 1951. The Wharton School of the University of Pennsylvania established the Institute of Business Administration, Karachi in Pakistan in 1955 as the first Asian business school.

Management education has a long history in India. First time in 1957 Andhra University has introduced the full-time postgraduate programme in management. Till independence, the management education was not a part of education system in India. Sydenham College in Bombay was the first college to set up in 1913 to impart basic business knowledge at graduation level. Shri Ram College of Commerce was set up later in Delhi in 1920. Immediately after independence in

1947, most of the newly established universities and colleges included commerce as graduation and post-graduation courses. Management education in India formally began in 1953 at the Indian Institute of Social Welfare and Business Management (IISWBM) –the first B-School established by Government of West Bengal and Kolkata University. However, a few institutions like Tata Institute of Social Sciences (1936) and Xavier Labour Research Institute (1949) had already started training programmes for managers in personnel function well before the formal launch of first MBA programme at IISWBM.

The first IIM was set up in Kolkata in 1961 and second in Ahmadabad in 1962. In 1970s, four more IIMs were added in Bangalore, Lucknow, Kozhikode and Indore. The main objective of the IIMs was to professionalize Indian management through teaching, research and training. In 1970s and 1980s the major universities of India have started management education as separate departments. Government of India liberalized the management education in 1990's, which has resulted a rapid growth of business schools. The present management structure is as under (Saha G. Goutam, 2012):

- Indian Institute of Management (IIMs) set up by government of India
- Colleges and institutes affiliated to the universities
- Government or private institutes approved by AICTE.
- Universities Department of management studies, distance and correspondences courses.
- Private institutions offering management education in India in collaboration with foreign universities.

## **Growth of Management Education in India**

The main objective of education is to learning, to know more and to do new things in our life. But today in management education, students are regarded as a customer. With this fast changing scenario of business environment, the management education is the need of hour. Management education in India has been started after independence. Table -1 depicts the growth of management education in India since Independence. It may be seen from table that in 1958 only 9 management institutes were providing management education in India. During 2018 the number these institutes has been touched 5500. The maximum growth of these institutes was observed during the decades of 1988-98 (683.91 percent) and 2008-2018 (261.13 percent).



**Table -1**

Growth of Management Education in India since independence

Year	Number of Management Institutes	Percentage Change
1958	9	-
1968	14	55.56
1978	58	314.29
1988	87	50.00
1998	682	683.91
2008	1523	123.31
2018	5500	261.33

*Source: Government of India, Ministry of Human Resource Development of Higher Education New Delhi.*

### **Distribution of Number of Management Institutions in India**

According to all India survey on higher education (2018-19), Ministry of Human Resource Development of Higher Education, Uttar Pradesh, Maharashtra, Karnataka, Rajasthan, Haryana, Tamil Nadu, Gujrat and Madhya Pradesh were at the top eight States in terms of higher education in India. According to this survey at the post graduate level maximum number of students are from M.A. stream followed by M.Sc. and MBA. Out of total colleges 60.53 percent were located in rural area, 11.04 percent were exclusively for woman only 2.5 colleges are running Ph.D. programme and 34.9 percent were running postgraduate level programme. Further this survey states that in India level the gross enrolment ratio in higher education is 26.3 percent, which was calculated for 18-23 years of age group. This ratio was 26.3 percent for male population and for female it was 26.4 percent (Government of India, 2019). Table -2 shows the distribution of number of management institutions in the top 20 states of India. It can be seen from the table that Andhra Pradesh has maximum number of management institutions i.e. 366 (22.35 percent) followed by Karnataka 2844 (17.60 percent) and Gujarat 1557 (9.64 percent) institutes of management education. Jammu and Kashmir has lowest number i.e., 118 (0.73 percent) followed by Delhi with 139 (0.86 percent) institutes of management education.

**Table -2**  
Distribution of Number of Management Institutions in India

Sr. No.	State	Private	Government	Total	Percentage
1.	Andhra Pradesh	3177	434	3611	22.35
2.	Karnataka	2270	574	2844	17.60
3.	Gujarat	995	562	1557	9.64
4.	Maharashtra	1095	429	1524	9.43
5.	Tamil Nadu	970	60	1030	6.37
6.	Uttar Pradesh	690	223	913	5.65
7.	Rajasthan	541	172	713	4.41
8.	Kerala	431	125	556	3.44
9.	Bihar	65	459	524	3.24
10.	Chhattisgarh	208	200	408	2.52
11.	Madhya Pradesh	265	131	396	2.45
12.	Odisha	250	140	390	2.41
13.	West Bengal	220	148	368	2.28
14.	Haryana	205	61	266	1.65
15.	Himachal Pradesh	124	110	234	1.45
16.	Punjab	185	47	232	1.44
17.	Assam	30	142	172	1.06
18.	Uttrakhand	83	82	165	1.02
19.	Delhi	70	69	139	0.86
20.	Jammu and Kashmir	48	70	118	0.73
	<b>Total</b>	<b>11922</b>	<b>4238</b>	<b>16160</b>	<b>100</b>

**Source:** AICTE Hand Book, 2018-19

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## **Challenges of Management Education in Current Scenario**

Management education system has become more challenging in the current scenario. The expectations from management student are increasing due to changing socio-economic pattern of the society and the economy. The main challenge in management education has been caused by globalization of economies, rise of market economy and rapidly changing technology. Indian management education is facing various issues such as; infrastructure development, quality faculty and less of foreign collaboration. Our system does not encourage bright students to do their PhD and become teachers in management institutions. Due to lesser pay packages as compared to industry, the bright management students are generally not motivated to enter teaching profession. The offers from industry are much more attractive as compared to management institutions.

The demands on the skills of Indian managers are continuously changing. Several companies have raised the entry-level qualification itself to post-graduation with specialization in management. This is being done to ensure availability of candidates with better skills and knowledge. Management, education can provide particular skills such as; good communication, efficiency, ability to work in teams, leadership quality and exposure to current trends in business. Excellence and competences in any economic system depends upon the excellent managers of that country. But, India continues to lag in its ranking on competitiveness. To become a global economic power, we have to give more attention to management.

## **Growth of Higher Education Institutions and Economic Development**

The economic and social transformation of a country depends on knowledge. Knowledge has been recognized as the key driving force in the 21st century. Only knowledge can provide the foundations of a comprehensive society (Bhatia and Kumar, 2010). According to Nelson Mandela “education is the most powerful weapon which you can use to change the world”. In the words of Georg Hegel “education is the art of making man ethical”. Our ancient education system in India focused on moral, cultural and spiritual values to the students. It gave more importance to the human values than wealth. Human capital has a very crucial role in socio-economic development of a nation. So, there is a need of investment in education sector. The higher education has made a significant contribution to economic development, social progress and political democracy in independent India (Bhatia and Kumar, 2010). The opportunities for higher education, in terms of the number of universities and colleges are not enough in relation to our needs. There only were 500 colleges and 20 universities in India at the time of independence. It can be seen from the following table-3, that during 2019 the total number of universities in India were 962 which includes 371 state private universities, 304 deemed universities, 114 central universities and 46

private universities (University Grant Commission, 2019). Table -3 shows the growth of major universities in India since 2010 to till date.

**Table -3**  
Growth of major Universities in India 2010-2019

Sr. No.	Universities in India	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
1	State Public Universities	281	286	292	309	316	329	345	351	371
2	State Private Universities	87	105	122	153	181	197	233	262	304
3	Deemed Private Universities	40	38	36	36	32	32	33	33	34
4	Deemed Govt. Universities	91	79	80	80	79	79	79	80	80
5	Institutes of National Importance	59	59	62	68	75	75	100	101	127
6	Central University	41	42	42	42	43	43	44	45	46
	<b>Total Number</b>	<b>599</b>	<b>609</b>	<b>634</b>	<b>688</b>	<b>726</b>	<b>755</b>	<b>834</b>	<b>872</b>	<b>962</b>

**Source:** All India Survey on Higher Education (2015 to 2019), Ministry of Human Resource Development of Higher Education New Delhi.

The higher education in India contributes to the economic development by imparting specialize knowledge and skills. The regulatory framework governing higher education in our country is under the central and state government both. Central government plays more important role through Human Recourse Development (MHRD). Table-4 shows the number of universities and colleges in India during the last Decades.

**Table-4**

Growth of Universities and Colleges in India from 2010-2019

Year	Number of Universities	Number of Colleges	Total
2010-11	599	32934	33533
2011-12	609	34852	35461
2012-13	634	35525	36159
2013-14	688	36634	37322
2014-15	726	38498	39224
2015-16	755	39071	39826
2016-17	834	40026	40860
2017-18	872	39950	40822
2018-19	962	39931	40893

**Source:** Government of India, All India Survey on Higher Education, Ministry of Human Resource Development of Higher Education New Delhi.

### **Government Initiatives to Improve the Higher Education in India**

Government of India has introduced several reforms in the education sector to improve the quality and access to higher education. Many programmes (Government of India, 2018) have initiated such as; SWAYAM MOOCS portal (study webs of active learning for young aspiring minds), which provides high quality education anywhere, any time by any one at no cost, has been made operational. To reach the backward areas 32 DTH channels have been made functional, under SWAYAM Prabha programme. National Digital Library, a virtual repository of learning search facility has been initiated by the government to supports all academic levels. For plugging technology gaps in the rural areas Unnat Bharat Abhiyan has been introduced. This programme

will enrich the rural sector and fulfill the local needs. To overcome the shortage of qualified teachers, the Pandit Madan Mohan Malaviya National Mission on Teachers and Teaching plan was launched.

