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ARTICLES

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SuGyaan is a bi-annual publication of the Siva Sivani Institute of Management,
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EDITORIAL : JULY - DECEMBER 2022

The COVID-19 pandemic has had a profound impact on gig economy workers. With widespread lockdowns and social distancing measures, many gig workers faced reduced demand for their services, leading to financial instability and job insecurity. Moreover, the absence of employee benefits such as sick leave and health insurance left gig workers vulnerable to health risks and economic hardships. The pandemic highlighted the need for stronger protections and support systems for gig economy workers, prompting discussions on fairer labour practices and social safety nets to ensure their well-being in times of crisis. Jayalakshmi explored such aspects among gig workers of Vishakhapatnam.

The importance of an accounting curriculum for future-ready graduates, prepared by accounting educators and professionals, cannot be overstated. This curriculum ensures that graduates are equipped with the necessary skills and knowledge to navigate the rapidly evolving business landscape. By incorporating emerging areas such as data analytics, technology integration, and sustainability reporting, the curriculum prepares graduates to meet the demands of the digital age and contribute meaningfully to organizations. Karlapudi Preethi and Andgaddam Naresh Reddy have made a review of such need.

Research on workplace incivility and turnover intention among bank employees is crucial for several reasons. Firstly, workplace incivility has become a prevalent issue in many industries, including the banking sector, and understanding its impact on turnover intention can help organizations identify and address potential sources of employee dissatisfaction and attrition. Secondly, high turnover rates among bank employees can significantly impact organizational effectiveness, productivity, and overall performance. Gattagalla Sabitha and T. Krishna Kumar have found interesting results.

Research on academic leadership: scope and challenges for leaders and leadership development in higher education is of great importance for multiple reasons. Effective academic leadership is essential for the success and advancement of higher education institutions. Investigating the scope and challenges faced by leaders in this context can provide valuable insights into the specific competencies and skills required to lead and drive positive change in academic settings. The higher education landscape is evolving rapidly, with new demands and complexities emerging. Gunturu Ramya Sri and Anand Pawar attempted them in select countries.

Innovation in agriculture is of utmost importance. It enables the development of new technologies, practices, and approaches that enhance productivity, sustainability, and food security. With a growing global population and increasing environmental challenges, innovation in agriculture plays a crucial role in improving crop yields, optimizing resource utilization, and mitigating the impact of climate change. Furthermore, innovative solutions in agriculture foster economic growth, create job opportunities, and contribute to the overall well-being of communities. Thaduru Surender and SF Chandra Sekhar explored innovations in agriculture among farmers in Telangana state.

Research in strategic communication is essential for understanding effective communication strategies, improving stakeholder engagement, and driving organizational success. Research in strategic communication is essential for understanding effective communication strategies, improving stakeholder engagement, and driving organizational success. This knowledge empowers organizations to make informed decisions, optimize communication strategies, and build stronger relationships with stakeholders. Gayathri Talla made a detailed review in her seminal work.

Wishing you all an enlivening and thought-provoking experience.

Happy Reading!

S.F. Chandrasekhar
Editor
SUGYAAN

EFFECT OF COVID-19 ON THE GIG ECONOMY WORKERS IN VISAKHAPATNAM, ANDHRA PRADESH

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ABSTRACT

The COVID-19 outbreak is having a serious effect on the economy. This study's objective is to assess COVID-19's effects on the gig economy in the Andhra Pradesh state, with an emphasis on the Visakhapatnam district. This investigation's main goal is to ascertain the impact COVID has had on gig workers. The main goal of this study is to identify the most significant obstacles faced by gig workers during the course of their employment and to ascertain whether the type of their work has a substantial impact on these challenges. The study's findings, which were based on responses from 100 different gig workers employed by a range of organisations, showed that while most gig workers experience difficulties or issues with the difference between the wages they expect to earn and the wage they actually receive, gig workers generally receive appropriate compensation based on their level of expertise. Implications are drawn for policy formulation.

Keywords: Gig-economy, Informal workers, Health Disaster, COVID-19.

1. Introduction

In the 1920s, when it is thought to have started, the word "gig" was first used in the United States. The phrase "gig economy" refers to a flexible work arrangement in which a client (service seeker) connects with a gig worker (service provider) to complete a specified task. Gig labour is need-based or task-based employment that involves connections or interactions between many parties, including an employer and an employee via a digital platform.

One of the distinctive features of the gig economy is its flexible work schedules, which are based on the freedom of the individual to select their own line of work and entail the completion of tasks via an online platform. Gig workers encountered considerable challenges in 2020 and 2021 as a result of the first three COVID-19 waves as well as other economic problems. The bulk of gig economy workers were consequently forced into risky financial situations as a direct result of a decrease in their prospective earnings. This is due to a multitude of factors, including the second COVID wave, an increase in fuel prices, the lockdown, and other factors. The year 2021 was particularly challenging for those who worked as gig labourers due to COVID-19 (Mukhopadhyay, et.al, 2020).

For the first time in a century, the vast bulk of humanity is under lockdown, which limits their freedom of movement. As a result, billions of people have less access to health care, transit, education, and other services that Covid does not offer. We must therefore consider the concerns of gig workers in particular in this context (Nair, 2020).

Covid and Gig Economy

Any developing country's largest portion of the workforce is employed in the unorganised or informal sector. The on-demand or gig economy has grown significantly in recent years and now employs a sizable portion of the unorganised work force. In India, between 85% and 90% of the workforce works in unofficial capacities (Mukhopadhyay, et.al, 2020). In any country, disasters often disturb daily life for the populace and households. Disasters often only impact a few homes and one or two locations. But most recently, the global viral calamity expanded. It is sometimes referred to as a human life or death situation and a health crisis. India is the fifth-largest economy in terms of gig workers (Nair, 2020).

The gig economy, which refers to the labour market where jobs are characterised by temporary contracts or freelance work rather than permanent employment, has been significantly impacted by the COVID-19 pandemic. The epidemic has had both positive and negative repercussions on a lot of gig workers (Nair, 2020).

One benefit of the epidemic was that there was a rise in demand for specific gig services. For instance, when more individuals stayed at home and placed online orders for food and supplies, the demand for delivery and transportation services like Uber, Ola, and Rapido increased. Some gig workers as a result made more money than they did prior to the epidemic as a result of this (Free Press Journal, 2020).

However, the gig economy also suffered some drawbacks. Due to the pandemic, many gig workers lost their employment or had their hours shortened since businesses closed and customers stayed at home. Furthermore, a lot of gig workers lack access to benefits like health insurance, paid time off, or unemployment insurance, which might increase their vulnerability in times of crisis(Galvani, et.al, 2020).

The pandemic has, in general, brought attention to the precarious nature of gig labour and the need for more rights for gig workers. Governments and businesses have taken some action to solve this, including giving financial aid and some perks, but much work remains to be done before gig workers receive the same level of protection and benefits as regular employees (Galvani, et.al, 2020).

IV- Literature review:

The field of research pertaining to on-demand platforms and their impact on labor markets is relatively limited, primarily due to its nascent nature. The concept of on-demand platforms revolves around the digital connection between service providers and end consumers, creating two-sided markets for various services (Hall & Krueger, 2015; Smicek, 2017). These platforms serve as intermediaries, facilitating the connection between workers and customers, thus enabling the provision of services in a digitally mediated manner.

Parwez (2015) suggests that when on-demand employment is acknowledged by platform aggregators, it brings about a reconfiguration of both the nature of on-demand work and the associated institutions. This recognition prompts a shift in how on-demand labor is perceived and organized within these platforms. However, the occurrence of precautionary on-demand labor cannot be adequately explained by a single theory alone, as highlighted by (2016) the International Labour Organization.

Examining the impact of the COVID-19 pandemic on the Indian economy, Mahendra Dev and Sengupta's (2020) research suggests that the implementation of lockdown measures could potentially result in a deceleration of the nation's economy. The widespread restrictions imposed to contain the virus and ensure public safety have had profound effects on various sectors, leading to economic disruptions and challenges.

As organizations navigate the aftermath of the COVID-19 pandemic, there is an increasing likelihood that gig workers will be deployed more extensively. This shift is driven by the risks associated with interpersonal interactions in traditional employment arrangements, prompting organizations to seek alternative labor models that can mitigate these risks. Gig workers, who operate on a project basis and often work independently, offer flexibility and reduced exposure to potential health hazards in a post-pandemic landscape.

The aforementioned factors highlight the evolving nature of on-demand platforms, their impact on labor markets, and the implications of the COVID-19 pandemic on employment trends. Further research in this field is crucial to gain a deeper understanding of the dynamics at play and inform policy decisions that can address the challenges and opportunities arising from these developments.

Research Gaps

There are several research gaps in the gig economy, and here are some of them:

One of the main challenges in researching the gig economy is the lack of comprehensive data on gig workers. Many gig workers are not officially registered, and there is a lack of standardized methods for collecting data on gig work.

Most research on the gig economy has focused on a few platforms and sectors, such as ride-sharing and food delivery. However, the gig economy encompasses a wide range of activities and industries, and there is a need for research that covers the full diversity of gig work.

There is limited research on the working conditions of gig workers, such as their pay, working hours, and health and safety. Research is needed to understand how these conditions vary across different types of gig work and how they impact the well-being of gig workers.

While there is some evidence that the gig economy has created new opportunities for workers, there is also concern about its impact on traditional employment and labour markets. More research is needed to understand how the gig economy is affecting employment and wages in different sectors and regions.

There is a lack of research on the policy implications of the gig economy, particularly in terms of labour laws, social protections, and taxation. More research is needed to understand the potential impact of different policy options and to inform policy decisions.

Thus, the gig economy is a rapidly evolving area, and there is a need for more research to understand its implications for workers, businesses, and society as a whole.

Rationale of the research study

In developing economies, a significant portion of the workforce is employed in the informal or unorganized sector. However, in recent years, there has been a notable growth in the on-demand economy, often referred to as the gig economy. This phenomenon has attracted a large number of individuals who seek employment on an hourly or contract basis, working flexibly and taking on various gigs or assignments. The term "gig economy" has gained popularity across multiple industries, including transportation services, health and beauty services, handcrafted goods, private security services, travel, and hospitality.

The COVID-19 pandemic has had far-reaching effects on various sectors, including the gig economy. Against this backdrop, the aim of this essay is to examine the impact of the pandemic on gig workers specifically in the state of Andhra Pradesh, with a focus on the Visakhapatnam District. By analyzing the experiences of gig workers in this particular region, we can gain insights into the challenges they faced and the strategies they adopted to cope with the unprecedented disruptions caused by the pandemic.

The essay seeks to explore the unique circumstances and dynamics surrounding gig work in Andhra Pradesh, taking into account factors such as the local labor market, the prevalence of gig platforms, and the types of gig jobs available. By examining the effects of COVID-19 on gig workers' livelihoods, income stability, and overall well-being, we can gain a deeper understanding of the vulnerabilities and resilience within the gig economy in this specific context.

This research is significant as it sheds light on the experiences of gig workers, a segment of the workforce that has become increasingly prevalent in recent years. Understanding the challenges they face during times of crisis, such as the COVID-19 pandemic, can inform policy and support measures to protect their rights, enhance social security, and promote inclusive economic growth. By focusing on the Visakhapatnam District, the study aims to provide region-specific insights that can contribute to a broader understanding of the gig economy's dynamics and its resilience in the face of unforeseen circumstances.

The Present Study

The COVID-19 pandemic has had profound and far-reaching effects on the global economy, leading to a critical need for research in understanding its impacts. The pandemic has caused severe recessions in many countries, with lockdowns, travel restrictions, and business closures resulting in a sharp decline in economic activity. Industries such as hospitality, tourism, retail, and manufacturing have been particularly hard hit, underscoring the urgent need to examine the extent and duration of these effects.

Job losses have been widespread as businesses struggled to survive, leading to a surge in unemployment rates worldwide. The disruption of international trade and supply chains has further exacerbated the economic impact, resulting in shortages of goods and increased prices across various industries. Financial markets experienced significant volatility, reflecting investor uncertainty and prompting governments and central banks to implement stimulus measures to stabilize the economy.

Governments worldwide have introduced large-scale fiscal stimulus packages, but these measures have come with a substantial increase in national debt levels. The pandemic's impact on supply and demand dynamics, production disruptions, and distribution challenges has also raised concerns about inflation and deflation, with varying effects observed across countries depending on factors such as monetary policies and government interventions.

Consumer spending patterns have undergone significant changes, with a surge in online shopping and digital services while sectors like travel, entertainment, and hospitality faced a sharp decline in demand. The pandemic has magnified existing socio-economic inequalities, disproportionately affecting low-wage workers, informal sector workers, and individuals in vulnerable industries. It has also accelerated pre-existing trends such as remote work, digitalization, and automation, potentially leading to long-term shifts in industries, employment patterns, and business models.

Within the context of these global impacts, it is essential to focus on the challenges faced by gig workers during the pandemic. Gig workers, who rely on short-term or temporary jobs as independent contractors or freelancers, encountered numerous difficulties. Their job opportunities were significantly reduced as gigs were cancelled or put on hold due to lockdowns and economic uncertainties. The lack of access to benefits like paid sick leave, health insurance, and unemployment benefits added to their financial hardships.

Moreover, depending on the nature of their work, gig workers faced higher health and safety risks and often lacked the necessary protective measures. Access to government support programs designed for traditional employment structures was challenging, leaving gig workers without adequate financial assistance. Additionally, gig workers often lacked social support networks, equitable access to technology and digital platforms, and experienced mental health strains due to the uncertainties and stresses of the pandemic.