To promote the mutual understanding between states and UTs in India Ek Bharat Shreshta Bharat programme has been initiated by prime minister of India. To interact with global academic and industry experts, GIAN (Global Initiative of Academic Networks) has launched by the government on November 2015. Government has also introduced 20 institutions of higher learning -10 from each public and private sector as “Institutes of Eminence” (IoE). These are among the global best institutions and will be given Rs.100 crore for their development. ‘MPIRT India’ is a programme to direct research in the best institutions into the area of social relevance. To promote the industry specific need – based research and competitiveness of Indian industry in the global market the government has launched Uchchar Avishkar Yojana (UAY). Prime Minister Research Fellows (PMRF) scheme is launched to support 1000 bright undergraduate students every year, for direct admission in the research programmes in the reputed institutions like IISc, IITs.

Higher Education Financing Agency (HEFA) has approved by the government to give a big push to the higher educational institutions in India. The HEFA will provide finance to the academic and research infrastructure projects up to 10 years. To provide more assistance for infrastructure to the universities and colleges, Rashtriya Uchchater Siksha Abhiyan (RUSA) has introduced. Under this scheme institutes can also received assistance for up gradation of autonomous colleges, Vocationalisation of higher education and creation of model degree colleges etc. (Government of India, 2018).

## **Conclusion and Suggestions**

In the era of globalization, liberalization and privatization management education is not only playing an important role in the economic development of a country but it also develops human capital for a country. It provides good communication skills, leadership quality, ability to work in a team and exposure to a student. The demand for managers is expected to continue in the coming years. Thus, there is an urgent need to shape the management education according to the changing requirement of competitive world. For the improvement of management education, honest policy, rapid development and continues effort are required in our country. There is also an urgent requirement of value based management education system in India. Faculty member should involve in contemporary research to develop quality management education. In place of quantity government must develop quality education institutions in our country. The main objective of education should be teaching knowledge, developing skills and educate human value and ethics. India is developing as an economic power, which will be mainly driven by industry and service

sectors. Hence the importance of management education will be more in such changing business environment of our country.

There is a need for globalization of management education for a better global exposure and the requirement of industry under globalization. It should be student centric rather than faculty centric. We must involve industry collaboration to improve the practical skills and exposure of the students. Management students should be engaged in seminars, guest lectures by the industry expert who will provide current practical knowledge about corporate world. Management institutions must try to collaborate with foreign universities to understand the international structure of management education and research. The faculty commitment towards teaching excellence and research is the need of hour. There is also an urgent need to broaden the specialization and to create global mindset among students. Management schools should try to develop experiential courses in creativity and managerial innovation. More emphasis should be given to the development of relevant teaching materials and research.

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# Effect of COVID-19 on Small Business Management: Bibliometric Analysis

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## Abstract

Micro, Small and Medium Enterprise (MSME) sector is currently known as the engine of growth and development for any economy. Now-a-days MSMEs are contributing in terms of GDP, Employment Generation and Export contribution to attain the sustainable development goals of almost every economy in the world. The study aimed to examine the research trends of COVID-19 impact on MSME sector from 2019 to June 30, 2022. A bibliometric analysis has been done by using VOSviewer Software to analyze the data extracted from SCOPUS database. Additionally, the study investigates the information based on annual research output, regional research output, author's contribution, keywords frequency, subject area, research output by document titles, and funding sponsors. The research result reveals that the most productive year is 2021 considering research output. A total of 739 documents were found during 2019 to 2022 in the SCOPUS database. Out of which 409 documents were published in 2021 and major quantity of the documents were published in the journal entitled "Sustainability Switzerland". The research further reveals that Indonesia, United Kingdom, China, India, and Malaysia are the most productive countries in this research area.

**Key Words:** MSMEs, Sustainable Development, Covid-19, VOSviewer, Bibliometric, Gross Domestic Product.

## 1.0 Introduction:

The corona virus pandemic is not just a body blow to humans but also the economies of the world. India is no different. The Indian government announced a national lockout to control the spread of the virus. As a result industrial productivity has reduced and the economy has almost stopped. MSMEs enterprises were hit the hardest (Shaikh, 2021). Mainly the service providers are facing severe problems in conduction their business as they are labor intensive organization. Besides, manufacturing sector is also facing difficulties like unavailability of raw materials, restricted movements of goods, inadequate marketing facilities etc.

MSMEs are playing a significant role in employment generation, GDP contribution, and contribution in exports in the economy of any country in the world. This sector is currently treated as a vibrant sector for sustainable economic development and poverty alleviation. Unemployment is increasing due to Covid effect worldwide. This unemployment can be reduced through establishment of MSME units because small businesses can run with relatively lower capital and technological integration (Rai, R., K., L. 2022). Earnings of MSME sector have been decreased by 20-50 percent and the Covid situation has been slowing down the trends of MSMEs growth and development (Tripathi A., 2020). The contribution of MSMEs on economy of any country is running low day by day. At present, Covid -19 is creating undue pressure on every sphere of business sector and MSME is one the sector that has a great potentiality in the world. Additionally, the sector is confronted by the unforeseen effects of the pandemic, slow demand and growing unemployment. So, the government and private companies must therefore take initiative to rescue and support the MSME sector to maintain sustainable economic growth of the economy.

## **2.0 Literature Reviews:**

A number of authors dealt with the topic regarding impact of covid-19 on Indian MSME sector. Some of the literatures are reviewed in the following:

(Mahajan Y. D., 2020) authored an article entitled “Study of impact of corona virus pandemic on small and medium enterprises (SME’s) in India”. The author opined that declining demand and broken supply chain is the biggest problems encountered by SMEs in India. Besides, the researcher identified some other problems like export declines, instability in demand, liquidity constraints, unemployment creation, lack of support and so on. (Sahoo P. and Ashwani, 2020) had a research paper on “COVID-19 and Indian Economy: Impact on Growth, Manufacturing, Trade and MSME sector”. The study shows that the pandemic has a major impact on the Indian economy at different levels in small and medium-sized enterprises and various scenarios due to its full, comprehensive, and partial lockouts. Researchers found that mining; building, trade, hotels, transport, and financial services are the most affected industries. The production sector can be cut by 5.5 to 20%.

(Bhat S.A. and Meher S., 2020) wrote an article entitled “Impact of Covid-19 Crisis on MSME Sector in India”. The researcher investigated the COVID-19 interruption of supply chain production, leading to severe crises in the service and production industries. This continuous lock-down has been shown to affect micro-enterprises, in particular in the service sector. In addition, a dramatic decline of MSMEs in the hotel, tourism, and logistics has occurred in the Covid-19 pandemic. MSMEs in key services are however still operational and are likely to not be isolated from the slowdown due to fluidity constraints or purchasing capacity. This Covid-19 has dramatically

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impacted the MSMEs involved in consumer goods, footwear, utensils, clothing, and vehicles. In addition, MSMEs, which rely on direct imports of raw materials such as electronics, pharmacies, etc., face major bottlenecks and have already shut down their operations. COVID-19 has reduced the contribution of MSMEs to India's economy on GDP, exports, and trade. (Chetia M., 2020) researched on “The Impact of Covid- 19 Pandemic on MSME Sector of India-Challenges and Prospects”. The research paper aims to detect the full impact on MSMEs, the lifeline to the rural and semi-urban economies of India, of the Covid 19 pandemic. The main characteristics of a Covid 19 pandemic are its duration, invention of medicine and therapy, and its capacity to adapt to minimize the risk of Covid 19. The pandemic is characterized by uncertainty. The supply chain is also uncertain for the prolonged lock-up that makes re-launching businesses difficult for companies. But these MSMEs are confronted by some bottlenecks such as unfair allocation of scarce materials and imported components, shortage of credit and funding, scarcity of working capital, poor technology and management capability and shortage of initiative to improve technology. Some efforts must therefore be given to improve technology, internal technological innovation, promote corporate connections, improve financial infrastructure, and provide support systems to overcome these problems.

(Roy A. et al., 2020) wrote an article on “Impact of Covid-19 crisis on Indian MSME sector: A study on remedial measures”. The article means to recognize the consequences for the MSME area in India of the setback of help measures. It was found that key business exercises, for example, exchange and crude material obtainment have been hindered by the inability to deliver sufficient help measures. In the COVID-19 pandemic circumstance, almost 50% of the MSME specialty units in India were influenced by misfortune in the middle of 20-25 percent. Analysts have seen how the payment of advance ensures; the arrangement of sponsorships to the MSME area and the Arrangement of extensions for acquiring cash from different casual channels have hurt the MSME area in India. The creators reasoned that inability to dispense help estimates influenced both the creation of fundamental and insignificant wares. Also, the misfortunes brought about by SMEs because of the inaccessibility of help measures have been continuously expanding. (Ahmed A., 2019) researched on role of MSME sector in sustainable development of India. The researcher found that MSMEs are contributing significantly in the sustainable growth of India in terms of employment generation, industrial production, and export contribution. Besides, this sector is helping in poverty alleviation and reduction of inequality.

### **3.0 Objectives of the Study:**

The study has been conducted:

1. To visualize the research trend of covid-19 impact on sustainable development of MSME sector during 2019 to 2022.

2. To find the research output based on year, regional productivity, authors' contribution, document-wise contribution, subject area, keywords and funding sponsor.

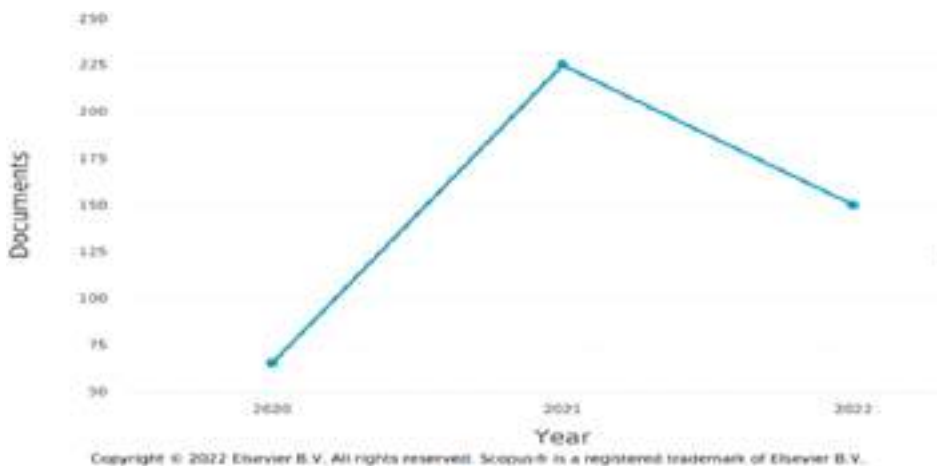
#### 4.0 Methodology of the Study:

The study type was quantitative bibliometric analysis. A trend analysis has been conducted by using VOSviewer software. It uses only secondary data and the data sources were limited to SCOPUS database only. Besides, the data had been extracted from the database on June 30, 2022. The search sting "MSMEs" OR "SMEs" AND "Covid-19" used to extract data from the database. Moreover, filtering has been made by considering articles and conference proceedings concerning business, social science, and economics as subject area. Additionally, the study limited the documents by English language only.

#### 5.0 Data analysis and interpretation:

- 5.1: Yearly research output on the field of study:

At first covid-19 was reported from Wuhan, China on 31st December, 2019 and gradually it affects our lives. From the year 2020, the pandemic was affecting severely to the society in most of the countries in the world. And the effect of covid pandemic still is causing death, illness, economic despair worldwide. That's why only three years data (2020 to 2022) were available in the scopus database related to the field of study. The highest number of documents were published in the year 2021 (409 documents) followed by 2022 (221 up to June 30, 2022) and 109 documents were published in the journals as well as conference proceedings. Worth mentioning, the search sting was limited to journal and conference proceedings of the study area. The following figure 1 clearly depicts that the most productive year is 2021 considering research output concentrating on the topic area.



## 5.2: Regional productivity:

Country	Number of Document	Country	Citation
Indonesia	107	China	1630
United Kingdom	74	United Kingdom	941
China	60	United States	455
India	54	Indonesia	322
Malaysia	48	Australia	260
United States	47	Bangladesh	213
Italy	31	Saudi Arabia	187
Australia	21	India	177
Germany	20	Spain	156
Spain	20	Malaysia	137

Considering country or regional productivity of research output we notice from the table 1 that the highest number of documents was published by Indonesia (107 documents) followed by United Kingdom (74 documents), China (60 documents), India (54), and Malaysia (48). Rest of the countries published documents within the range of 47-20 accordingly. Besides, table 1 reveals that the most cited documents belongs to China (1360 citation) followed by United Kingdom (941 citation), United States (455 citation), Indonesia (322 citation), and Australia (260 citation). Moreover, rest of the country's document citation range from 213 to 137.

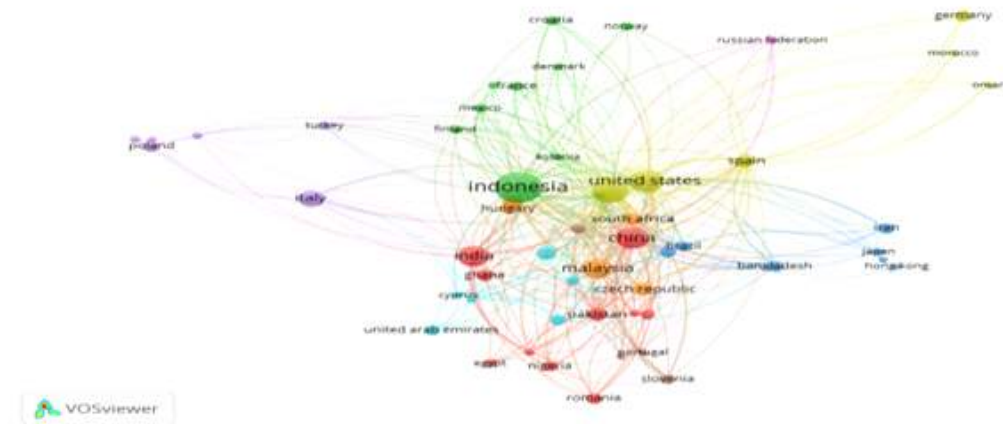


Figure-2: Visualization Network: Country-wise citation

### 5.3: Authors' contribution to the field of study:

Sl. Number	Name of the Author/Authors	Citation Number
1	Chowdhury p.	163
2	Paul s.k.	162
3	Brown r.	159
4	Rocha a.	159
5	Liu j.	144
6	Lu l.	105
7	Lu y.	105
8	Peng j.	105
9	Wu j.	105
10	Cowling m.	83

Citation is one of the most significant indicators of author's contribution in the field of research area. Table 2 displayed top-10 authors list who's research work in the field of study are cited by other researchers for the maximum times. Table 2 showed that choudhury p. has the highest citation (163) followed by paul s.k. (162), Brown r. (159), Rocha a. (159), and liu j. (144). Rest of the author's citation ranged from 105 to 83 in the field of research.

#### Co-authorship:

Collaborating activities among the researchers affect significantly on their performance. Research collaboration helps to conduct more effective and better quality research in any field of study. Figure 3 represents the network visualization of co-authorship among the researchers in the field of covid-19 impact on micro, small, and medium enterprises worldwide. Here the bright yellow color indicates more collaborating research work with other countries. It is clear from the figure 3 that Indonesia is holding the first position followed by United Kingdom, United States, China, India and Malaysia in this regard.

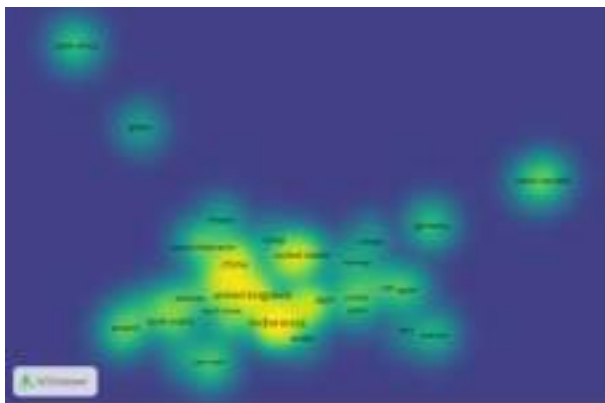


Figure 3: Visualization Network: Co-authorship

#### 5.4: Research contribution from the Journal:

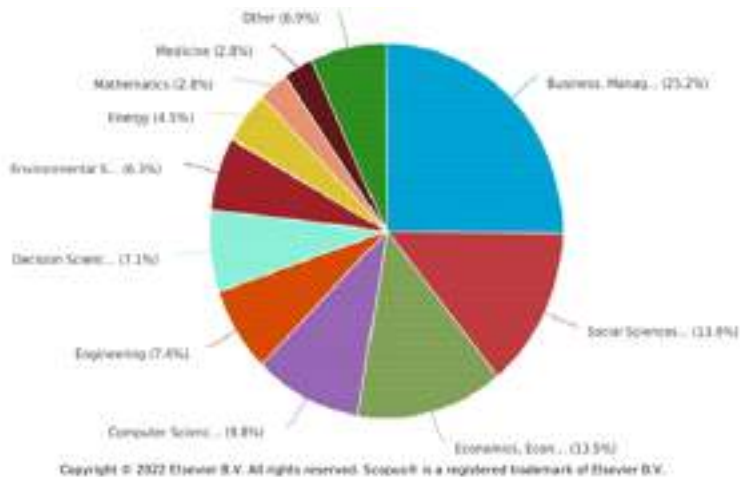
Journal title publishing the highest number of article on a specific study area is known as core journals. These core journals play a vital role in literature review for the specific domain of research. Table 3 demonstrates that the journal entitled “Sustainability (Switzerland)” published the highest number of documents (38) among the top-ten journals. Considering higher publication documents, “Handbook of research on strategies and interventions to mitigate covid-19 impact on smes” (17) has been occupied 2nd position followed by “Lecture notes in networks and systems” (12), “Proceedings of the international conference on industrial engineering and operations management” (11), and “Journal of entrepreneurship in emerging economies” (10). Rest of the five Journals published documents range from 10 to 7. Besides, citation of the research work denotes the recognition of other works in the research field as well as it increase credit of the authors. The document entitled “Plos one” is cited in the highest number in our research area. So, we can say that this journal has been published the most creditworthy documents (1114) on covid-19 impact on MSME sector during the study period. Rest of the journal citation ranged from 159 to 45.