These challenges underscore the urgent need for research to understand the vulnerabilities and difficulties specific to gig workers during the COVID-19 pandemic. Such research can inform policy and advocacy efforts aimed at promoting fairer labor practices, extending social protections, and creating inclusive support systems for gig workers. By examining their experiences, the research can contribute to the development of comprehensive and targeted measures that address the unique challenges faced by gig workers and ensure their well-being and livelihoods are adequately supported in times of crisis.

Objectives of the study

i. To examining the variations in Major Challenging faced by Gig Workers according to their nature of Job.

ii. To explore the Variations in the consequences of Covid-19 on the Jobs of Gig Workers according to their nature of Job.

Hypothesis: The hypothesis tested in the study was the COVID-19 affected the gig economy in Andhra Pradesh and especially in Visakhapatnam. Gig workers face livelihood challenges due to COVID. The following are the null hypotheses that are formulated and tested in the following sections.

i. There is no association between Major Challenging faced by Gig Workers according to their nature of Job.

ii. There is no association between Covid-19 induced consequences affecting Jobs of Gig Workers according to their nature of Job.

Research Method

Using a descriptive research design, the present study was conducted in vishakapattanam district of Andhra Pradesh. Contacting Drivers, Loaders, workers in salons, food delivery workers, on-line goods delivery workers, women domestic workers , nursing etc was needed to collect the data from this life experiences during covid-19.

Sampling

Using convenient sampling technique, 100 participants representing diverse gig works were contacted to have personal interviews from them. They were asked to give their impressions about their struggles during and post pandemic times. The details of the sampling units are presented in table 1.

Table 1: Sampling Details

S.No	Gig Workers	Frequency	Per cent
1	Drivers	18	18.0
2	Food Delivery Workers	12	12.0
3	Loaders	18	18.0
4	Nursing	11	11.0
5	On-Line Delivery Workers	12	12.0
6	Women Domestic Workers	12	12.0
7	Workers In Salons	17	17.0
	Total	100	100.0

Method and Tool of Data Collection

The study use both primary and secondary data for the purpose of analysis. Using interview method, the data were collected from the participants. The interview schedule included three main sections. Section an included questions related to their profile. Section B included six questions relating to the major challenges faced by the participants. And lastly, section C includes questions relating to the eight outcomes of challenges. All of these scale items were measured with five point likert type scaling (where 5=strongly agree and 1= strongly disagree). Statistical tools like indices, Chi-Square test was used to test the null hypotheses formulated in the study. Having collected the Data, it was processed with the help of statistical software called SPSS. Frequency tables and cross-tabulations of the study variables were made, followed by computation of chi-square to test the hypotheses.

Limitation of the study: The is limited to cover only 100 randomly selected respondents of gig workers belongs to the different categories of works like Driving services (Uber, OLA), Delivery services (Food and Grocery) and Domestic services(servant made and Nursing) from Visakhapatnam District, Andhra Pradesh.

Results

In this section, the results of the study are presented systematically. To begin with the profile of the gig workers is presented in table1, followed by the challenges of Gig workers in table 2. Lastly, the outcomes or consequences of challenges faced by the gig workers are presented in table 3.

Table 1 : Profile of the Respondents

Base	Classification	Frequency	Percentage
Age	Below 25	31	31.00
	25-35	26	26.00
	35-45	22	22.00
	45 and above	21	21.00
		100	100.00
Gender	Male	72	72.00
	Female	28	28.00
	Total	100	100.00
Marital Status	Married	52	52.00
	Unmarried	48	48.00
	Total	100	100.00
Education	Up to X class	22	22.00
	Inter	29	29.00
	UG	14	14.00
	PG	20	20.00
	others	15	15.00
	Total	100	100.00
Experience	<-3 years	34	34.00
	3-7 years	45	45.00
	>-7 years	21	21.00
	Total	100	100.00
Earnings	< Rs. 10.000	34	34.00
	Rs. 10,000-20,000	32	32.00
	Rs. 20,000-25,000	20	20.00
	Rs. 25,000	14	14.00
		100	100.00
Work nature*	Driving services	24	24.0
	Delivery services	36	36.0
	Domestic services	40	40.0
		100	100.00

Source: primary data

*Driving services- Uber, OLA, Delivery services- Amazon, Swiggy, Zomato.

Domestic services- Nursing, servant made Beauty services.

Nearly one third of them is below 25 years of age (31.0%), followed by a little over one fourth is in between 25 and 35 years of age (26%). The remaining of them either in between 35 and 45 years (22%) or above 45 years (21%). As regards gender, a majority of them is male (72%). The remaining 28 per cent is female. Regarding marital status, majority of them is married (52%). Nearly one third of them studied up to intermediate level of education (29%), followed by nearly one fourth studied up to 10 classes (22%). The remaining few either studied UG (14%), or PG (20%) or others (15%).

A large number of them worked for 3 to 7 years (45%), followed by a little over one third worked less than 3 years (34%). Remaining worked for more than 7 years (21%). A little over one third either earn less than Rs.10k (34%) or a little less than one third earn between Rs10 and Rs20k (32%). the remaining few earn above Rs25k (14%). A large number of them offer delivery services (46%), followed by a little over one third of them offer driving services (37%). The remaining of them offer domestic services (17%).To sum up, The socio-economic characteristics of the respondents who were chosen for this research study are displayed in the table that can be found above. Male respondents are more than female. There are more workers in the under-25 age group than in any other age group. According to this study, there is no difference between being almost married and being unmarried. The majority of those who responded to the survey are qualified. Out of 100 respondents, the biggest number is earning less than Rs. 10,000/only, while 14% of respondents are getting more than Rs.25, 000. 45% of the respondents have experience ranging from 3-7 years. 46% of those selected for the sample participate in the gig economy as delivery service employees.

Table 1: Major Challenging faced by Gig Workers according to their nature of Job

Challenges	Gig Services	N	Mean	S.D	F-value df=3,97	P=
Financial Problems (shortage of incomes, increase loans)	Driving	36	3.00	1.394	0.845	0.433
	Delivery	24	2.58	1.248		
	Domestic	40	3.00	1.414		
Insurance Problems (no insurance coverage for 60%of workers)	Driving	36	3.00	1.394	0.421	0.658
	Delivery	24	2.71	1.268		
	Domestic	40	3.00	1.377		
Income Fluctuations (remunerations, wages are not Proper)	Driving	36	3.06	1.453	1.479	0.233
	Delivery	24	3.67	1.308		
	Domestic	40	3.35	1.292		
Health related factors (Fear about virus and infections)	Driving	36	3.17	1.404	1.312	0.274
	Delivery	24	3.29	1.367		
	Domestic	40	2.75	1.515		

Safety & Security factors (No safety and security in COVID)	Driving	36	3.25	1.538	0.257	0.774
	Delivery	24	3.29	1.546		
	Domestic	40	3.05	1.431		
Personal & Psychological factors (Due to virus fear feelings)	Driving	36	3.06	1.393	0.513	0.600
	Delivery	24	3.25	1.595		
	Domestic	40	2.88	1.399		

Source: primary data

The outbreak of COVID-19 forced workers in the gig economy to experience financial troubles. Gig workers who participated in the study were negatively impacted not only by the lack of earnings they brought in, but also by the fluctuations in their incomes. Gig workers are not greatly affected by health-related factors because they take efforts to protect themselves, such as utilising sanitization products, maintaining social distance, and wearing masks. Consequently, health-related factors do not have a large impact.

The findings shown in table 3 suggest that there is a significant relationship between the employment held by the respondents and the fundamental requirements for living that they have in their life. The fact that the derived value is lower than the value in the table suggests that there is a connection between all service gig workers (driving, delivery, and domestic), as well as the issues brought on by COVID-19. As a result of this investigation, it has been determined that all of the gig workers have been exposed to difficulties that are diverse in character as a result of the release of Covid-19. Gig workers, on the other hand, did not materially vary with regard to any of the six obstacles that they faced. This indicates that the challenges posed by COVID-19 are consistent and common across all of the experiences of gig workers. As a result, the hypothesis of no effect is adopted. That is to say, the difficulties brought on by the epidemic are universally experienced by gig workers. In addition, an analysis of the effects such difficulties have is performed below, and the results are shown in the table.

Table 2: Consequences of Covid-19 Challenges of Gig Workers

Sno	Consequences of Covid Challenges	Gig Services	N	Mean	S.D	F-value df=3,97	P=
1	Financial Problems (shortage of incomes, increase loans)	Driving	36	3.00	1.394	0.845	0.433
		Delivery	24	2.58	1.248		
		Domestic	40	3.00	1.414		
2	Driving is difficult due to COVID-19	Driving	36	2.53	1.424	2.364	0.099
		Delivery	24	2.29	1.122		
		Domestic	40	2.98	1.250		

3	Special protection to Drivers are very less	Driving	36	3.31	1.390	0.733	0.483
		Delivery	24	2.88	1.361		
		Domestic	40	3.03	1.476		
4	My company provides the insurance policy	Driving	36	2.72	1.406	0.169	0.845
		Delivery	24	2.92	1.530		
		Domestic	40	2.73	1.358		
5	Uncertain job timings are caused to not participate in home works	Driving	36	2.69	1.369	0.615	0.543
		Delivery	24	3.08	1.381		
		Domestic	40	2.73	1.536		
6	Employee allow me to take leave	Driving	36	2.56	1.340	1.125	0.329
		Delivery	24	2.96	1.488		
		Domestic	40	3.00	1.340		
7	Lack of fixed wage face income fluctuations	Driving	36	3.06	1.453	3.245	0.043
		Delivery	24	3.50	1.319		
		Domestic	40	2.63	1.254		
8	Face stress related issues	Driving	36	2.78	1.551	1.369	0.259
		Delivery	24	3.33	1.167		
		Domestic	40	2.78	1.476		
9	Uncertain position of orders due to lockdowns	Driving	36	2.81	1.618	0.254	0.776
		Delivery	24	3.08	1.472		
		Domestic	40	2.90	1.355		

Source: Primary data (Significance at 5% level)

The analysis of the effects that COVID-19 has on gig workers in the Visakhapatnam area of Andhra Pradesh may be seen in the table that was just shown.

According to the data presented in the table that is located above, it is clear that the experiences of gig workers did not vary in regard to the following issues: difficulties in working due to COVID-19, less special protection, the company provides the insurance policy, uncertain job timings are the cause of not participating in home works, and the employer allows me to take leave. Surprisingly, the f-values that have been shown in the tables imply that the variances in their mean scores on all of these outcomes have reached statistically significant levels.

There was a significant amount of variation among gig workers' experiences with relation to the absence of a fixed wage and the associated revenue swings. The drivers and those who worked in domestic service were less likely to be affected by it than those who worked in delivery services. The f-value provides further evidence that the variation in question is one that warrants statistical attention.

According to what was presented, the experiences of the gig workers did not considerably differ from one another in areas such as "Face stress related issues" and "Uncertain position of orders due to lockdowns."

Discussions

As a result of the fact that gig workers frequently do not have the same protections and benefits as typical employees, the COVID-19 pandemic has had a profound impact on the lives of gig workers. Gig workers, who are also known as independent contractors, are employed in a diverse array of fields, such as ride-hailing, food delivery, and freelance labour, amongst others. Because the companies they work for often do not consider them to be employees, they are not eligible for benefits such as health insurance, sick leave, or unemployment benefits.

The demand for the services of gig workers has decreased, which is one of the key ways that COVID-19 has harmed employees in the gig economy. As a result of individuals remaining indoors and numerous businesses closing their doors, the income of many people who have gig jobs has significantly decreased. In addition, many people who operate in the gig economy have been unable to do their jobs because of illness or quarantine restrictions, which can further diminish their income.

During the pandemic, gig workers also face the additional challenge of being exposed to the COVID-19 virus. Many people who work in the gig economy have occupations that require them to connect with customers, which put them at a greater risk of becoming infected with the virus. Because many gig workers do not have access to paid sick leave, they may be more likely to continue working even if they are feeling ill. This risk is heightened by the fact that many gig workers do not have access to paid sick leave.

In conclusion, COVID-19 has had a substantial influence on the lives of gig workers due to the absence of safeguards and benefits they receive, the decreased demand for their services, and the increased danger of being exposed to the virus.

Implications

The COVID-19 pandemic has had a significant impact on gig workers around the world. Many have lost their jobs or experienced reduced income due to the economic downturn, and others have faced health risks due to the nature of their work. Here are some implications for helping gig workers who have been affected by COVID-19

Gig workers who have lost income due to the pandemic may require financial assistance to meet their basic needs. Governments can provide financial assistance through programs such as unemployment benefits, grants, and loans. Non-profits and community organizations can also offer financial assistance and support.

Gig workers are often frontline workers who are at a higher risk of exposure to COVID-19. Employers and governments should take measures to ensure the safety and health of gig workers, including providing personal protective equipment (PPE), enforcing social distancing measures, and offering paid sick leave.

The pandemic has forced many gig workers to find alternative ways to make a living. Providing training and education programs can help gig workers acquire new skills and transition to different types of work. Governments and non-profits can offer online training and education programs that are accessible and affordable.

Many gig workers lack job security and benefits such as health insurance and retirement savings. Governments and employers can work to provide job security and benefits to gig workers, such as paid sick leave, health insurance, and retirement savings plans.

Gig workers often lack the support networks that traditional employees have, such as colleagues and managers. Non-profits and community organizations can offer support networks for gig workers, such as mentorship programs and networking events.

Overall, helping gig workers who have been affected by COVID-19 requires a multi-faceted approach that addresses their financial, health and safety, training and education, job security, and support network needs. Governments, employers, non-profits, and community organizations all have a role to play in supporting gig workers during this challenging time.

Conclusion

The widespread illness brought on by COVID-19 is having a huge negative effect on the economy. The objective of this research is to assess the influence that COVID-19 has had on the gig economy in the state of Andhra Pradesh, with a specific emphasis on the Visakhapatnam district as the primary locus of investigation. The fundamental objective of this inquiry is to figure out what kind of impact COVID has had on people who make their living as gig workers. The findings of the study, which were based on responses from one hundred different gig workers employed by a variety of organisations, indicated that gig workers earn an appropriate compensation based on their level of expertise; despite this, the majority of gig employees come across difficulties or issues with the wage they anticipate earning and the wage they actually receive. The major objective of this study is to discover which of the numerous obstacles that gig workers encounter throughout the course of their employment are the most significant, and whether or not the nature of the work that these individuals undertake has a significant role in the development of these challenges. Therefore, policymakers may draw key conclusions about this impact on the gig economy and identify solutions to the issues experienced by gig workers, such as employment uncertainty, well-being, and safety. This is because the gig economy has had an impact on the gig economy. Now is the moment to focus on building the regulatory framework that will be essential to ensure the safety of gig workers on these digital platforms in every possible way.

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ACCOUNTING CURRICULUM FOR FUTURE - READY GRADUATES: ACCOUNTING EDUCATORS' AND PROFESSIONALS' PERSPECTIVE

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ABSTRACT

This study attempts to examine the impact of technological advancements on accounting profession and education and it also proposed to review accounting curriculum. The current study focussed on the use of new technologies like Blockchain Technology, Artificial Intelligence and Bigdata Analytics in accounting profession, practice and, consequently, how accounting education will be affected and the need to adjust to these new technologies in an evaluative approach. A qualitative methodology was employed, investigating accounting educators' and professionals' perceptions on these developments. A sample of 45 respondents were selected using snowball sampling method and data was collected through a structured questionnaire. The results of correlation and ordinal logistic regression analysis showed a significant positive relationship between changing accounting profession due to technological advancements and accounting education and accounting curriculum and a significant impact of students' knowledge in new technologies on value-added benefits to firms. In view of changing business environment due to technological advancements, the accounting curriculum must be revised to incorporate new technologies.

Keywords: ***Blockchain Technology, Artificial Intelligence, Bigdata Analytics, Accounting Education, Accounting Profession, Correlation, Ordinal Logistic Regression***

1. Introduction

Accounting which is known as the language of business measures economic activities of organizations and communicate the same to related stakeholders, such as creditors, employees, corporate managers, creditors, consumers etc. Recent technological developments have introduced dramatic changes to the practice of many traditional professions, including accounting. The accounting profession is predicted to further experience a significant change, due to such advancements. Accounting Practices will be automated and people in related positions might lose jobs, therefore, accounting graduates need to be educated for different tasks and positions (Coyne and McMickle, 2017; Aldhizer ,2015).

A successful accounting curriculum should include new technical skills, knowledge, and competence of the industry. Moreover, it must be responsive to technological developments in the industry in a timely manner. The accounting curriculum has been criticized for being resilient to changes and for being focused more on acquiring technical accounting knowledge rather than the technological in-demand skills. As the use of digital technologies in industries increased, to meet technology needs of students, a number of universities globally are speeding up the pace in integrating technology into the curriculum. The use of Blockchain technology (BT), Artificial Intelligence (AI) and Bigdata Analytics (BDA) in the accounting and auditing profession is increasing rapidly. The current paper discusses and presents the application of these technologies in accounting profession and emphasises that these technologies should be integrated into the accounting curriculum to help in rapid adoption of these technologies (Kokina, Mancha and Pachamanova ,2017).

9. Application of technologies accounting profession

The application of technologies in accounting profession is presented as follows

BT and the Accounting Profession

The introduction of BT started to change the landscape of accounting profession. Some viewed it as a game changer. Others considered BT, the fifth pillar of the IT revolution, after mainframes, personal computers, the internet, and social media. BT is used in accounting and auditing in the following ways

1. It is safe from manipulation, which is its main advantage over a traditional database for accounting as a transaction ledger.
2. It can be used to securely store accounting data, to instantly share data with users, and to increase the verifiability of business data.
3. Data Analytics is also incorporated with BT to discover irregularities and other useful information.

4. BCT improves the efficiency of transactions that require multiple validations.

5. The source of data to support the auditing business while ensuring the unique sources of accounting data.

6. It improves the authenticity and reliability of audit data, significantly reducing the risk of data being attacked by the audited unit.

7. The timestamp feature increases the difficulty to tampering the data and provides a stable audit trail for the development of the auditing business

8. BCT enables auditors to write audit algorithms and audit business processing rules, laying a solid foundation for the automation of audit.

BDA and the Accounting Profession

The advent of Big Data has also affected the accounting profession. By using Bigdata analytics, data can be processed electronically to enable decision-making.

1. Companies are employing Big Data to assist them in better understanding the market, the industry, and their standing in social media, as well as to identify challenges and opportunities that can create value.

2. Through the use of sophisticated Big Data and time series models, millions of transactions can be searched to spot patterns and detect abnormalities and irregularities

3. Deep learning software is used to perform a content analysis audit of social media postings to detect potential litigation risk, business risk, internal control risk, or even risk of management fraud.

4. Recent studies indicated that internal auditors are seeking to verify the effectiveness and accuracy of information through the use of data analytics techniques. Similarly, external auditors are concerned with BA as they relate to verification of the veracity of the financial statements

5. Bigdata Analytics aids the identification of meaningful patterns and correlations among variables in complex, structured and unstructured, historical, and potential future data sets for the purposes of predicting future events.

AI And the Accounting Profession

The application of AI in business operations has affected various tasks in accounting and auditing profession. Currently, the use of AI technologies in the auditing process is at a growth stage, where monotonous audit tasks, such as internal control testing, can be done with the help of AI technologies. For instance, counting inventory which has traditionally been the work of humans, is now the domain of robots. Previous research studies reported the use of drones for internal and external auditing. However, AI is broad and only some aspects are relevant to the accounting profession.

Background

The background of technological aspects is presented as follows:

Blockchain Technology (BT)

A business runs on information and it is better if it is received faster. Blockchain is an immutable ledger that assists the process of recording business transactions, and tracking assets. Anything that has a value can be tracked and traded in the blockchain network. There it is less risky and less costly. It is ideal for disseminating information as it provides ready and fully transparent information stored on an immutable ledger that can only be accessed by authorised members.

Artificial Intelligence (AI)

The term artificial intelligence has become popular now though it was used in 1956. This is because of the increased data volumes, storage, advanced algorithms and more. AI is a field that combines datasets with computer science to enable problem-solving. It contains sub-fields like machine learning which makes predictions based on input data.

Bigdata Analytics (BDA)

It is a process of analysing or examining huge data to disclose hidden information like market trends, customer preferences, hidden patterns, correlations etc that can assist the organisation in making business decisions. It is a form of advanced analytics, that involves complex applications such as statistical algorithms, predictive models to make data-driven decisions that provide organization benefits such as effective marketing, customer personalization, improved efficiency, competitive advantage over rivals.

Need for the Study

Due to the advent of new technologies such as AI, BDA, BCT, and other emerging technologies, the accounting profession has gone through substantial changes. Employers are looking for accountants who possess technical knowledge and competencies and are capable of adapting to complex business models and transactions, along with their basic accounting knowledge. This concept highlights the need for accountants to be knowledgeable in various technology trends related with accounting profession(Lau (2001; Qasim and Kharbat,2020). Therefore, in view of information technologies used in the job market, accounting programs should be taught in a different way. This paper studies the use of these technologies in accounting profession and explains the need for their inclusion into the curriculum.

Review of Literature

The important studies reviewed on this topic are presented as follows

Joshua G. Coyne; Peter L. Mc Mickle (2017) emphasised that blockchain has enabled the successful creation of decentralized digital currency networks and has prompted further investigation into the usefulness of blockchains in other business settings. This study shows that blockchain becoming a secure alternative to accounting ledger is infeasible. Their study identified various defects hindering implementation of the blockchain as a financial reporting tool. This paper concludes that, the security benefits of the blockchain are not fully available or reliable in an accounting setting.

Deshmukh, A (2006) covered fundamental topics such as accounting software, XBRL (eXtensible Business Reporting Language), and EDI and provided a foundation for digital accounting. This study highlighted the effects of the Internet and ERP on accounting and classified the effects and presented for each accounting cycle, along with a comprehensive discussion of online controls. This study provided a conceptual approach to handling the latest developments at the intersection of the accounting and IT fields.

Pan, G., and P. S. Seow (2017) stated that the universality of information technology (IT) in businesses has altered the nature and economies of accounting activities. The emergence of cloud computing, extendible Business Reporting Language, and business analytics in recent years have transformed the way companies report financial performance and make business decisions. Consequently, there is a huge increase in demand for advanced IT skills among accounting professionals.

Research Gap

The increase of technical and data analysis skills has grabbed attention from accounting firms and is vital in accounting education courses. The purpose of this research paper is to present, and discuss the use of AI and blockchain technology in the accounting field and argues that inclusion of recent technologies in curriculum improves efficiency and brings value-added benefits to organizations. Though, studies have been conducted about use of technologies in accounting profession, not enough studies have been conducted to propose the mandatory inclusion of these technologies in the accounting curriculum.

Objectives of the Study

The important objectives formed for this study are as follows

1. To present and discuss the applications of Blockchain Technology, Artificial Intelligence and Bigdata Analytics in accounting profession.
2. To study the relationship between changing accounting profession due to technological

advancements and accounting education and curriculum.

3. To study the impact of students' knowledge in new technologies on Value-added benefits to firms.

Hypotheses

The objectives are tested with the help of following hypotheses

1. H01: There is no significant relationship between changing accounting profession due to technological advancements and accounting education and curriculum.
2. H02: There is no significant impact of students' knowledge in new technologies on Value-added benefits to firms.

The Method

Using a descriptive research design, this study is conducted. In order to carry out the study, both primary and secondary data is used to conduct the study. Further, primary data is collected through a structured questionnaire and secondary data from published reports, journals and magazines. A sample of 45 accounting graduates as respondents' participating in the study. These participants were from the class pursuing accounting courses. A structure questionnaire included scales to measure the study variables. Details are presented in the following sections.

Reliability Analysis

The questionnaire has a total of 22 questions. Questions measuring a single variable are grouped together as one scale and reliability of each scale is assessed. 4 items to know if technological advancements are affecting accounting education and accounting profession are grouped, Cronbach's alpha for which is 0.889 indicating high internal consistency. 4 items to find out the drawbacks of current curriculum of Under-Graduation and Post-Graduation, 4 items to know if the respondents support revision of curriculum, 5 items to know if inclusion of new technologies into curriculum helps accounting students and 5 items to find out if students with new technical skills bring value-added benefits to organizations they work for. The Cronbach's alpha value for the above scales is 0.897, 0.882, 0.955, 0.962 respectively. It indicates high reliability and internal consistency scale.

Table-1: Reliability Statistics

Name of the Variable	No. of Items	Cronbach's Alpha
Technological advancements are affecting accounting education and accounting profession.	4	0.889
Drawbacks in current curriculum of Under-Graduation and Post-Graduation.	4	0.897
Revision of Curriculum.	4	0.882
Inclusion of new technologies into curriculum helps accounting students.	5	0.955
Students with new technical skills bring value-added benefits to organizations.	5	0.962

Source: Compiled from primary data

Data analysis was carried out using SPSS software to test the reliability of scale and to test the hypotheses. Cronbach's alpha is used to test the reliability and Spearman's rank correlation and ordinary Logistic regression is used to test the hypotheses.

Result Analysis

Demographic Analysis

Amongst the 45 respondents, 58% were male, while 42% were female. This shows a satisfactory gender distribution enabling the researcher to obtain a balanced opinion between male and female respondents. 60% of respondents belonged to the age group of 20-30, 13% to 30-40, 13% to 40-50 and 13% were above 50 years.

This study is aimed to study the relationship between changing accounting profession due to technological advancements and accounting education and curriculum and to study the impact of students' knowledge in new technologies on Value-added benefits to firms. The relevant hypotheses were tested as followed

H01: There is no significant relationship between changing accounting profession due to technological advancements and accounting education and curriculum.

The p-value of spearman's correlation is 0.000 which is less than ≤ 0.01 therefore, null hypothesis is rejected concluding that there is a significant relationship between changing accounting profession due to technological advancements and accounting education and curriculum. The value of the spearman correlation coefficient (r) is 0.792 which explains the higher positive correlation, significant at the 0.01 level (two-tailed). It is concluded that changing accounting profession due to technological advancements is positively associated with Accounting Education and curriculum at Under-Graduation and Post-Graduation level.

Table-2: Spearman's Rank correlation

			Technological Advancements affecting Accounting Profession	Changing accounting profession due to technological advancements effect accounting education and curriculum
Spear-man's rho	Technological Advancements affecting Accounting Profession	Correlation Coefficient	1.000	.792**
		Sig. (2-tailed)	.	.000
		N	45	45
	Changing accounting profession due to technological advancements	Correlation Coefficient	.792**	1.000
		Sig. (2-tailed)	.000	.
		N	45	45

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Compiled from primary data

The second hypothesis is tested using correlation and ordinal logistic regression analysis and is presented as follows

H02: There is no significant impact of students' knowledge about new technologies on Value-added benefits to organisation.

The p-value of spearman's correlation is 0.000 which is less than ≤ 0.01 therefore; null hypothesis is rejected concluding that there is a significant relationship between students' knowledge about new technologies and value-added benefits to organizations. The value of the spearman correlation coefficient (r) is 0.785 which explains the higher positive correlation, significant at the 0.01 level (two-tailed). This explains that students' knowledge in new technologies is highly related to value-added benefits to organizations.