**Table 3:** Source title-wise document and citation

Source Title	Documents	Source Title	Citation
Sustainability (switzerland)	38	Plos one	1114
Handbook of research on strategies and interventions to mitigate covid-19 impact on smes	17	Journal of business research	159
Lecture notes in networks and systems	12	International small business journal: researching entrepreneurship	156
Proceedings of the international conference on industrial engineering and operations management	11	Journal of business venturing insights	155
Journal of entrepreneurship in emerging economies	10	Sustainability (switzerland)	140
Review of international geographical education online	10	Journal of open innovation technology, market, and complexity	135
Benchmarking	9	Frontiers of business research in china	67
Top conference series: earth and environmental science	9	Journal of asian finance, economics and business	63
International small business journal: researching entrepreneurship	8	Journal of small business and entrepreneurship	58
Acm international conference proceeding series	7	Journal of entrepreneurship in emerging economies	45

### 5.5: Subject area:

The following figure represents the subject area which focused the study area during the period. It is very much clear from figure 4 that business management (25.2%) occupied the maximum share of research study on covid-19 impact on sme business followed by social sciences (13.9%), Economics (13.5%), Computer science (9.8%), Engineering (7.4%), and Decision Science (7.1%). Additionally, environmental science, mathematics, energy, medicine also have significant research contribution on this issue.



### 5.6: Keywords' Frequencies:

A large number of research works have been conducted by different authors from different countries on covid-19 impact on MSME sector. Table 4 showed that the keyword "covid-19" appeared the highest times (319) in the research work on the area of research during the period. The second highest position is occupied by the keyword "smes" (151 times) and rest of the keywords' frequency lies in the range between 74 to 32 times.

**Table 4:** Frequently appeared keywords

Sl. Number	Keywords	Frequencies
1	covid-19	319
2	Smes	151
3	small and medium-sized enterprise	74
4	Sme	50
5	Pandemic	48
6	covid-19 pandemic	43
7	Sustainability	41
8	Innovation	33
9	Msmes	33
10	Resilience	32



## 5.7: Funding sponsors contribution

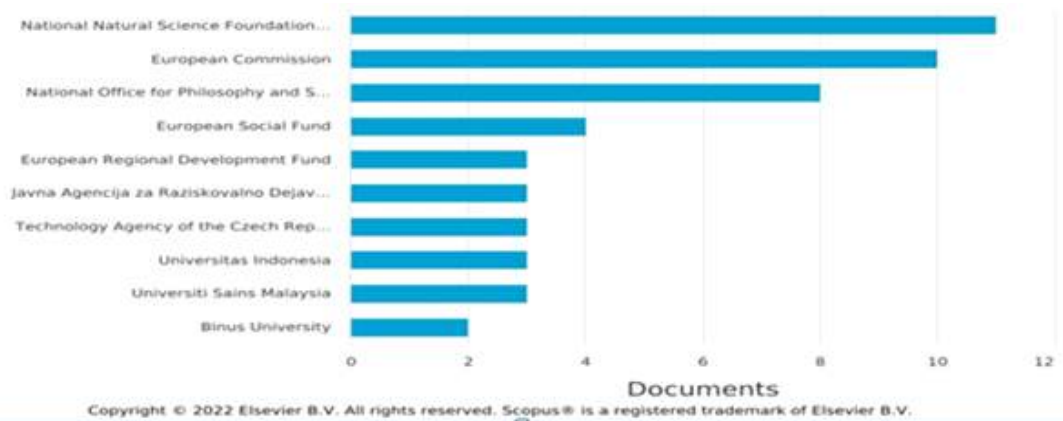


Figure 5: Contribution of funding sponsors

Research funding is a crucial matter for smooth conduction of research work. It is financial support from the sponsors and it has significant impact on research work. The above figure reveals the funding contribution of sponsors in the research area of covid impact on MSME sector. The highest funding contribution goes to National Natural Science Foundation followed by European Commission, National Office for Philosophy and Sustainable Research, European Social Fund, European Regional Development Fund and so on. These organizations have been contributing in the research field by providing necessary fund to the researchers.

### 6.0 Limitations of the study:

Current research had been conducted to show the trend of research output concentrating covid-19 impact on MSME sector. But the result of the research can't be generalized. Some limitations of the study have been mentioned below:

1. Primarily the search sting was limited to the keywords of "MSMEs" OR "SMEs" AND "Covid-19".
2. Additionally, the source of database was limited to SCOPUS only.
3. Moreover, only articles and conference paper have been selected to extract the data.
4. Besides, the documents were limited to English language in this research.

### 7.0 Scope for Future Research:

Future research can be conducted using wide range of keywords, integrating more database like, Web of Science, PubMed, Dimensions and so on, including wide range of documents, and considering documents of different languages to generalize the research output.

## 8.0 Conclusion:

Most of the business sectors have been facing challenges in running their business activities smoothly due to the covid-19 pandemic effect. MSMEs in the world have a phenomenal monetary issue which is compromising their very presence basically in light of the fact that the effect of stuns to market interest upon medium-sized undertakings surpasses and keeps on developing. Data about the harm to MSMEs and the more extensive economy is bit by bit getting more normal. Because of the wellbeing pandemic, Corona virus has significantly changed the firm and changed its present business practice (Ratten, V., 2020)). To expand on business thinking, new methodologies are expected to prevail on the world market. Specific accentuation was given to the job of social, way of life, and social business visionaries in reacting to current social changes (Ratten, V., 2021)). The study result explored that wide range of research study have been conducted on the impact of covid pandemic towards MSME or SME sector throughout the study period. Researchers from different regions/countries have been suggested some remedial measures for the sustainable development of the sector. Among the countries, Indonesia, United Kingdom, China, India, and Malaysia, occupied the top 5 positions regarding research output in this area of study. Wider range of research on this field of study can help to improve business performance in this sector. Besides, economic development goal achievement can be accelerated through the research studies.

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# Compensation Management and its Impact on Employee Retention with Work Domain: A Review Study

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## Abstract

In the modern era of globalization, Education, a basic component of human life, is fully dependent on the framework of society. Education separates good from evil in people. The importance of higher education in the growth of a nation is crucial. It not only promotes the discovery of new information and the invention of new technologies, but also contributes to socio-economic development, enhances skills, and results in a successful society. This paper will explore the fundamentals of one of the most critical aspects of HRM, Compensation Management, and its impact on job satisfaction and employee retention. This study will evaluate the connection between pay, advancement possibilities, and employee retention. This study will investigate the connection between compensation, promotional opportunities and employees retention. This evaluation study was needed by the increasing incidence of employee turnover in a variety of industries and organizations, in which employees continuously transfer from one position to another over a short period of time. It aimed to investigate the link between Compensation management and Employee retention, as well as the effect of compensation management on the work domain. Employee retention is recognized as one of the most significant concerns in the modern business environment. The firm's remuneration methods are observed to have an impact on the retention phenomena. Furthermore, this review study will investigate the different researches already done on compensation management with their conclusions and future scope.

**Keywords:** Compensation management, Employee Retention, Work Domain, Organization, Productivity.

## 1. Introduction

Compensation management is one of the most important and critical elements of any organization's management. Employees are rewarded on a daily basis for the job they do at their places of work using a systematic approach. Wages, bonuses, prizes, and other benefits offered to staff make up compensation. The employees of the 20th century work for something "extra" that

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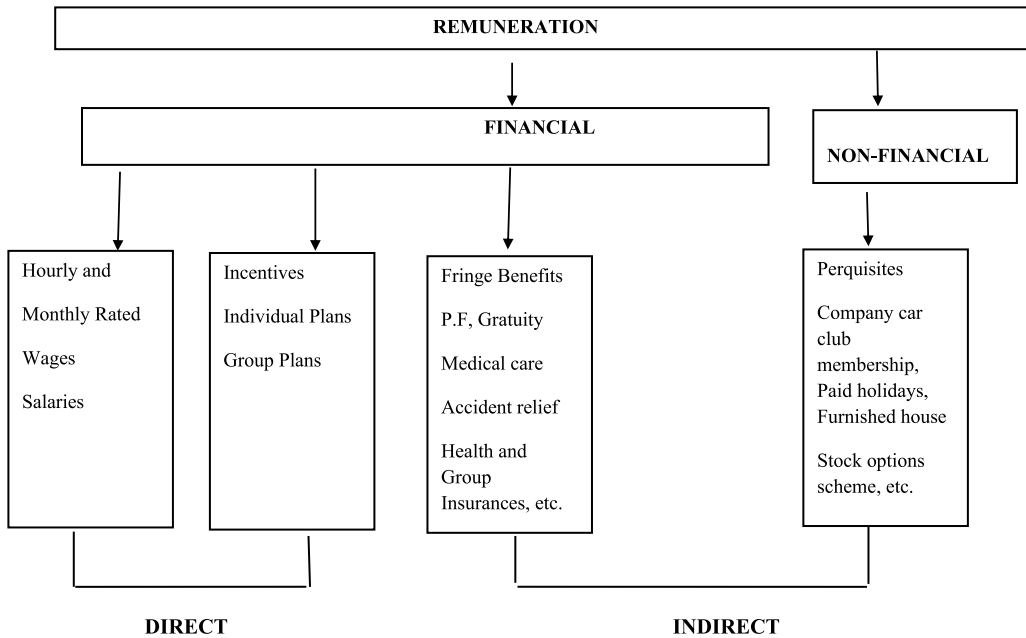
HRM refers to as "benefits" in addition to monetary pay. Depending on their nature, rewards can be of various forms. Rewards can be divided into the following categories:

- Intrinsic as compared to Extrinsic Reward
- Monetary versus Non-monetary Rewards
- Performance-based Rewards as Compared to Membership-Based Rewards