Table-3: Spearman's Rank correlation

			Students' knowledge in new technologies	Value added benefits to the organizations
Spearman's rho	Students' knowledge in new technologies	Correlation Coefficient	1.000	.785**
		Sig. (2-tailed)	.	.000
		N	45	45
	Value added benefits to the organizations	Correlation Coefficient	.785**	1.000
		Sig. (2-tailed)	.000	.
		N	45	45

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Compiled from primary data

Ordinal Logistic Regression Analysis

Ordinal logistic regression is a statistical technique used to model the relationship between an ordinal dependent variable and one or more independent variables. For the study, the independent variable is students' knowledge of new technologies and the dependent variable is Value-added benefits to the firm. In SPSS, the output of ordinal logistic regression includes several tables that provide information on the model's goodness of fit, coefficients, significance levels, and parameter estimates.

Table-4: Model Fitting Information

Model	-2 Log Likelihood	Chi-Square	Df	Sig.
Intercept Only	94.414			
Final	40.394	54.019	2	.000

Link function: Logit.
Source: Compiled from primary data

The p-value of less than 0.001 shows that the model is a very good fits the data. A p-value of <0.001, would lead us to conclude that at least one of the regression coefficients in the model is not equal to zero. The Pearson and deviance test's significant value are 0.174 and 0.851 which are greater than an alpha value of 0.05 indicating our model to be a good fit.

Table-4 is the output of "Model Summary" and Table-3 is the output of "Goodness of Fit", which provides information about the overall fit of the model. The "Chi-Square" value in this table tests the null hypothesis that the model coefficients are equal to zero, which would indicate that the model does not fit the data well. A significant Chi-Square value suggests that the model provides a good fit to the data. Table-4 is the output for "Tests of Parallel Lines," tests the assumption of proportional odds, which is necessary for the interpretation of the coefficients. If the assumption of proportional odds is violated, then the coefficients are not valid. A non-significant result indicates that the assumption is met. Table-5 is the parameter estimates table shows probability of a case falling above a given category on the dependent variable.

Table-6: Test of Parallel Lines

Model	-2 Log Likelihood	Chi-Square	Df	Sig.
Null Hypothesis	40.394			
General	30.912	9.483	4	.069

a. Link function: Logit.
Source: Compiled from primary data

The null hypothesis states that the location parameters (slope coefficients) are the same across response categories.

This tests the assumption of proportional odds and we want it to be greater than 0.05. This is the case here (p-value = 0.069). The main assumption of the ordinal regression is checked.

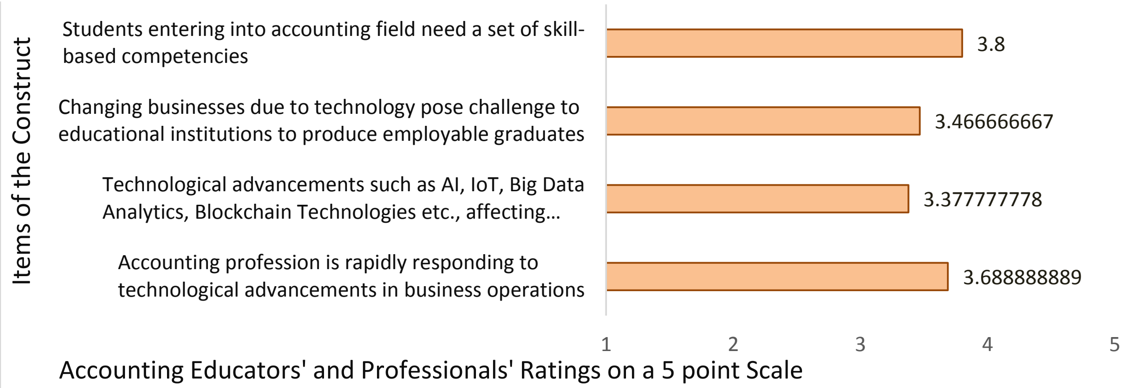
Table:7 Parameter Estimates

		Estimate	Std. Error	Wald	df	Sig.
Threshold	students with knowledge of new technologies bring value-addition to firms = 1	5.816	1.672	12.103	1	.001
	students with knowledge of new technologies bring value-addition to firms = 3	9.938	2.162	21.121	1	.000
	students with knowledge of new technologies bring value-addition to firms = 4	13.310	2.539	27.493	1	.000
Location	Students analyse large data sets and taxation questions faster	1.403	.553	6.428	1	.011
	Students find behavioural patterns and build analytical models to find opportunities	1.587	.607	6.846	1	.009

The most interesting aspect is the locations. We have a statistically significant result for students with knowledge of new technologies (p-value= 0.009). It is significant at 0.05 levels. Therefore, we fail to accept the null hypothesis. The value of variable's coefficient is positive (1.587 respectively), which indicates that students' knowledge of new technologies positively impacts value-addition to organizations. The value of variable's coefficient is 1.587, which suggests that 1% increase in students' skills leads to a 1.5% increase in value-addition to organizations. This proves that students with knowledge of new technologies can help companies stay ahead of the curve in terms of innovation, gain a competitive advantage in the marketplace and improve its bottom line.

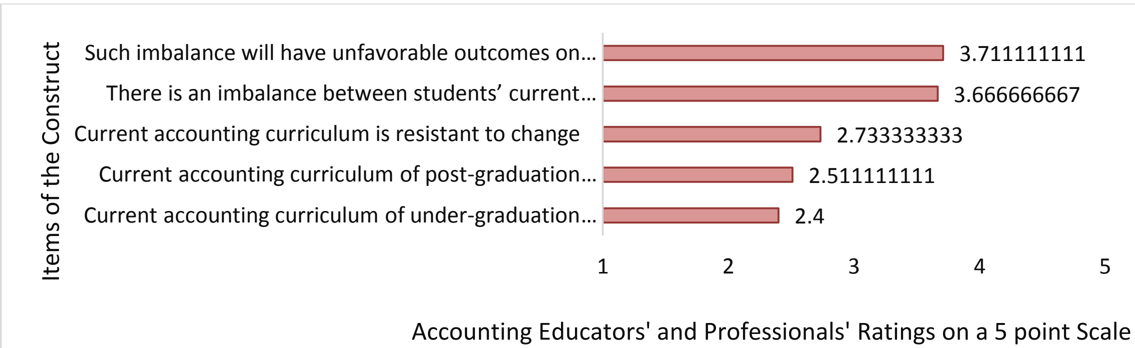
Graph-1, Graph-2, Graph-3, represents a set of statements related to the impact of technological advancements on the accounting profession, drawbacks of current curriculum and the need to revise the curriculum to adapt to these changes. The statements are rated on a Likert scale, with a range of 1 to 5, where 1 represents "strongly disagree" and 5 represents "strongly agree" by accounting educators and professionals.

Graph.1: Changing Accounting Profession Due to Technological Advancements



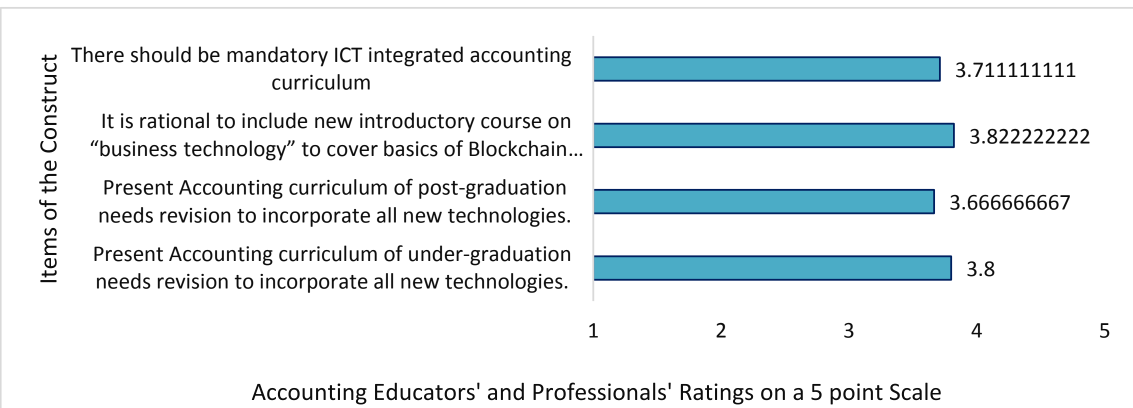
The respondents believe that students entering into accounting profession need a set of skill-based competencies as accounting profession are rapidly responding to technological developments.

Graph-2: Drawbacks of the Current Accounting Curriculum



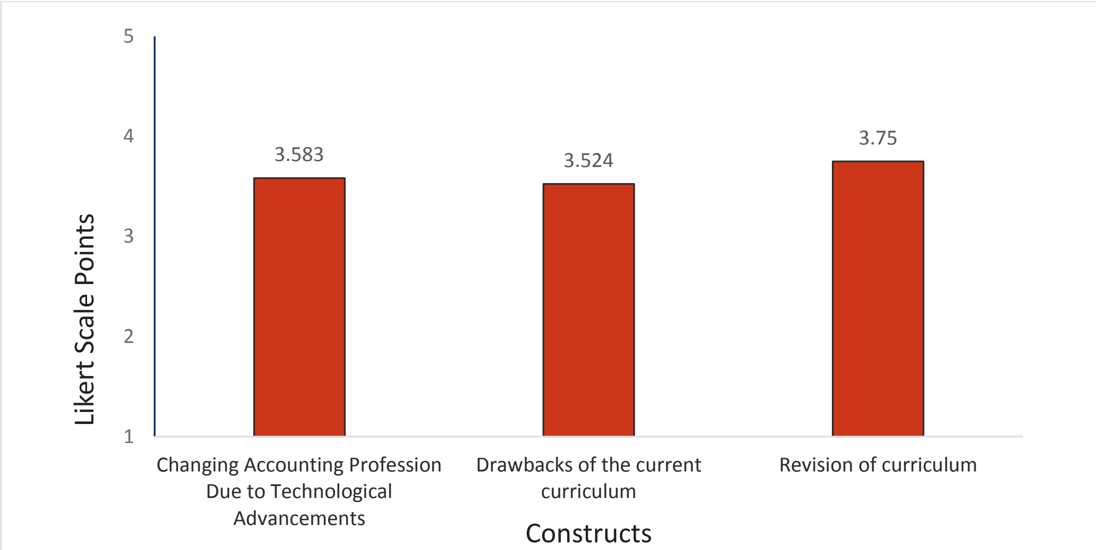
The Respondents perceive that there is an imbalance between students' current skills and in-demand skills which will have unfavourable outcomes on the employability of graduates.

Graph-3: Revision of Curriculum



The respondents strongly support the mandatory technology-integrated accounting curriculum

Graph-4: Mean Ratings of each construct according to Accounting Educators' and Professionals' Perception



Graph-4 represents the mean Ratings of each construct according to Accounting Educators' and Professionals' Perception. The first construct "Changing Accounting Profession Due to Technological Advancements" is rated 3.583, indicating that respondents have a slightly neutral opinion regarding the impact of technology on the accounting profession.

The second construct "Drawbacks of the current curriculum" is rated 3.524, indicating that respondents have a slightly neutral opinion regarding the limitations of the current accounting curriculum.

The third construct "Revision of curriculum" is rated 3.75, indicating that respondents agree that there is a need to revise the accounting curriculum to adapt to the changing technological advancements in the accounting profession.

Based on the ratings and the evidence that students' knowledge of new technologies can bring value-added benefits to firms, it would be advisable to revise the accounting curriculum to incorporate training on the latest technological advancements. This would help students to develop the skill-based competencies necessary to adapt to the changing accounting profession and to add value to firms they work for.

Suggestions

The field of accounting is constantly evolving, and it is important for accounting curriculums to keep up with these changes. To ensure that students are prepared to excel in the accounting profession, it is recommended that accounting programs incorporate courses in accounting theory, Comparative international accounting, Islamic accounting, Government accounting, International auditing standards, Advanced accounting, Accounting for partnerships, Accounting for financial institutions, Cost accounting, Forensic accounting, Principles of accounting, Accounting ethics, Tax accounting, Accounting for NGOs and specialized entities, Intermediate accounting, Financial statement analysis, Auditing, Managerial accounting, Accounting information systems, and IAS and IFRS.

By offering a comprehensive range of courses, accounting programs can prepare students for the diverse challenges that they will encounter in their careers and equip them with the knowledge and skills necessary to succeed in the ever-changing accounting landscape. To facilitate this change, we recommend that universities prioritize training their accounting teachers on recent accounting technologies. This can be done through training programs offered by the universities themselves. By equipping teachers with the necessary knowledge and skills, they can provide quality education to students and prepare them for the demands of the accounting industry.

Incorporating these revisions in the accounting curriculum will provide students with a comprehensive understanding of the latest technologies in the accounting profession. This will not only enhance their employability but also improve the quality of financial reporting of organizations. The adoption of these changes will enable accounting programs to stay up-to-date with the technological advancements.

Conclusion

In conclusion, the research findings suggest that the digitalization of accounting practice will have a significant impact on the accounting profession, and educators need to adapt the curriculum to keep pace with the evolving market. This includes incorporating contemporary technological features while also emphasizing classic analytical and advisory skills. To meet the needs of the future workforce, students must be willing to engage in a thorough and challenging learning process. The rapidly changing business environment driven by technological advancements and globalization requires businesses to redesign their operations and seek employees with specific skill-based competencies. This has put pressure on higher education institutions to produce graduates with the necessary knowledge and skills. While the accounting profession has been criticized for being slow to adapt, our research has shown that it is rapidly responding to technological advancements. However, the current imbalance between current skills and in-demand skills could lead to unfavourable outcomes for the quality of accounting graduates and increase the risk of unemployment. The study recommends program administrators review the curriculum with input representatives from the labour market. Faculty members must shift their focus to application and engagement, allowing students to experiment and learn through authentic problems. Further research is needed to investigate specific details, such as the necessary changes in accounting standards to reflect technological developments. Finally, the accounting profession and education must reflect on the needs of the new generation and be prepared to incorporate and deal with related technologies while meeting the intellectual challenges of modern work tasks.

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A STUDY ON WORKPLACE INCIVILITY AND TURNOVER INTENTION AMONG BANK EMPLOYEES

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ABSTRACT

This paper aims to understand the worker's perceptions regarding workplace incivility and also shows how it affects the turnover intention among the workers in Sabah banking sector. Over the past years, many researchers have been focusing on bullying, harassment and other violent behavior that bring negative impact to the organization, however, less research have been made on the milder or rather subtle form of psychological mistreatment (Cortina, et al., 2001). While bullying and harassment do matter, we shall not take less attention to workplace incivility. The latter can be the beginning or a turning point to the former and here goes the saying, wound that is not treated earlier will eventually break out and lead to severe problems. The preliminary analysis shows that there is a positive relationship between workplace incivility and turnover intention. Based on the data obtained, the relationship imply that trade union which represent the members must be able to guide them not exiting the organization but, to address the problem in through programs particularly in a transformative work environment nowadays.

Keywords: ***Workplace incivility, turnover intention, transformative work environment, banking trade union.***

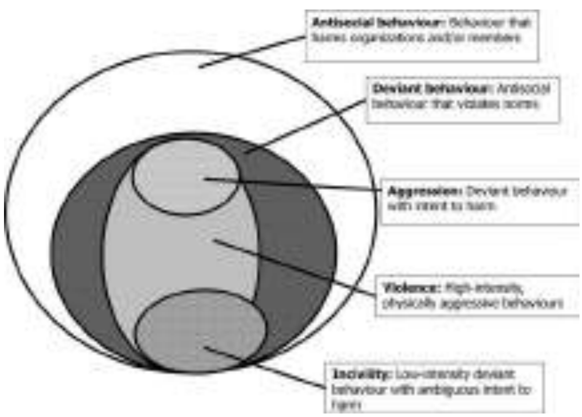
Introduction

For the past few decades, there have been many studies that focus on organizational behavior. These very studies are performed to understand the workplace environment, the ideas to increase worker's performance and ways to retain them. One of the many prevailing studies is examining the negative behaviors in the workplace setting or widely known as mistreatment in the organization. Behavior such as workplace violence, bullying, harassment and abusive act are the issues that revolve around this topic. Each of these behaviors is define differently in terms of the degree of involvement. Even though each represents their own meaning, it all leads to highly negative, detrimental effects and not to mention costly consequences towards both the individual and organization. There had been further intervention in increasing the prevention strategies in handling the negative behavior at the workplace. These studies, however demands a concern in the less apparent form of mistreatments in the organization. The current emerged study is looking at the workplace incivility, which is a milder form of mistreatment in the organization. Workplace incivility is defined as “low-intensity deviant behavior with ambiguous intent to harm the target, in violation of workplace norms for mutual respect.

In response, ample of research have made their solid arguments supporting claims that, workplace incivility is in fact causing damaging effect towards individual and organization. Although it is defined as low-intensity of negative behavior, the consequences should not be confused with being a minor problem. The claims above appears to be especially worthy of attention. Indeed studies should be drawn in exploring workplace incivility that believes to be destructive. To achieve a harmonious workplace environment in the organization, we must tackle the milder form of mistreatment looking into the fact that it also bears the similar consequences with other forms of negative workplace behavior or so called an obvious action. Therefore it is best to say that there is a great need in studying workplace incivility not just to add on the existing knowledge of negative behavior at workplace but also to push for certain degree of intervention and measure that are develop specifically to target this issue.

Forms of mistreatment in organizations can take various forms, including antisocial behavior, deviant behavior, aggression, violence, and incivility. In the Indian context, here are some examples of each:

Figure 1: Model of Incivility and Other Forms of Mistreatment in Organizations



1. Antisocial behavior: Antisocial behavior refers to actions that are disruptive or harmful to others and violate social norms. In an organizational setting, this could include actions such as stealing office supplies, spreading rumors, or intentionally sabotaging others' work.
2. Deviant behavior: Deviant behavior in the workplace involves actions that violate

organizational norms and policies. This can include actions like fraud, embezzlement, or engaging in unethical practices to achieve personal gain at the expense of the organization or colleagues.

3. Aggression: Workplace aggression refers to behavior intended to harm or intimidate others. It can manifest in various ways, such as verbal aggression (e.g., yelling, insults), physical aggression (e.g., pushing, hitting), or relational aggression (e.g., spreading rumors, social exclusion). An example in the Indian context could be a manager verbally berating and humiliating subordinates.

4. Violence: Workplace violence involves physical acts of harm or the threat of harm directed towards individuals in the workplace. This can include incidents such as physical assaults, threats with weapons, or acts of terrorism. An example in the Indian context could be a disgruntled employee resorting to violence against colleagues or superiors.

5. Incivility: Incivility refers to rude, disrespectful, or inconsiderate behavior that violates norms of workplace conduct. It can include actions like belittling comments, ignoring or excluding others, or displaying a lack of basic manners. An example in the Indian context could be a co-worker consistently interrupting and dismissing others' opinions during team meetings.

It is important for organizations to address and prevent these forms of mistreatment to foster a positive and healthy work environment. Implementing policies, providing training on appropriate workplace behavior, and promoting a culture of respect and inclusivity can help mitigate such issues.

Review Of Literature

Studies of workplace incivility mainly discuss on the consequences and effects of the behavior towards the victim and group in the organization setting. These studies are looking into the perspective of parties; the targeted individual, observer and the perpetrators by analyzing on their experiences. Other than that, the scope of studies also focusing on the statistic of few segments of human population like the gender, age, religion, education background and ethnicity.

Andersson & Pearson(2021), in this study claims that workplace incivility is one of the factors which form and escalates the conflict in the workplace whereby it act as a precursor to the exchange of coercive action. Based on this research, a model of negative workplace behaviors in organization are drawn out to show the differences between workplace incivility and other forms of mistreatment in the workplace setting and discuss about how workplace incivility can lead to a behavior which link with intention to harm. The model summarizes that every uncivil behavior that is performed by the first party towards the second party, the second party may interpret the behavior as an interactional injustice and may stimulate the second party to reciprocate.

Rajalingam and son(2020), in this study is influential in setting the ground that established the differentiation between the nature of workplace incivility and how it differ among other forms of mistreatments in the organization. Through the model which explains the spiraling effects of uncivil behavior, many other studies are able to make a clear distinction and definition of every forms of mistreatment to ensure that further analysis and results will not overlap among the other forms.

Sliter, Jex, Wolford(2019), in this study was conducted among the workers in the public sector who works as lawyer, city government and law enforcement agency employees. Typically the study of workplace incivility involve in an employee to employee or manager and employees interaction. However, this particular study which is conducted in the banking sector studies the interaction between employee and customer. It was conducted among the bank tellers and their experience in dealing with customer incivility. This study reveals that: when the bank tellers were confronted with more uncivil customers, they will receive generally a lower customers service scores when they faked positive emotions.

Schilpzand (2019), stated that workplace incivilities are found to be related to various outcomes which are known as affective, attitudinal, cognitive and behavioral affect. For example, targets who are experiencing workplace incivility will affect their job satisfaction.

Meier, Yan & Zhou(2018), The analysis is structured to uncover the many affects of workplace incivility towards target, witnesses and the organization as a whole. Based on the findings mentioned above, it shows that while uncivil behavior at the workplace are of subtle and no intention to harm any individual, it has found that effect is similar to other form of negative workplace behavior that is known to be intended to harm, physical abuse and lawfully wrong. By understanding the different results of incivility consequences, we are able to examine the issues in the union setting which is barely studied.

Research Gaps

In summary, these studies highlight the significance of workplace incivility in organizational dynamics. They provide insights into the distinctiveness of workplace incivility, its impact on individuals and the organization, and its potential to escalate conflicts. Understanding the nuances and consequences of workplace incivility is crucial for developing strategies to promote a positive work environment and mitigate its negative effects.

Previous studies have contributed valuable insights into workplace incivility by examining various types of organizations and employees, including those in government and private sectors. However, there remains a gap in knowledge specifically concerning workplace incivility and its impact on turnover intention among bank employees. This study aims to address this gap by focusing on the unique context of the banking industry and exploring the relationship between workplace incivility and employees' intentions to leave their positions.

The banking sector presents a distinct work environment characterized by customer interactions, service-oriented roles, and the importance of building positive relationships with clients. Despite its unique dynamics, limited research has delved into the specific implications of workplace incivility on turnover intention within this industry. Understanding the interplay between uncivil behaviors, employee responses, and their subsequent intention to leave is essential for developing effective strategies to retain talent and maintain a productive workforce.

By conducting this study within the banking sector, researchers seek to uncover the nuanced effects of workplace incivility on turnover intention among bank employees. This investigation holds significance not only for bank management and human resources professionals but also for policymakers and practitioners in the field. The findings have the potential to inform the development of targeted interventions, policies, and practices aimed at reducing workplace incivility and fostering a positive organizational climate within the banking industry.

In summary, while previous studies have shed light on workplace incivility in various organizational contexts, there is a need to explore its specific impact on turnover intention among bank employees. By bridging this knowledge gap, this study aims to contribute valuable insights to the literature and provide actionable recommendations for bank management to create a respectful and supportive work environment that promotes employee retention and overall organizational success.

Objective of the study

1. To study the workplace incivility of the bank employees in the banking sector

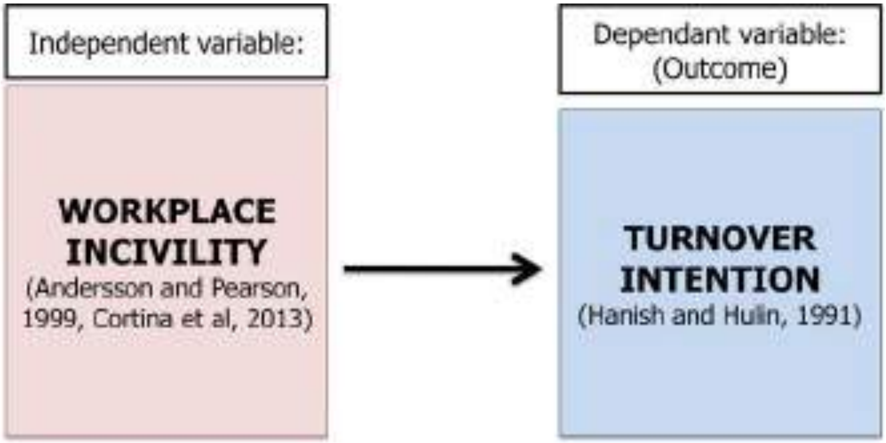
2. To understand Turnover Intentions among bank employees

3. To examine the relationship between workplace incivility and turnover intentions among bank employees

Hypotheses

Many possible affect could be generated following the target’s experience of incivilities in the workplace. As for the turnover intention, the study measured participants’ turnover intention and workplace incivility. Supporting this possibility, studies have identified link between workplace incivility experience and turnover intention. Hence in short, a null hypothesis has been put together as the following:

Ho1: There is no significant relationship between workplace incivility and turnover intention among SBEU members.



In accordance with the research objectives, the first research question seeks to examine the association between workplace incivility and turnover intention among the study participants. The second hypothesis aims to explore the potential correlation between workplace incivility and participants' age. This study adopts a quantitative approach, utilizing a questionnaire comprising four distinct sections. The initial section encompasses demographic inquiries, followed by the workplace incivility scale and the turnover intention behavior scale. The fourth section incorporates an open-ended question, allowing respondents to provide personalized feedback on the subject matter.

Research Method

Study Area: The study was conducted in Greater Hyderabad, focusing on both public and private sector banks as the target organizations. The employees working in these banks were selected as participants in this study.

Research Design: This study adopts a descriptive research design, aiming to investigate two crucial aspects of employees' workplace experiences in the banking sector: incivility and turnover intention. The study examines the nature of these variables and explores their potential relationships.

Sampling: A convenient sampling technique was employed to gather data from various banks located in Greater Hyderabad. Approximately 150 emails containing the questionnaire were sent to banking employees, resulting in 60 respondents who completed and returned the questionnaire. Hence, the final sample consists of 60 bank employees.

Measures

i. Workplace incivility : The Workplace Incivility Scale (WIS; Cortina et al., 2001). The WIS consists of 10 items that measure the frequency with which individuals have experienced each statement. Participants responded using a 5-point scale ranging from (1) once or twice a year to (5) everyday. Cronbach's alpha for the single incivility scale of the WIS in this study is .89.

ii. Turnover intention : scale details, number of items, reliability stats. Three items from the withdrawal scale from Hanish and Hulin (1990, 1991) were used to assess thoughts about, or intentions to quit the organization. Respondents were asked to indicate their agreement using a five-point Likert scale ranging from (1) strongly disagree to (5) strongly agrees.

Results and Discussion

Profile of the Respondents

Ages of the participants ranged from 18-24 to 55- and above years. The highest participants 24, their age range between 25 to 34 years, the lowest participants are 3, their age range between 55 and above. The total participants are 60 overall staff in a banking sector.In this study there are 32 female employees and 28 male employees. A small number of Managers, Asst. managers, Clerks, and Cashiers participated in this study, all them have been working for a minimum of 5 years and a maximum of 20 years.

From the above table 3, shows the results of the designation and years of experience of the participants, in this table cashier are the highest 20 are participated, and their experience between 1-15 years, lowest participants 10 are managers and their experience is 5-10 years out of total 60 participants

Workplace Incivility And Turnover Intentions

Examining the relationship between workplace incivility and turnover intentions is important for several reasons. Firstly, workplace incivility refers to rude, disrespectful, and inconsiderate behaviors that occur in the workplace. Such behaviors can have a detrimental impact on employees' well-being, job satisfaction, and overall work experience. Secondly, turnover intentions refer to an employee's inclination to leave their current job or organization. High levels of workplace incivility can significantly contribute to increased turnover intentions among employees. Understanding the relationship between these two variables helps organizations recognize the negative consequences of incivility and the potential impact it can have on employee retention. By identifying and addressing workplace incivility, organizations can create a more respectful and positive work environment, reduce turnover intentions, and promote employee satisfaction and commitment.