Intrinsic incentives are also known as self-initiated rewards. These benefits are dependent on the satisfaction is derived from the work itself. Intangible pleasures, such as belonging to a group, the sense of accomplishment that results from goal attainment, and the pride and satisfaction that come from one's own labor, are commonly referred to as intrinsic rewards. Extrinsic rewards, on the other hand, are the perks supplied by managers and are also referred to as tangible rewards, such wage hikes, bonuses, customer orders, etc. These benefits range from monetary prizes to employee promotions and other benefits of various kinds. Employees who receive financial incentives, such as payments made, see an improvement in their financial position. Non-monetary incentives include cheap incentives to raise staff morale. Sometimes, businesses reward their staff members for membership or outstanding job. The ultimate goal of compensation management is to improve an organization's overall effectiveness by motivating and retaining people. According to its goals, objectives, and strategies, an organisation develops its pay structures. Management of compensation benefits both employees and companies. In that it reduces absenteeism, it is beneficial for the employer. Why would an employee take a day off from work if he or she is happy with his or her job and is satisfied with the benefits and compensation they are currently received? Second, it encourages employees to put forth more effort because they are conscious that they will be rewarded or raise after they reach a certain level of goals or targets. Thirdly, it adds to the employees' sense of job satisfaction. Employees are more likely to remain with an organisation if they are satisfied with their tasks and responsibilities, as well as their benefits and payment. The employee benefits from compensation in that it increases their confidence. One way to show that the company values both their efforts and their achievements is to offer various reward cards, bonuses, or other kinds of recognition. It encourages the employee to put in more effort. It also has stress characteristics. When an employer offers him a variety of coverage options, many of the employee's concerns will be allayed. Insufficient and inadequate benefits result in a low degree of job satisfaction and a greater absence rate. The most important of the four M's—Men, Money, Machine, and Material—is the human aspect. The employees of a company form the core of that business. In order to maintain employees satisfied and happy and to keep them working for the company, salaries paid to staff should essentially be adequate. Effective management analyzes the

compensation of its staff in relation to that of similar positions within the industry or to the specified benchmark.

## COMPONENT OF EMPLOYEE'S REMUNERATION



### Components of Employee Remuneration

PAPER TITLE	AUTHOR'S NAME	PUBLIC ACTION	CONCLUSION	LIMITATION	FUTURE SCOPE
Employees Job Satisfaction and Retention at Workplace	Htun, W.T	2022	The results suggest that management teams, organisations, and managers who value employee satisfaction are the key to staff retention.	Data set was very limited.	It was recommended that research done with wide range of data and interviews.
Effect of hrm outcomes employee retention on the relationship between hrm practices and organizational performance	Dr. Veena CHRISTY	2022	The study indicates that staff retention is likely to moderate the link between successes based on data from the literature.	Research was done on qualitative basis only.	It was recommended that future research should be quantitative also.
Factors that influence employee's retention rate in financial technology startups in Indonesia	M Asbullah	2022	Based on the report's results, employee retention is most significantly impacted by motivation. One benefit of a planned and executed talent management strategy is better employee recruiting and retention rates.	Research done in very small enterprise where data was very limited.	Research should be done in wide area so that there will be wide range of data also.
Impact of COVID-19 on Human Resource Activities & Multi-Approaches of Organizations	Hasiba Saliyh	2021	We can come to the conclusion that COVID-19 has highlighted the significance of HR team leaders by highlighting the significance of their decisions in crisis events to adapt to the changes.	This research lacks originality when compared with other studies. The focus of this work is not on analysis or hypothesis testing.	It also recommends that further studies should include quantitative research with data set and analysis.
The impact of human resource practices on employee retention: A study of three private higher educational institutions in the United Arab Emirates	Sami Alajlan	2022	Based on the report's results, performance appraisal are the most vital process and a key factor in determining employee loyalty across all sectors.	Research done with very less techniques such as compensation and benefits.	The findings also indicated that this gap in employee retention may be lowered by improving staff empowerment, salary, and benefits, as well as by implementing training even more severely.

Employee Retention in Institutions of Higher Learning: A Study of Some Selected University Colleges in Ghana	Augustine Osei Boakye	2022	Before accepting employment at the selected institutions, the study found that Senior Members want a high pay, better working conditions, more training opportunities, career future growth, and organization prestige.	Research was not done in a periodical appraisal.	The study recommends that management of the universities should conduct a periodic appraisal on the factors which influence retention.
Factors Affecting Employee Retention at PT X in Tangerang, Banten Province, Indonesia	M. Tony Nawawi	2021	Based on the results of this study, the work place had a significant and positive impact on staff retention, while training had a favourable but minor impact.	Study show same results because they did the research in same company.	In order to get different results and discover more ways to keep employees in a company, researchers want to conduct further research that takes a comprehensive look at one company or other variables to measure employee retention.
Employee Participation and Employee Retention in View of Compensation	Komal khalid	2018	The study's results indicate that companies in the industrial and service industries should implement procedures that would provide employees with a voice and participation in decisions concerning their work.	A small sample size was used by the researcher. By examining a larger part of the population, conclusions can be formed that are more broadly applicable. Survey forms are the only data collection tool utilized in this study, but	In order to improve the study much more, future studies can use other methods of data collection such focus groups, questionnaires, and participant observation.
The Influence of Compensation Management Strategy on Talent Retention: Exploring the Mediating Role of Structural Capital	Azzam A	2019	According to study's authors, the company can boost employee happiness through its pay systems, that will aid in increased employee loyalty.	There are a few limitations on its generalizability, as well. The study's findings are limited to Jordan and to commercial banks, for instance.	Future studies on the moderating effect of spiritual capital within firms will be informed by the study. Furthermore, the administrators' impact to talent retention can be measured.
Compensation Management And Employee Retention Of Selected Commercial Banks In Anambra State, Nigeria.	Obianuju Mary Chiekezie	2017	The report's results show that in order to reduce employee turnover, the banking industry should develop, implement, and continuously improve strong compensation policies that would allow it to keep its talented employees.	The banks should consider things, including such work environments, in developing their compensation policies.	Future research should focus on commercial banks that provide generous benefits like job security, promotions, or post-retirement medical care as a way to keep talent on board.



The Impact of Compensation and Promotional Opportunities on Employee Retention in Academic Institutions: The Moderating Role of Work Environment	Faizuniah PANGIL	2017	The analysis revealed that the working environment mediates the link between compensation and retention in addition to the relationship between promotions and employee retention.	The reality that his study just included compensation and promotion opportunities as 2 of the predictors of employee retention one of its limitations. R2 values of 58% of the variance of the employees' retention were reported.	Future studies should introduce extra variables like job security, performance appraisal, and training and development.
Retention Strategies of Faculty Members in Higher Education Institutions	Ravina Pradhan	2022	This study establishes a simple point system based on the three most major areas of teaching, research, and community service in order to avoid misunderstandings among interested parties.	Data set was very limited.	It was recommended that research done with wide range of data and interviews.
Factors Affecting Employee Retention in Zimbabwean Companies			The results indicated that it is simpler to firm attractive welfare benefits when productivity capacity increases in an effort to retain the best and most innovative employees.	This paper's limitation is that it focused mainly on the manufacturing sector in Zimbabwe and did not look into other sectors of the economy.	The area of future work can be extended to include other sectors of the economy with bigger populations, sample sizes, and research methodologies.
Impact of different determinants on employee retention	Anjali Singh	2022	This study investigated every factor that impacted an employee's retention. Employee retention is hugely affected adversely by factors such as training and development, job performance, job satisfaction, compensation, incentives, and recognition.	The key areas where a business challenges to control a high turnover rate have already been highlighted through research.	Future research should concentrate on Throughout the year, companies must work to improve their capabilities and Polish skills, abilities, attitude, and understanding of their core area in keeping with how they function and the duties and responsibilities that go along with it.
Employee retention through effective human resource management practices in Maldives: Mediation effects of compensation and rewards system	Zubair Hassan	2022	This study also backs up the idea that reward and pay programmes can increase the employee retention when an organization's HRM is well-understood by its employees.	Limitations involve contributing to the knowledge base on international HRM and increasing awareness and interest in conducting more similar empirical studies in other cultures and countries.	It is recommended that future researchers collect data to use more intensive methods such as in or telephone interviews.

A Model Explaining Employees' Retention in the Information Technology and Communication Industry	Wornchanok Chaiyasont hron	2022	Future research should concentrate on the connection between IS and work performance. Future studies should focus on the similarities and contrasts between ICT and other professionals, such as professors or medical doctors.	Because it is difficult to get ICT employees to fill out the questionnaire, this study does not use random sampling as one of its limitations.	Future research should investigate this issue.
Effect of Compensation Packages on Job Satisfaction and Employees' Retention: A Case of Jalalabad-based Private Universities of Afghanistan	Hejratullah Adi	2020	The study discovered that academic staffers who are paid well are encouraged provide the better work.	Data set was very limited.	In order to encourage, retain, and improve academic environment productivity, this research recommends that private higher educational institutions should revise, update, and adopt comprehensive wage scales for both academic and administrative staff based on the market-base.
Compensation Management and Employee Retention in Microfinance Banks in Akwa Ibom State	Samuel Victor Akpan	2022	The results of this research showed that pay management is a major factor that influences employees' decisions.	Research was done on qualitative basis only.	It was recommended that future research should be quantitative also.
Employee Monetary Compensation and Employee Job Satisfaction	Randolph	2022	Based on these findings, higher rates of monetary assistance were linked to greater levels of employee satisfaction.	Some of the study's limitations are restricted to people work for certain businesses in the United States of America.	Future research could examine at employees of companies other than those on the Fortune 500 and investigate other factors such employee age, duration of service with the employer, and job position.
Investigating Talent Management as a Strategy to Promote Employee Retention in Higher Education Institutions.	Gunjan Sharma	2021	It is discovered that companies place a high priority on attracting and keeping great people due to competition and a lack of highly talented and competent staff.	The first phase of the talent management process, recruiting talent, presents a big challenge because it is so difficult to locate and keep skilled workers in the present job.	Future research should include talent management with such skills.