Table 4: Workplace Incivility and Turnover Intentions of the participants

Sno	Study Variables	Mean	SD	One sample t-test values (df)	P
1	Workplace Incivility	2.17	1.06	t(59) = 641.8	< .001
2	Turnover Intention	2.51	1.26.	T(59) = t = 15.43	<.001

Source: Primary data

From the above table 4, shows the workplace incivility, the mean score is 2.17 and the SD is 1.06. Results of the one-sample t-test indicated that there is a significant large difference between Group-1 and the population mean. In order to know whether this is a significant experience, one sample t-test is computed. The results are presented in the table. Since the p-value < α, H0 is rejected. The respondent's population's average is considered to be not equal to the expected average (90).In other words, the sample difference between the average of respondents and the expected average is big enough to be statistically significant.

The statistical analysis shows that the scores for Turnover Intention variable (M=2.51, SD=1.26).Results of the one-sample t-test indicated that there is a significant large difference between Group-1 and the population mean (M = 90), t(59) = 537.9, p< .001. Since the p-value < α, H0 is rejected. The respondent's population's average is considered to be not equal to the expected average (90).In other words, the sample difference between the average of participants and the expected average is big enough to be statistically significant.

Table 5: Pearson's Correlation Coefficients

Variables	Turnover Intention	r
Workplace incivility	Pearson correlation 1	.574**
	Sig (2-tailed) .007	.000

From the above table 5, two variables have been analyzed and their descriptive are as following. To test the null hypothesis (Ho1), Pearson's Correlation test has been used to and the result (Table 4 & 5) indicates that Workplace Incivility variables has positive relationship with Turnover Intention variables, R= 0.575, P=0.01; which shows that the association is moderate.

As it is evident from the table that the relationships between workplace incivility and turnover intention are significantly correlated with each other, qualifying them for regression analysis, the results in this regard are presented in the following table.

Table 6 : Simple Regression Analysis (this is needed)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.924	2.095		-0.918	0.362
	Workplace incivility	0.285	0.054	0.575	5.299	0.000
	Adjusted R Square= 0.318		F-value= 28.083		P=.000b	

Source: Primary data

The analysis of the data reveals significant findings regarding the relationship between workplace incivility and turnover intention among banking employees. The standardized beta coefficient value of .57 indicates that for every one unit increase in workplace incivility, there is a positive increase of .57 units in turnover intention. This suggests a clear positive association between the two variables.

Furthermore, the adjusted R-square value of .31 suggests that workplace incivility accounts for approximately 31% of the variance in turnover intention among bank employees. This indicates that workplace incivility is a significant predictor of turnover intention.

Based on these results, the null hypothesis, which states that there is no significant relationship between workplace incivility and turnover intention, is rejected. Conversely, the alternative hypothesis, which proposes a significant relationship between the two variables, is accepted.

This study's findings align with previous research, which also supports the notion that employees who experience workplace incivility are more likely to have higher turnover intentions. The positive relationship between workplace incivility and turnover intention underscores the importance of addressing and mitigating incivility in the workplace to reduce employee turnover and promote a more positive work environment.

Findings

The findings of this study highlight the need for continuous improvement even in a unionized setting. It is crucial for trade union leaders to recognize that negative workplace behaviors extend beyond traditional issues. Successful interventions have been implemented to address issues such as sexual harassment, discrimination, workplace bullying, and deviant behavior. However, it is equally important to focus on reducing incivilities and enhancing employee outcomes.

Over time, relationships among colleagues, employers, and employees have evolved due to globalization and the dynamic nature of the modern working environment. Companies must prioritize the quality of workplace behavior and interactions to adapt to these changes. Further interventions are necessary to effectively handle workplace incivility. Trade union leaders should play an active role in promoting specific values and guidelines to mitigate the effects of incivility.

Given that the study of workplace incivilities is still relatively new, there are ample opportunities for research to explore the effects, predictors, and develop necessary strategies to address this issue. Future studies should consider examining approaches to improving civility attitudes to align with the rapidly changing workplace environment. Research on interventions led by trade union leaders should also be explored and analyzed to enhance workplace harmony, particularly in transformative working environments.

By conducting additional research and implementing evidence-based strategies, organizations and trade unions can work together to foster a more respectful and positive workplace culture.

Conclusion

In conclusion, the study highlights that incivilities in the workplace have a positive relationship with employees' turnover intention, particularly among trade union members within the support group. It is worth noting that incivilities are often characterized by their low intensity, making them difficult to identify. Consequently, compared to other forms of negative workplace behavior, incivilities are often overlooked due to a lack of awareness regarding their potentially significant impact.

The findings suggest that as the banking sector progresses and strives for organizational enhancement, employees may unintentionally engage in uncivil behaviors, largely driven by the demanding and competitive nature of the workplace environment. Therefore, in response to the evolving work landscape, it is imperative for trade union leaders and management to implement new programs aimed at reshaping their members' perspectives and equipping them with the necessary skills to adapt and thrive in this ever-changing environment.

By proactively addressing workplace incivilities, organizations can foster a culture of respect and collaboration, ultimately reducing turnover intentions among employees. This forward-thinking approach will contribute to a more harmonious and progressive work environment, ensuring that employees are well-equipped to navigate future challenges and opportunities.

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ACADEMIC LEADERSHIP: SCOPE AND CHALLENGES FOR LEADERS AND LEADERSHIP DEVELOPMENT IN HIGHER EDUCATION IN SELECT COUNTRIES

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ABSTRACT

As a huge institution, a university is governed by complex hierarchy and management bodies, from the Chancellor, Vice-Chancellor, and Deans to academic councils, department directors, administrative boards, Head of the departments etc. *Due to this hierarchy, academic leadership pertains to varied management roles and titles, right from strategic management roles, administrative roles to transformational and visionary roles. HEIs in particular face various challenges such as dynamic global competition, institutional changes, recruitment, selection, training and retention of competent faculty, technological upgradation, intensified student expectations, increased accountability, government funding, economic and political pressures. Even in general times, coordinating all those decision-makers for a common goal, is very difficult. These challenges bring out the need for effective academic leadership with multiple competencies who not only work across boundaries at the top level but also contribute to the formation of emerging fields of knowledge, recognize, encourage and nurture faculty to pursue academic leadership and navigate the organizational growth and development and ensure institutional sustainability. *The current paper is a bibliometric analysis which discusses the various challenges and opportunities for leaders and leadership in higher education in different countries like India , UK, Germany and the USA as they have a good deal of Universities.

Keywords: ***Academia, academic leadership, leadership development, higher education, university***

Introduction

Educational institutions play a prominent role in moulding the society at large by following their vision, the generation and transfer of knowledge. They are massive organisations with varied power and authority hierarchy, that aim to remain independent from their environment. In current education arena, universities encounter several issues and challenges: International competition is increasing while resources are becoming very scarce. In order to raise funds for universities, there is a need for external collaborations, development programs etc. Moreover, the importance of accreditations raises more pressure to ‘Publish – or – Perish’ and poses another challenge for Universities, Colleges and Staff. The high competitiveness and complexity especially concern academic leaders who have a high responsibility to effectively lead towards organizational success. Leadership in Education has been characterized as substantially more complex than leadership in the corporate world. Leadership in academia has been characterized as substantially more complex than leadership in the corporate context (Lowman, 2010). Ekman, Lindgren and Packendorff (2018; p. 318) have postulated that academic leadership is “a black box where we know the input and the intended outcomes, that is, flexible, path-breaking, high quality and everchanging universities.”

Black Box

The term "black box" is often used metaphorically to describe a system or process that is opaque, complex, or difficult to understand from the outside. In the context of leadership, the black box refers to the internal dynamics and intricacies of leadership processes that are not readily visible or easily studied. Conger (2004) in his work on leadership capability in a black box explain the elements of it.

Elaborating on the context-specific scope and challenges to leadership, the black box signifies that leadership is influenced by various contextual factors that can significantly shape its scope and present unique challenges. These contextual factors can include organizational culture, industry norms, societal values, geographical location, and historical context.

1. Context-Specific Scope: The black box of leadership acknowledges that the scope and expectations of leadership can vary across different contexts. Leadership styles and practices that are effective in one setting may not be equally successful in another. For example, leadership in a hierarchical and traditional organization may require a different approach compared to a startup or a multicultural team. Understanding the specific context is essential for leaders to navigate the complexities and tailor their leadership strategies accordingly.

2. Challenges to Leadership: The black box perspective recognizes that leadership faces context-specific challenges that may not be immediately apparent. These challenges can stem from cultural differences, political dynamics, economic conditions, regulatory frameworks, or societal expectations. For instance, a leader operating in a rapidly changing industry may face the challenge of adapting to disruptive technologies and evolving customer demands. Similarly, leaders in diverse organizations may need

to navigate cultural nuances and foster inclusive environments. Recognizing and understanding these challenges is crucial for leaders to effectively address them and drive positive outcomes.

By acknowledging the black box of leadership, researchers, practitioners, and organizations can delve deeper into the complex interplay between leadership and its specific context. This understanding enables the development of more nuanced leadership theories, models, and practices that are responsive to the unique challenges and opportunities present in different environments. It emphasizes the need for leaders to continuously learn, adapt, and refine their approaches based on the specific context in which they operate.

Objectives of the study

- To shed light into the above-mentioned black box by elaborating on context specific scope and challenges to leadership.
- To identify the differences between academic, administrative and research leadership in different countries.
- To provide insights on the importance of the role of leadership development which is still mostly lacking in the current education system in different countries.

Status of Higher education

The status of higher education institutions across the world varies significantly depending on the country and region. However, there are a few general trends and characteristics that can be observed:

1. Accessibility: Higher education has become more accessible globally, with a significant increase in enrollment rates over the past few decades. Many countries have focused on expanding access to higher education, particularly through government initiatives, scholarships, and financial aid programs.
2. Diversity: Higher education institutions have become more diverse in terms of student populations. There is a growing emphasis on promoting inclusivity and diversity, including efforts to increase enrollment of underrepresented groups such as women, minority communities, and individuals from disadvantaged backgrounds.
3. Internationalization: Globalization has influenced higher education institutions, leading to increased internationalization. Many universities now offer exchange programs, joint degrees, and research collaborations with institutions from around the world. This has facilitated the mobility of students, faculty, and researchers across borders.

4. Technological Advancements: Higher education institutions have embraced technology to enhance teaching and learning. Online learning platforms, virtual classrooms, and digital resources have become common, especially during the COVID-19 pandemic. Technology has also enabled the expansion of distance learning and lifelong learning opportunities.

5. Research and Innovation: Higher education institutions play a crucial role in research and innovation. Many universities are hubs of cutting-edge research, attracting talented researchers and facilitating collaboration between academia, industry, and government. Research outcomes contribute to advancements in various fields and drive economic and social development.

6. Challenges: Higher education institutions face numerous challenges, including funding constraints, affordability issues, quality assurance, and the need to adapt to rapidly changing societal and labor market demands. Additionally, there are ongoing discussions around the relevance and effectiveness of traditional teaching methods and curricula in preparing students for the future.

It is important to note that while these trends are observed globally, there are significant variations among countries in terms of funding models, governance structures, quality assurance systems, and educational philosophies. The status of higher education institutions continues to evolve as societies and economies change, and as new challenges and opportunities emerge.

In collaboration with UNESCO, the International Association of Univeristies (IAU), World Higher Education Database (WHED) Portal provides authoritative information on higher education systems, credentials in 196 countries and territories and over 20,000 officially accredited or recognized higher education institutions (HEIs). More Specifically, India has 508 public universities and 310 private universities. Germany has 238 public universities and 121 private universities, UK has 237 public universities and 9 private universities. The United States of America has 634 public universities and 1389 private universities.

Academic Leadership

Academic leadership refers to a distinct form of leadership that operates within educational institutions. It encompasses the roles, hierarchy, and responsibilities of top-level administrators, such as presidents, principals, chancellors, vice-chancellors, deans, and department heads, who are entrusted with decision-making authority at various levels (Bikmoradi, Brommels, Khorasani-Zavareh, Masiello, & Shoghli, 2010). Academic leadership involves the process through which these administrators establish and communicate the institution's mission, vision, and direction. They inspire, support, and guide their teams to work collaboratively towards achieving common goals. Importantly, academic leadership is not limited to a single individual but is distributed across various levels within the university.

On a more specific level, academic leadership encompasses the actions taken by administrative leaders, faculty members, and professional support personnel to enhance student learning outcomes. It goes beyond the traditional responsibilities and functions of leadership, as defined by Bikmoradi et al. (2010). Academic leadership also encompasses the qualities and attributes exhibited by professionals in academia who are recognized as experts and leaders within their respective disciplines.

In summary, academic leadership involves both the formal roles and responsibilities of administrators as well as the broader attributes and actions demonstrated by professionals in academia. It encompasses the establishment of a shared vision, effective communication, and the cultivation of a supportive and stimulating environment to promote student learning and advance the institution's goals.

Higher education Institutions

Higher education in India is delivered through universities, including Central Universities funded by the Ministry of Human Resources Development, State Universities funded by state governments, and Private Universities. There are also Deemed to be universities, single-faculty institutions with academic privileges but without the authority to use the term "university." Institutions of National Importance receive central government funding. Many universities have affiliated colleges, and they are governed by statutory bodies. Public universities receive funding from state governments and the University Grants Commission, while professional institutions are coordinated by various bodies. The Rashtriya Uchchattar Shiksha Abhiyan was launched to improve the quality and accessibility of higher education in the country.