### **3. Objectives of the study**

- To examine the impact of compensation management on employee retention.
- To examine the impact of compensation management on the outcome of the work domain.

### **4. Methodology**

#### **4.1 Research Design**

The current research is qualitative and exploratory in nature. It is utilized to comprehend fundamental reasoning, viewpoints, and motive. This research's motivations answer the questions what, how, and why.

#### **4.2 Data Collection**

The present review research is primarily based on secondary data collected from a variety of academic publications, journals, the Internet, project reports, and websites.

### **5. Impact of Compensation Management on Employee Retention**

Compensation management has the potential to boost employee satisfaction and retention since it includes both non-monetary and monetary benefits that attract, motivate, and satisfy valued human capital. This is achieved by keeping effective performers as a result of a compensation system that encourages desirable behavior. Payouts are a way to convey the worth and significance of teamwork. Paying employees well assures their willingness and commitment to achieve the highest level on the job, which in turn secures their retention. Pay is also a source of power and a means for employees to acquire requirements and luxuries. Employees must consider the compensation package to be attractive enough to remain with the company instead of departing in search of a better salary, career progression opportunities, fringe benefits, bonuses, and bonuses. The idea that compensation influences conduct is one of the principles of compensation theory. The main concept was inspired by the work of operant conditioning proponents like B.F. Skinner, a behavioral psychologist. In conclusion, an organism will be more likely to repeat an action if it gets a reward for it. According to several researchers, higher employee satisfaction, less employee turnover, and better organizational performance should be the outcomes of remuneration.

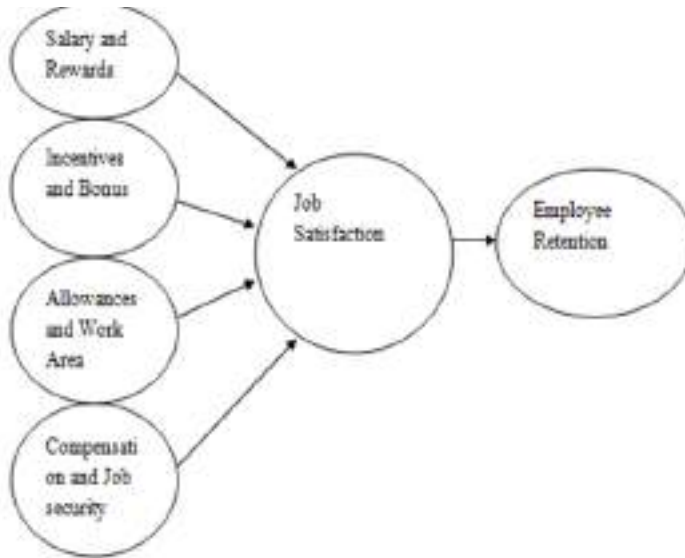


Figure 2 Factors Affecting Employee\_Retention

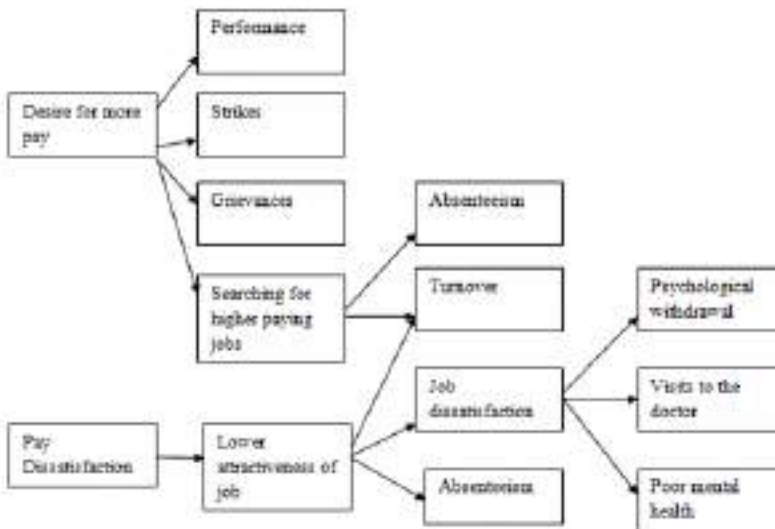


Figure 3 Consequences of pay Dissatisfaction

## **6. Conclusions**

The study in the research paper leads to the conclusion that employee job satisfaction is heavily affected by motivation. However, controlling compensation, or having suitable payment policies, is one of the important components in empowering staff. It is essential that companies implement strategies for effective compensation management that will project and encourage employee performance. Employees must be fairly compensated in order to perform above and beyond objectives as they are an essential part of HRM. As a result, it can be claimed that compensation management is a problem that is crucial to the operation and management of the company must establish systems for effective compensation management that forecast and motivate employee performance. In order for employees to perform above and beyond objectives, they must be adequately compensated, as this is a crucial aspect of human resource management. Consequently, compensation management is a problem that is essential to the operation and management of the organization. Effective compensation policies are required in order to retain employees since there is a significant relationship between the management of compensation and increased productivity. In a similar manner, there is a large relationship between the management of compensation and the retention of staff. Offering competitive pay is probably the connection between compensation and employee retention that is most obvious. The most glaring and alluring element of a new compensation package when comparing future positions is a high salary. This article lists four different strategies that affect fair and competitive pay: worker seniority, supply and demand, geography, and talent and experience. It is important to take into account all four of these factors when determining an employee's pay and to keep in mind that salaries should vary depending on the role filled, the nature of the task, and the amount of time the employee has worked for the company. Each of these completely ensures that your employees are conscious of the worth of their work, which increases the likelihood that they'll remain with your company for a longer period of time.

## **7. Limitations & Future Scope**

The current study is premised on secondary data, and the options for analyzing and presenting the review are quite limited. Relating this paper to empirical studies shows its lack of originality. Analysis and testing of hypotheses are not part of this study. Future studies are recommended to include primary research that can be done by conducting surveys and questionnaires in a proper manner. Furthermore, it suggests that future studies should include quantitative analysis of data sets.

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# High turnover Ratio of Hospitality Industry

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## Abstract

Mathu a Hospitality Graduates joins one of the top, leading hotel groups (Leela Group of Hotels) as an industrial trainee and during his 4 months training ends up being the best trainee of his batch. Mathu gets offered a direct joining letter but denies to join, making an agreement that after completion of his 3 years bachelors' course in H&HA he will be join the post. But during this period company went through an acquisition and starts facing high employee turnover.

**KEYWORDS:** Hospitality, Acquisition, Industrial Training, Turnover.

## CASE

The Hospitality industry's highly competitive climate is undergoing many transformations (Rajput A. and Gahfoor R. Z. 2020). Mathu joins Institute of Hospitality Management, Dehradun in the year 2016 and as a part of his course, gets an opportunity to work with leading hospitality brand Leela Group of Hotels as an industrial trainee. During his 4 months of training in both operational and administrative departments, he developed interest in front office and HR department.

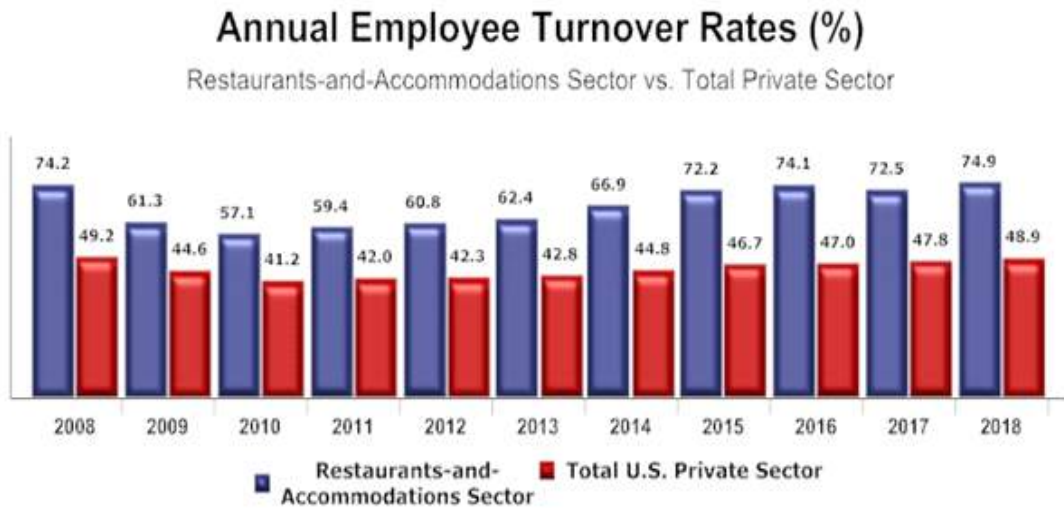
Mathu was a highly extrovert person and loves to interact with guests hence he spent maximum period of his training in front office department and since he worked with HR personnel, he ended up making good PRs and by end of his 4 months training, he concluded by becoming best trainee of his batch and was titled "NEXT GEN HOTELIER". As a perk to which he was offered a joining letter as a permanent employee, but he decided to continue his B.Sc. in H&HA. He agrees to the contract with the company, that after completion of his studies he would join the company as a front office associate and would continue working with Leela.