Higher Education in USA

Higher education in the United States encompasses a wide range of postsecondary institutions and programs that confer degrees upon completion. These degrees span from Associate and Bachelor's degrees to professional doctorates and research doctorates. The U.S. higher education system is comprehensive and not legally divided into separate university and non-university sub-systems. It is a diverse and independent community of publicly and privately supported institutions. While there is no official classification or typology, degrees granted by accredited institutions adhere to minimum standards regardless of the granting institution. Accessibility, diversity, and autonomy are defining characteristics of the U.S. higher education system, which is known for its size and quality. Recognition of educational institutions and programs falls under state authority, with public institutions operating under state government oversight and private institutions operating under private corporations.

Higher education in Germany

In Germany, the majority of universities are publicly funded, making them the preferred choice for most students due to affordable tuition fees and the reputation for high-quality education. Over 90% of all students in the country enroll in public universities, while around 5% opt for private institutions. Unlike some countries, there is no specific legal requirement for specialized training for higher education teaching staff. Generally, a doctoral degree is the standard qualification for recruitment of higher education staff. Academic ranks in Germany include professor, junior professor, scientific and creative arts staff, and teaching staff for special tasks.

Higher education in UK

In the United Kingdom, higher education is offered by three main types of institutions: universities, colleges and institutions of higher education, and art and music colleges. The Further and Higher Education Act of 1992 abolished the distinction between universities and polytechnics, granting polytechnics university status and the ability to award their own degrees. Universities are autonomous institutions with self-governing powers and are responsible for maintaining the quality of the degrees they confer. Previously, the authority to grant degrees was obtained through Royal Charter, via the Privy Council, or by an Act of Parliament. However, the Higher Education and Research Act 2017 transferred degree-awarding powers to the Office for Students, which now has the authority to grant and revoke these powers. Institutions that possess degree-awarding powers are referred to as Recognized Bodies, while there are also Listed Bodies approved to deliver full higher education programs on behalf of Recognized Bodies, but are not themselves authorized to confer degrees.

Administrative Leadership

Administrative leadership involves coordinating tasks and mobilizing individuals to develop and sustain an early childhood organization. Effective administrative leaders establish systems that safeguard and maintain essential operational functions to meet the needs of children and families. Two key aspects of administrative leadership are operational leadership and strategic leadership. Operational leadership encompasses activities such as staff hiring and support, budget oversight, and fostering a positive workplace environment. Strategic leadership involves guiding the direction of the organization with future-oriented thinking. Strategic leaders clarify purpose, inspire individuals to pursue a shared vision, and ensure the attainment of goals and outcomes (Talan, 2016).

In the academic context, administrative leaders refer to individuals holding managerial roles in universities, such as Chancellors, Vice-Chancellors, Deans, and Department Heads. The specific titles of these roles may vary across countries. Previous research on academic leadership has predominantly focused on this formal type of managerial leadership (Bensimon, 1989; Knight & Trowler, 2001; Smith, Adams, & Mount, 2007). These studies have revealed context-specific challenges, such as meeting diverse expectations while empowering organizational members to excel in research, teaching, and service. For instance, Bensimon (1989) interviewed Campus Presidents in the US (analogous to Chancellors in India) and highlighted the importance of collegial and symbolic qualities and values in effective leadership. Similarly, Birnbaum (1990) examined perceptions of effectiveness among College Presidents (analogous to Chancellors in India) and found that they relied more on implicit evidence rather than quantitative data and formal reports.

Numerous studies emphasize the significance of vision as a key success factor in higher education leadership (Breakwell & Tytherleigh, 2008; Powell & Clark, 2012). Vision, synonymous with strategic leadership, involves providing guidance for future endeavors. Other factors contributing to effective leadership include confidence, adaptability, academic credibility, financial awareness, communication skills, and a strong persona. Academic credibility is particularly important as scholars within higher education tend to trust and accept leaders with a proven academic track record who are familiar with the academic system.

While there is a substantial body of research in the academic context, most studies have focused on how academic institutions are managed rather than how academic work is managed. Given the complexity of the academic system and academic work, leadership within higher education can be viewed as a combination of vertical, horizontal, and emergent influences and directions, rather than a "one-size-fits-all" phenomenon.

Academic Leadership

In contrast to administrative leader roles in educational institutions, there are various stakeholders who serve as informal leaders, leading research in universities. These research leaders include senior academics such as professors and other academic staff responsible for managing research projects. The titles for professors differ significantly across countries, adding to the complexity. In some countries like India, the United States, the Netherlands, and Denmark, there is a distinction between Assistant, Associate, and Full Professors, each carrying different levels of seniority. In contrast, countries like the United Kingdom and Germany use the term "Professor" exclusively for a small group of tenured senior researchers at the advanced stage of their academic careers. The UK, for example, has multiple academic career stages, including Reader, Lecturer, and Senior Lecturer, before reaching Full Professorship. The emphasis on teaching versus research also varies throughout an academic career, with early stages focusing more on teaching and later stages emphasizing research. In India and Germany, after completing a PhD, there is a post-doctoral research phase of several years before attaining a tenured Full Professorship. The primary criterion for advancing to professorship in these countries is the number of peer-reviewed publications, similar to research-oriented universities in the US. However, permanent positions as Full Professors are limited in India and Germany, making academic careers relatively uncertain and requiring flexibility in location. Some universities in Germany have started implementing "Tenure-Track Professorships" to provide more secure career prospects at earlier stages. Consequently, an academic career in Germany often begins with a strong focus on research and high competition, reflecting the privileged yet challenging nature of academia (Miller, Taylor, & Bedeian, 2011).

For over 200 years, professors have been responsible for research, teaching, administration, and student mentoring, reflecting the Humboldtian academic tradition that unifies research and teaching. However, research indicates that these tasks are often treated as competitive priorities for faculty members, with those who have higher research productivity investing less in teaching. The role of a researcher tends to overshadow the role of a teacher, as evident from faculty surveys (Fox, 1992; Miller et al., 2011). In recent decades, the number of tasks competing for academics' attention has increased, driven by new public management approaches and intensified competitive pressures. The proliferation of larger research teams further adds to the leadership demands placed on professors. To meet these demands, professors are increasingly required to assume managerial and leadership roles, influencing and motivating others, facilitating collective efforts, and accomplishing shared objectives (Yukl, 2010). Balancing their roles as excellent researchers, teachers, managers, and leaders has become crucial in today's higher education landscape. However, professors, particularly those newly appointed, are often unprepared for these leadership responsibilities, making it a novel challenge in their academic careers.

While reaching tenure is a significant milestone, it is not necessarily the final hurdle in an academic career. Despite the importance of informal leadership roles held by professors, there has been relatively limited research dedicated to understanding their leadership in academia. An exception is a survey conducted in UK universities, revealing that professors perceive leadership as embodying various roles such as role models, advocates, mentors, guardians, ambassadors, and acquisitors. Professors also express a discrepancy between their personal priorities and the expectations imposed by their universities, which can discourage potential leaders. Nonetheless, leadership remains a key factor for academic success. Professors, in their leadership roles, influence others as role models, guide subordinates in their career development, manage research groups, and develop strategic visions for their departments. The effectiveness of transformational leadership in the academic context has been highlighted, as it enhances follower satisfaction and publication performance through inspirational motivation, individualized consideration, intellectual stimulation, and serving as academic role models (Braun, Peus, Weisweiler, & Frey, 2013). Therefore, it is imperative for universities worldwide to prepare academics for their leadership roles, develop existing leaders, and contribute to organizational success.

The Role of Leadership Development in Academia

Scholars have emphasized the critical importance of leadership development for preparing individuals for leadership roles and responsibilities. However, it is disheartening to note that higher education institutions have generally neglected the development of leadership skills, despite the evident need for effective leaders. Existing literature has highlighted the lack of systematic preparation for handling the complex leadership tasks in the education sector. Therefore, leadership development in higher education is scarce and requires a commitment to change, competence, adequate resources, and strategic planning. To design effective leadership development programs, it is essential to consider the specific characteristics of the academic system and hierarchy, the multiple roles of academics, and the intricate processes of adult development.

Evidence suggests various approaches for leader and leadership development at both the individual and organizational levels. At the individual level, universities should aim to cultivate effective leaders by providing an understanding of the diverse roles they are expected to fulfill and imparting the necessary knowledge, skills, and abilities. It is recommended to combine theoretical input, practical training, and individual self-reflection. For example, leadership development programs should incorporate individual coaching sessions, allowing participants to brainstorm and reflect on their roles and goals in their day-to-day work. This approach helps tailor the development process to professors' unique motivations and identities, reducing the tendency to employ a "one-size-fits-all" approach.

Identity reflection is particularly relevant, especially concerning gender, as previous studies have shown that education and leadership are strongly associated with masculine traits. These associations contribute to a perceived imbalance between female researchers and the ideal academic leader. This bias is a significant driver of the academic gender gap, influencing decision-makers in selection processes and impacting female researchers' career progression and motivation to assume leadership roles. In addition to individual training sessions, seeking feedback and engaging in self-reflection on daily challenges and personal values can enhance academics' personal development. Adopting a learning mindset can also inspire professors to step out of their comfort zones, take on new roles, and experiment with new behaviors.

At the organizational level, universities can implement three key measures concerning the recruitment and selection, development, and remuneration of academic leaders. Firstly, universities should strive for high diversity among academics to effectively address the diverse demands of today's academic world. Leadership capabilities and motivation to lead should be considered in recruitment and selection processes, moving away from standard appointment procedures that primarily focus on research output. Secondly, universities should establish an organizational unit or center responsible for leadership development. This unit should be strategically integrated and well-positioned within the institution. Examples include the establishment of the "Centre for Leadership and People Management" at the Ludwig-Maximilians-University in Munich, Germany, and the provision of developmental courses and certifications for academic leaders by the Chairman of Research and Science Management at the Technical University Munich's School of Management.

As a third organizational measure, higher education institutions should offer various incentives to motivate professors to fulfill their diverse responsibilities. Universities should not only reward research and teaching but also recognize leadership qualities and effective leadership, thus strengthening the overall leadership capacity. Adopting a strength-focused approach holds promise for the success of universities, aligning with the institution's multifaceted needs and responsibilities. The diversity of strengths is particularly crucial in addressing the increasing demands of global competitiveness and the emergence of accreditations, both of which emphasize competition and quantitative evaluation criteria. Recognizing and rewarding professors for serving the university, acting as role models for faculty, and shaping society in an era where expert opinions are more crucial than ever is essential for overall success.

Conclusion

The importance of academic leadership in India, Germany, UK, and the USA has undeniably grown in recent times. Academic leadership in these countries is considerably more complex than in the corporate context due to the presence of both formal and informal leader roles, namely administrative leadership and research leadership. Additionally, the academic system lacks secure employment and is highly restrictive, placing leaders in the challenging position of managing autonomy and navigating uncertainty across various levels.

The increasing demands placed on professors and the inherent complexity of their profession raise crucial questions about how they can effectively balance and integrate their diverse roles and effectively respond to the numerous challenges they face. Despite these pressing concerns, there remains a lack of research on leadership development in higher education. This paper aims to address this gap by advocating for a systematic and holistic approach to leadership development at both the individual and organizational levels. Such an approach not only benefits the effectiveness of academic leaders themselves but also contributes to the overall success of universities in these countries.

The academic landscape in these nations is undergoing significant changes and expanding with the globalized education system. Universities are confronted with an explosion of knowledge and technology across all fields. As a result, higher education institutions in India, UK, Germany, and the USA are increasingly required to compete and keep pace with the global education system while making their unique contributions to society. In such dynamic settings, the role of an academic leader becomes crucial. These leaders are expected to go beyond the confines of the classroom, fostering a sense of community among teachers, students, and staff, and driving improved educational practices and the pursuit of excellence.

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INNOVATIONS IN AGRICULTURAL PRACTICES IN JANAGOAN DISTRICT, TELANGANA STATE

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ABSTRACTS

From time immemorial, India is an agrarian society and aptly said that India lives in the villages. The farmers characterise these villages, feeding 1.2 billion people with their produce facing myriad challenges. They can overcome such challenges only when they adopt innovations in their agricultural practices for mutual benefit. Pursuit of this understanding feeds the present study. In a district of telangana state, the one of the most rice producing one, called Jangaon is the study area in which four types of farmers from three mandals responded to a structured questionnaire containing standardised measures of innovation – adoption, diffusion and effectiveness. Descriptive statistics suggest that farmers perceived innovations in agriculture are at variance across types of farmers. Inferential statistics suggest that extent of adoption and diffusion contribute to more than 50 percent of results are quite surprising and providing input for policy implications and practice considerations.

Key words:

Introduction

India's agricultural system is one of the oldest in the world. It has been the backbone of India's economy for centuries, providing the majority of the population with their livelihoods. In recent years, India's agricultural sector has seen rapid growth in production and productivity, driven by increased investments in modern technologies, improved irrigation, and better access to markets (Kumar, and Meena,2019; Shukla and Shukla, 2018).

Agriculture is the mainstay of the Indian economy, providing employment to more than half of the population and contributing to over 15 percent of the country's GDP. India is the world's second-largest producer of rice, wheat, and pulses, and the third-largest producer of fruits and vegetables. The country is also the world's largest milk producer and has seen a rapid increase in the production of other commodities, such as sugar, cotton, and oilseeds (Shyam and Verma, 2020).

The Indian government has implemented a number of initiatives to boost agricultural productivity and reduce poverty in rural areas. These include the National Food Security Act, the Pradhan Mantri Fasal Bima Yojana, the Pradhan Mantri Krishi Sinchayee Yojana, and the Pradhan Mantri Fasal Bima Yojana. The government is also encouraging the use of modern technologies, such as precision farming, in agriculture (Singh and Meena, 2017).