During that one and half year period, Leela Group of Hotels went through an acquisition deal and was suffering from financial losses, that resulted in a high employee turnover ratio for the company.



## Industry Data

(Hospitality Industry in General Faces a High Turnover Ratio)



Source: Bureau of Labor Statistics

According to National Restaurant Association “Low Pay, Lack of Training and Career Development Opportunities, Lack of Regular and Realistic Performance Appraisals and Undesired Work Environments Are Among the Key Reasons That Cause Low Performance Which In-Turn Result in High Staff Turnover”.

In 2018, The Turnover Rate in The Hospitality Sector Topped 70 Percent for The Fourth Consecutive Year, According to Data from The Bureau of Labor Statistics’ Job Openings and Labor Turnover (Jolts) Program.

The Overall Turnover Rate in The Restaurants-And-Accommodations\* Sector Was 74.9 Percent In 2018, Up from A Rate Of 72.5 Percent In 2017. The 2018 Turnover Rate Represented the Highest Level Since the Great Recession, After Falling to A Cyclical Low Of 57.1 Percent In 2010

(DATA OF YEAR 2020)

Leela Group of Hotels got acquired by Brookfield, which is a Canadian alternative asset management company focusing on direct investments in real estate.

Brookfield is 122 years old highly successful multi billionaire MNC mainly focusing on direct investments in real estate, renewable power, infrastructure, credit and private equity. But lacked any sort of hospitality related experiences. Initially the deal was made for 3 Leela hotels in the Delhi NCR region but later other properties were also acquired, without making much

interruptions Brookfield retained the entire administration staff etc. but amended the work ethics of Indian hospitality which Leela used to follow (Atithi Devo Bhava). Brookfield changed the company's main objective of customer satisfaction to profit maximization. Leela used to put its guest at its priority first and service was the prime objective but now employees were motivated to focus on profit maximization by maintaining a reasonable standard of guest service, which saturated Leela among other Western hotels.

After one and a half year when Mathu rejoined the company, he was highly motivated and was feeling very comfortable as he was very much familiar to the working environment. But soon after joining he realized 50 to 60% of his known colleagues with whom he worked earlier, either had left the industry or have switched to different hotels. His PRs in admin were gone to different companies, but luckily some of his known managers were still in the front office department.

He started working as front office associate and within few days he was quick to learn the PMS and started taking check-ins, and was also given responsibilities of cash handling which usually is not given to freshers.

But soon after his fellow employees who joined with him started leaving within a month of joining, also senior managers started hitting him that they were too planning to switch soon. It took some time for him to understand the change in working culture and to know about the acquisition deal.

From June 2019 to February 2020 for 9 months he worked with the company, during which he saw 2 duty manager switch and tens of associates leaving the job. Mathu was very well aware of the fact that hospitality industry is known for its low salary packages but for him the shift in working culture was difficult to get accustomed to. As result to which Mathu also end up leaving the Leela Group of Hotels.

### **PROBLEM OF THE CASE**

The following are the problems of the case –

1. Hospitality industry fails to retain its employees and is currently facing a rise in its employee turnover ratio.
2. There is lack of motivation and low salaries along with lack of regular and realistic performance appraisals.

### **ASSIGNMENT QUESTIONS**

1. What could you have done to retain the employees if you were HR Manager?
2. Give suggestions what Brookfield could have done to improve the situation and minimize the turnover ratio.

3. Explain in details why hospitality industries are facing increasing employee turnover ratio.

### **SUGGESTED ANSWERS TO THE QUESTIONS**

Answer 1. Employee turnover, or employee turnover rate, is the measurement of the number of employees who leave an organization during a specified time period, typically one year. While an organization usually measures the total number of employees who leave, turnover can also apply to subcategories within an organization like individual departments or demographic groups.

$$\frac{\text{total of the no. of employees leaving within a specific period of time.}}{\text{the average number of employees working in the selected time frame}} \times 100$$

Employee Turnover Ratio =

Some of the most common reasons for turnover include the following:

- Lack of opportunity for growth or career development
- Natural career progression
- Internal promotion or transfer
- Feeling overworked/burnout
- Negative feelings towards boss or management
- Toxic work environment
- Family or life event
- Competitive offer
- Lack of work-life balance
- Involuntary departure

Understanding the causes of employee turnover can help businesses make the necessary changes to maintain their workforce at the desired level. Because of the many variables affecting turnover, benchmarks for acceptable or ideal turnover vary. It's important for organizations to take individual and industry-related factors into account as they pinpoint their target turnover rate, study the reasons behind their voluntary and involuntary turnover, and make changes to impact the employee turnover rate for their own workforce. Here in this case change in working environment and police became one main reason for high turnover ratio alongside lack of motivation and low salaries with lack of regular and realistic performance appraisals.

Answer 2.

Already hospitality industries face large employee turnover ratio up to 74.9 Percent as of 2018, plus companies' inexperience in the hospitality sector all the more add to the reason. Brookfield can apply following tips to reduce employee turnover: -

### **Hire the right people**

The best way to ensure employees don't leave you is to make sure you are hiring the right employees to begin with. Define the role clearly—both to yourself and to the candidates. And then be absolutely sure the candidate is a fit not only for it, but for your company culture.

Fire people who don't fit

As the old saying goes, "a stitch in time, saves nine." The same goes for cutting employees loose when necessary. Sometimes even when you follow the advice above, you get an employee who—no matter what you try to do—just doesn't fit. And, no matter how effective they might be at their actual work, an employee who is a bad fit is bad for your culture, and that creates "culture debt." They will do more damage than good by poisoning the well of your company. Cut them loose.

### **Keep compensation and benefits current**

Be sure that you are paying employees the fair going wage for their work (or better) and offer them competitive benefits, or—really—who can blame them for ditching you? This might seem like a no brainer but you'd be surprised how few companies offer raises that keep up with an employee's development and actual rising worth.

### **Encourage generosity and gratitude**

Encourage pro-social behavior in your employees. When they are given the opportunity to connect with one another through acts of generosity and the expression of gratitude, employees will be healthier, happier, and less likely to fly the coop. And by encouraging them to be on the lookout for good behaviors to commend, you give people a sense of ownership of the company.

### **Recognize and reward employees**

Show your employees they are valued and appreciated by offering them real-time recognition that celebrates their successes and their efforts. Make it specific, social and supported by tangible reward, and you, too, will be rewarded—with their loyalty.

**Offer flexibility**

Today's employees crave a flexible life/work balance. That impacts retention directly. In fact, a Boston College Center for Work & Family study found that 76% of managers and 80% of employees indicated that flexible work arrangements had positive effects on retention. And more and more companies know it. That means, if you're not offering employees flexibility around work hours and locations, they might easily leave you for someone who will.

**Pay attention to engagement**

This one sound obvious, but for too many leaders' interests in engagement is limited to the results of engagement surveys. It's not enough simply to run an engagement survey once a year. You need to save most of your energy to take action based on the results and you need to work to build a culture of engagement in your company all year long.

**Prioritise employee happiness**

Happiness may sound a bit soft and squishy to many execs, but the numbers behind it are anything but. Employee happiness is a key indicator of job satisfaction, absenteeism and alignment with values—just for starters. Investing in the happiness of your employees will pay dividends in engagement, productivity and yes, retention. (Find some tips for building happiness [here](#).)

**Make opportunities for development and growth**

Employees place HUGE value on opportunities for growth. In fact, a recent Cornerstone survey drew a direct connection between lack of development opportunity and high turnover intentions. If you aren't developing your employees then you aren't investing in them. And if you aren't investing in them, why should they stay with you?

**Clean up performance review**

Our most recent Workforce Mood Tracker survey painted a frankly dismal picture of how employees feel about performance reviews. Only 49 percent of them find reviews to be accurate, and only 47 percent find them to be motivating. Performance reviews offer a prime opportunity for a big win to increase trust and fortify your relationship with employees. Improve performance management by overhauling reviews, and watch employee trust and satisfaction grow.

**Provide an inclusive vision**

One key factor in employee engagement and happiness, according to experts, is to provide them with a sense of purpose and meaning in their work. Offer employees a strong vision and goals for their work and increase their sense of belonging and loyalty to your organization.

**Demonstrate and cultivate respect**

Finally, don't discount respect when it comes to creating a magnetic culture. In fact, in one 2012 study, respect in the workplace was revealed to be a key factor in voluntary turnover. Find ways to cultivate and nurture respect in your workplace and it will pay off in higher retention.

**Answer 3.**

The hospitality industry is one of the largest employers in the world, covering many different segments and employment sectors. From food and beverage establishments such as quick service restaurants and fine dining, cafes, bars and more to travel and tourism, the hospitality industry is booming. But even though it is an ever-growing sector, the hospitality industry faces its own unique workforce challenges. Employee turnover in the hospitality industry is extremely high. In fact, the hotel and motel industry alone experiences an employee turnover rate of 73.8%—exponentially higher than the annual average of 10-15%.

***Six of the biggest causes of employee turnover in hospitality are as following.*****● Unclear job expectations**

Not knowing what employee will or should be doing at work can be a serious source of stress for many employees. If job expectations aren't clearly communicated, workers may decide it's time to find a job that is more fulfilling. Employees may also become unhappy if they feel like the job, they're doing doesn't align with what they think they've been hired for. This disconnect could push hospitality employees to find a job somewhere else. Make job expectations clear through the entire hiring and training process.

**● Disconnect with managers**

In some industries, a successful manager only needs to oversee processes or systems. It doesn't matter if they're able to connect with the employees under them. However, most hospitality positions are people-focused—including managerial positions. When managers are unable to properly communicate with their staff, it can push employees to quit.

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- Mismatch between jobs and employees

Hospitality is a common job for young people to enter into. Unfortunately, it isn't the right fit for everyone--and they might discover that after they've been hired. Not everyone is well-equipped to deal with the customer-facing demands that often come with hospitality jobs, whether it's in QSR, upscale restaurants, or hotels. If a new hire's position doesn't match their personality, they may find that they're unhappy with the role and ultimately leave.

- Lack of flexibility

Employees in the hospitality industry rarely work a set schedule, and that's a big benefit for many of them. The flexibility that comes with the job is a big drawing point for many people who want some wiggle room in their schedule. Unfortunately, this flexibility can also sometimes mean employees don't know what to expect each week.

- Lack of recognition

The hospitality industry demands hard work and often long, irregular hours, regardless of your position. Unfortunately, many employees don't feel like their investment is noticed by upper management and executives. When employees are constantly giving a job their all and feeling like their hard work is ignored, it can lead to burnout. They may also start to believe that it doesn't matter how hard they work and instead of trying to give more, they'll start giving less.

- Toxic or unhealthy work environment

The hospitality industry often calls for high-pressure work environments that can leave even calm and collected employees feeling stressed out. Not everyone can handle this kind of environment, causing high levels of turnover. It's important to create a work environment that your employees will actually want to be a part of. Establish clear policies that employees can follow in the event that something happens, and ensure they're safe and protected if they choose to speak up.

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# Total Employee Commitment (TCM) at the Workplace

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## Abstract

Employee commitment is the connection they feel to their employer. Employees that are loyal to their company typically feel a sense of belonging, a sense of understanding of the company's aims, and a connection with their company. These workers create value by being more committed to their task, exhibiting a high level of productivity, and being more proactive in providing assistance. Employees that are dedicated take responsibility for their work and represent the organisation both within and outside the walls of the workplace. They are less likely to look for a job, less likely to fall victim to recruiters who target passive individuals, and more likely to pursue advancements and promotions.

**KEYWORDS:** Employee commitment, workplace, responsibility, promotions.

## INTRODUCTION

The significance of the word reference "The state or nature of being dedicated to a reason or movement" is what commitment is defined as. "Responsibility is a power that links a person to a method that is of significance to a certain purpose," according to Meyer and Allen (1991, 1997).

After a thorough evaluation of the association, its attributes, goals, and one's own destiny within it, a person establishes a duty to the group. Simply put, employee commitment is the duty of devotion, sense of palpable proof, and contribution that representatives feel for their organisation or calling. Bhatti and Qureshi's (2007) reference to the representative promise to compatibility between people's and the association's goals, whereby the person relates to and intensifies efforts for the benefit of the association's overall goals Employee commitment results in a strong desire to stick with the organisation and a sustained enthusiasm to offer further efforts in support of the association's goals. Such a skill is the outcome of a variety of factors, including working environment, worker observation of the organisation, and hierarchical culture. Duty helps people improve their standard of performance and makes them recognisable at work.



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A commitment implies a desire to carry out a plan of action (Meyer and Allen, 2004). In this way, the associations typically work to establish and maintain accountability among their members for a longer progression. It is well acknowledged that submitted workers are retained by an organisation for a longer period of time in addition to their job.

Worker commitment is essentially the mental need to pay attention to and empathise with the representative's connection to their association. (2012) McDonald and Makin Over the years, employee commitment has been imagined countless times using various metrics. The Meyer and Allen model is the most convincing and applicable of all. They suggested that three variables—*affective, normative, and continuance*—make up employee commitment.

The paradigm supports the idea that commitment can occur due to many attitudes, including desire, commitment, and cost (Meyer and Allen, 1991, 1997). The concept of *affective responsibility* refers to how strongly a person identifies and connects with the association. Emotional responsibility is a clear outcome of how well a person's needs and desires are met by the company. The seeming commitment to stick with the association is known as *regularising commitment*. This commitment style is based on the "social trade theory" (McDonald and Makin, 2012) and is controlled by the desire to pay back the benefits received from the firm. Continuation The cost of leaving the organisation is associated with commitment, but it is also believed to be sub-divided into "giving up of one's own priorities" associated with leaving and "limited open doors" for other businesses. To put it succinctly, we might say that a person's dedication can be motivated by their need to stay, their belief that they ought to stay, or their need to stay. In the simplest terms possible, *representational duty* refers to how strongly a person identifies with the association while also bridging the gap between the association's goals and that of the worker or individual.

The importance of representative duty should not be underestimated; by doing so, firms can increase the likelihood that their representatives will maintain longer working relationships and perform more effectively.

## **REVIEW OF LITERATURE**

Over a long period of time, authoritative scholars have looked at employee commitment in order to understand the behaviour of the workforce. Over time, the definition of employee commitment has evolved and been focused on many dimensions and edges. The emphasis placed on the "support" or "creation" of the representative in the association has affected how the investigations of Employee obligation have changed over time. Regarding "creation," representatives generate in accordance with their recognition of the hierarchical purposes and qualities, while workers exhibit "interest" through acting in the association based on "trade,"

between the representative and the association. Although there are many agreements for how to handle research in representative duty, the mental connection of the employee to the organization—rather than the work—remains the main focus. Duty was portrayed by Porter et al. (1974) as a factor that goes beyond simple associational loyalty. Instead, it entails a partnership that works with the association to the extent that the representative is enthusiastic to contribute to the success of the association. In their study, Watchman and his collaborators also stated that accountability clearly differs from the concept of occupation fulfilment because job fulfilment reflects a pleasant or good perspective toward one's work rather than the organisation. Similarly, worker responsibility is a generally stable concept, even though work fulfilment might be affected by regular workplace events. Despite what could be anticipated, responsibility rises gradually; work fulfilment is seen as prompt replies to various aspects of work and business environment. Worker responsibility was portrayed by Ongori H. (2007) as an emotional response of a representative toward his association and the degree of loyalty and connection the worker feels toward the association. According to Akintayo D.L. (2010), a worker's sense of contribution to his association is a measure of representative duty. Zheng W., Sharan K., and Wei J. (2010) perceived representational duty as a worker's attitude toward his organisation, believing that worker disposition consists of several components. Over time, several examinations have divided duty into various approaches. A classification of representational duty as calculative, beneficial, and alienative was put up by Etzioni in 1961. The concept of "Calculative Commitment" was predicated on the theory of trade between the employee and the association. "Moral responsibility" refers to the representative's favourable attitude toward the association's norms and expectations. The result of coercive control or entanglement from the association driving membership in the association was "alienation responsibility," which was a side consequence. Responsibility may very well be viewed in two different ways, namely, the Exchange Approach and the Psychological Approach, according to Stevens, Beyer, and Trice's study and representation of responsibility in 1978. The Exchange Approach relies on the commitment and affective relationships between the firm and the representative and determines if a portion will accrue benefits or drawbacks throughout the course of a deal. According to the Mental Approach, worker responsibility is seen as a strong, identifiable indicator of membership in a group, and obligation is meant to be an attitude that is full of emotion as opposed to being cerebral and analytical.

### **Antecedent of Employee Commitment**

According to Cummings, et al., (2009), leadership is the process through which one person persuades a group of people to accomplish a shared objective. According to Cheok and O'Higgins (2012), a leadership approach that promotes employee participation can help to meet employees' needs for empowerment and a dedication to goals of the organization. They go on to say that a more

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adaptable and inclusive leadership approach can significantly and favourably increase employee commitment. A leadership that fosters hope, trust, positive feelings, and optimism has an impact on employees' commitment, according to Wong (2012), who also claims that relational leadership styles are linked to organisational commitment.

Employee relations refer to the relationship that employees have with the company and with one another. This includes processes for creating, implementing, managing, and analysing the employer-employee relationship, as well as for managing employee performance and resolving conflicts and disputes at work (Sundaray, Sahoo & Tripathy, 2010). According to Leat (2008), the idea of a psychological contract—an implicit contractual arrangement generated from a number of assumptions made by both the employer and the employee about the nature of their relationship—is supported by good employee relations. These presumptions might not be legally binding, but they still represent a set of reciprocal agreements and the foundation for certain expectations that might have a lot of moral weight.

Employee relations refer to the relationship between employees and the organisation as well as between employees themselves. It also includes the processes of creating, implementing, managing, and analysing the employer-employee relationship, managing employee performance, and resolving conflicts and disputes at work (Sundaray, Sahoo & Tripathy, 2010). According to Leat (2008), strong employee relations are to blame for the idea of a psychological contract, an implicit contractual arrangement resulting from a number of assumptions made by both the employer and the employee regarding the nature of their relationship. These presumptions might not be legally enforceable, but they nonetheless represent a set of reciprocal agreements and lay the groundwork for a number of expectations that might have a significant amount of moral significance.

Gender can be explained in terms of culture or roles. Gender is defined from a cultural standpoint as the social categorization of an individual as either male or female (Snowdon, 2009). When it comes to roles, gender is a factor that separates men and women as individuals or as factors that define interactions within the setting of the family (Ferree, 2010). In research, gender-sensitive data are those that are gathered and examined while taking into account that gender-based characteristics have an impact on how women and men interact in society, form relationships, and have access to resources (Sanga, 2008).

## **CONCLUSION:**

This article reviewed the conceptual, theoretical, and empirical literature on employee commitment.

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