The Indian agriculture system is characterized by a variety of crops, livestock, and farming methods. According to the 2011 Census of India, over 58 percent of the total workforce is engaged in agriculture and allied activities. The major crops grown in India are rice, wheat, maize, pulses, oilseeds, fruits, and vegetables. Livestock and fisheries form an important part of the Indian agriculture system. The government provides incentives to farmers to help them improve the quality of their produce. It also supports rural development by providing credit, subsidies, and other assistance programs. Additionally, the government works to ensure food security by providing subsidized food grains to the poor (Jacob and Chattopadhyay, 2016).

Despite the progress made in recent years, there are still many challenges that need to be addressed in the Indian agricultural system. These include the limited access to markets, lack of capital and credit, and the limited use of modern technologies. There is also the need to improve access to irrigation, strengthen agricultural research and extension services, and reduce poverty and inequality in rural areas. All of these is possible only if innovations are identified, adopted, diffuses across the crops harvested. To this effect, the present study attempts to understand the extent to which the farmers adopted and defused innovations and consequent effectiveness of innovations in their agricultural practices (Kotwal & Prabhakar,2009).

Innovations in Agriculture

The concept of innovation in the context of "Innovations in agricultural practices in Jangaon District, Telangana State" refers to the adoption of new technologies, methods, and practices that lead to improvements in agricultural productivity, efficiency, and sustainability. Innovation in agriculture is critical for addressing the challenges of food security, environmental sustainability, and economic development, particularly in developing countries such as India (Reddy and Kumar, 2019).

In the context of Jangaon district, innovation in agricultural practices could refer to the adoption of new technologies such as precision agriculture, the use of drones for crop monitoring, and the adoption of climate-resilient crops. It could also involve the use of sustainable farming practices such as organic farming, conservation agriculture, and agroforestry.

The conceptualization of innovation in the context of "Innovations in agricultural practices in Jangaon District, Telangana State" is about identifying and adopting new and improved methods of farming that can lead to increased productivity, efficiency, and sustainability, while also addressing the challenges faced by farmers and the agricultural sector as a whole (Shyam and Verma, 2020).

One of the earliest social science theories is the Diffusion of Innovation (DOI) Hypothesis, which was created by E.M. Rogers in 1962. It first appeared in communication to describe how an idea or product gathers steam and diffuses (or spreads) within a particular population or social system over time.

To understand how farmers employ the innovations they have learnt, Rogers' Diffusion Theory was applied as a conceptual framework. Rogers made an effort to describe how people learn new things, put them into practise, and eventually turn them into persistent practises.

Effectiveness is understand as agricultural innovation helps the agricultural industry, farmers, and rural entrepreneurs quickly adapt to obstacles and seize new opportunities, such as those in the realms of markets and technology.

In Telangana, Jangaon district is considered to be one of the leading agricultural districts. According to the Telangana State Agricultural Statistics 2018-19, the total area under cultivation in Jangaon district was 1,23,046 hectares. Out of this, 83,126 hectares were under food crops, 26,376 hectares were under non-food crops, and 13,544 hectares were under vegetables. The total food grain production in the district during 2018-19 was around 1,12,040 metric tonnes(Department of Agriculture, 2023).

In India, Jangaon district is not among the top agricultural districts in terms of production or area under cultivation. However, the district has shown steady growth in agricultural production in recent years, thanks to the adoption of new technologies and practices. In 2020, the district administration launched the 'Rythu Vedika' program to encourage farmers to adopt modern agricultural practices, improve their productivity, and increase their income.

Innovation in agricultural practices can lead to a range of benefits for farmers, including increased yields, reduced input costs, and improved soil health. Innovation can also improve the resilience of farming systems in the face of climate change and other environmental challenges(World Bank,2019).

Innovation in agriculture is not limited to the use of new technologies and practices. It can also involve new business models, policies, and institutional arrangements that help to support and incentivize the adoption of new practices. For example, the establishment of farmers' cooperatives, government subsidies, and incentives for the adoption of sustainable farming practices can all be considered forms of innovation in the agricultural sector.

In recent years, technology has played an increasingly important role in agriculture in the Janagaon district, as it has in other parts of India. Various government and private organisations have introduced new technologies and techniques to improve agriculture productivity and efficiency in the district. Here are some of the key technology developments and their adoption in agriculture in the Janagaon district

Drones are being used for mapping and monitoring crops, identifying pest attacks and diseases, and assessing soil moisture levels. Drones are also used for spraying fertilizers and pesticides in crops in a targeted manner, which helps to reduce the usage of chemicals and labour costs(Venkatesh and Reddy, 2017).

Modern farm machinery such as tractors, combine harvesters, and cultivators has been introduced to increase efficiency in farming. Jangaon district has a high density of tractors, which helps in land preparation, sowing, and inter-cultivation operations(Bhat and Prakash, 2018).

Several mobile applications have been developed to help farmers with decision-making in crop management, weather forecasting, and marketing of their produce. One such mobile application is 'e-Panta', which provides farmers with real-time market prices, weather forecasts, and other agricultural information (Reddy and Kumar, 2019).

Soil testing laboratories have been set up in the district to provide farmers with soil health cards, which help them in selecting the appropriate fertilizers for their crops. This helps in improving the productivity of the land and reducing the usage of chemicals(NABARD,2018).

Drip irrigation and sprinkler irrigation systems have been introduced to conserve water and increase water use efficiency. Micro-irrigation systems are used in vegetable cultivation to reduce water wastage and improve yield(NABARD,2018)

Biotechnology has been used to develop hybrid seeds, which have higher yields and better resistance to pests and diseases. Biotechnology is also being used to develop crops that can tolerate drought, salinity, and other environmental stresses(NABARD,2018)

Drip irrigation is a modern irrigation technique that delivers water directly to the roots of crops through a network of pipes and emitters. This method is more efficient than traditional irrigation methods and can help reduce water usage. In Jangaon district, many farmers have adopted drip irrigation techniques, especially for growing high-value crops like vegetables and fruits(NABARD,2018)

High-yielding varieties are crops that have been selectively bred to produce higher yields. In Jangaon district, farmers have been adopting HYVs of crops such as paddy, cotton, maize, and red gram. These HYVs require less water and are more resistant to pests and diseases, leading to higher yields and improved crop quality (Srinivasarao and Reddy, 2019)

Various mobile apps have been introduced in Jangaon district to help farmer's access market information, weather forecasts, and crop-related information. The Rythu Bandhu mobile app, for example, provides real-time information on the prices of different crops, weather forecasts, and expert advice on crop management().

Precision agriculture uses technologies such as remote sensing, geographic information systems (GIS), and global positioning systems (GPS) to optimize crop management practices. In Jangaon district, precision agriculture is being used to map soil characteristics, monitor crop growth, and optimize fertilizer and pesticide use().

Agroforestry involves the integration of trees and crops in farming systems to improve soil health, water management, and biodiversity. In Jangaon district, agroforestry is being adopted as a sustainable farming practice, with farmers growing fruit trees and other crops together in the same plot().

Thus, technology adoption in agriculture in Jangaon district is increasing, and farmers are recognizing the potential benefits of these innovations. While some challenges remain, such as access to resources and training, the trend towards modernization and innovation in agriculture is likely to continue in the coming years. However, there is still a long way to go, and more efforts need to be made to provide access to technology to all farmers in the district.

Review of Literature

The review of literature on agricultural innovations in India shows that the country has made significant progress in agricultural development. Various innovative approaches have been adopted to improve the productivity and profitability of farming in the country.

This study explores the role of precision farming technologies in enhancing crop productivity in India. It examines various precision farming techniques such as remote sensing, GPS, and GIS, and their applications in agricultural practices. The review highlights the benefits of precision farming, including improved resource management, reduced environmental impact, and increased crop yields. The study emphasizes the need for wider adoption of precision farming technologies to achieve sustainable agricultural practices and address food security challenges in India (Gupta, Sharma, & Singh, 2019).

Drip irrigation has gained significant attention as a water-efficient irrigation technique in Indian agriculture. This review examines the factors influencing the adoption of drip irrigation systems among farmers in India. It discusses the benefits of drip irrigation, such as water conservation, improved crop yields, and reduced labour requirements. The study also addresses challenges related to cost, maintenance, and farmer awareness. The findings highlight the importance of policy support and extension services to promote widespread adoption of drip irrigation in Indian agriculture (Kumar & Singh, 2017).

Mobile applications have emerged as valuable tools for delivering agricultural extension services to farmers. This review evaluates the effectiveness of mobile applications in disseminating information, providing advisory services, and facilitating knowledge exchange in the Indian agricultural context. It examines the impact of mobile apps on farmer decision-making, adoption of best practices, and access to market information. The study emphasizes the potential of mobile applications to enhance agricultural productivity, reduce information asymmetry, and promote sustainable farming practices in India (Sharma & Mohapatra, 2020).

Nanotechnology has shown immense potential in revolutionizing agricultural practices. This comprehensive review explores the diverse applications of nanotechnology in Indian agriculture, including crop improvement, nutrient management, pest control, and soil remediation. It examines the benefits and challenges associated with nanotechnology adoption, considering its implications for human health and the environment. The study underscores the need for responsible nanotechnology development and highlights the role of regulatory frameworks in ensuring safe and sustainable implementation in Indian agriculture (Kumar & Mondal,2018)..

Smart farming technologies, encompassing automation, sensor networks, and data analytics, have the potential to transform agriculture towards sustainability. This review provides an overview of smart farming technologies and their applications in the Indian agricultural sector. It discusses precision agriculture, IoT-based monitoring systems, and data-driven decision-making processes. The study evaluates the environmental and economic benefits of smart farming technologies and emphasizes the importance of knowledge dissemination and infrastructure development for their successful implementation in India (Singh, ET al.2021)

Organic farming practices offer sustainable alternatives to conventional agriculture, addressing concerns of environmental degradation and food safety. This review examines innovative organic farming practices adopted in India, such as integrated pest management, organic fertilization, and crop rotation. It evaluates their impact on soil health, biodiversity conservation, and farmer livelihoods. The study emphasizes the need for policy support, capacity building, and market linkages to promote organic farming as a viable and sustainable option for Indian farmers (Kumar, et al. 2019).

Remote sensing and geographic information systems (GIS) play a crucial role in crop monitoring and yield prediction. This review explores the applications of remote sensing and GIS technologies in the Indian agricultural context. It discusses the use of satellite imagery, aerial photography, and spectral analysis for monitoring crop health, estimating yield potential, and identifying stress factors. The study highlights the benefits of remote sensing and GIS in facilitating timely decision-making, optimizing resource allocation, and improving overall agricultural productivity in India (Kumar,et al. 2018).

Genetic engineering has revolutionized crop improvement, enabling the development of high-yielding and stress-tolerant varieties. This review provides an overview of recent advances in genetic engineering for crop improvement in India. It discusses the applications of biotechnological tools, such as gene editing, transgenic technology, and molecular markers, in enhancing crop traits, disease resistance, and nutritional content. The study emphasizes the potential of genetic engineering to address food security challenges and improve crop productivity in the Indian agricultural sector (Gupta, et al. 2018).

Water scarcity poses a significant challenge to Indian agriculture, necessitating innovative approaches for efficient water management. This review examines various innovative water management techniques adopted in Indian agriculture, including rainwater harvesting, drip irrigation, and wastewater reuse. It evaluates their impact on water conservation, crop productivity, and farmer income. The study emphasizes the importance of integrated water management strategies, policy interventions, and farmer education to ensure sustainable water use in Indian agriculture (Venugopal, et al. 2019).

Blockchain technology has emerged as a promising tool for enhancing traceability, transparency, and trust in agricultural supply chains. This review explores the potential applications of blockchain technology in the Indian agricultural context. It discusses the benefits of blockchain in ensuring secure transactions, provenance verification, and quality assurance. The study examines the challenges associated with blockchain implementation, such as scalability, interoperability, and farmer adoption. The findings underscore the transformative role of blockchain technology in improving efficiency and accountability in Indian agriculture (Singh, et al. 2021).

The review of literature on agricultural innovations in India shows that there is still much work to be done in order to ensure that the country achieves its goal of doubling farmers' incomes in the coming years. The successful implementation of various innovative approaches and initiatives will be critical to achieving this goal.

Statement of the Problem

The use of technology in Agriculture in India has grown rapidly in recent years. This includes the use of modern farm equipment, the introduction of high yielding varieties, the use of GPS and GIS systems for precision farming, the use of drones for crop monitoring, the use of hydroponic systems for crop production, and the use of mobile applications for better management of farm operations. The way that farmers cultivate their crops has changed thanks to the introduction of automated harvesters, drones, autonomous tractors, sowing, and weeding(). They can concentrate on more important activities because the technology handles tedious and repetitive duties.

Technology has also enabled farmers to access data, information and services that can help them increase their yields and incomes. Furthermore, the government of India has launched several initiatives to promote the use of technology in agriculture, such as the Pradhan Mantri Fasal Bima Yojana, the e-NAM platform, and the Soil Health Card Scheme. These initiatives will help farmers to better utilize the resources available to them and improve the overall productivity of their farms (Mishra and Sahoo, 2019). Thus Innovation in agricultural practices are of cardinal concern to all the stake holders of food production in the country which includes, farmers, consumers, suppliers, distributors and the government supported by the NGOs(Pattanaik, 2014).

Thus, the research idea includes innovation variables namely adoption, diffusion and effectiveness of innovation in agricultural practices in Jangaon district. Further, these variables are examined for their variations accounted for by the land holding and the expectation that farmers may vary in their innovation practices according to the land holding.

Here by ‘innovation’ means change in the established method of pursuing agriculture using technology and high yielding varieties of seeds. Technology includes any improved methods of using implements, electronic and electrical devices that help in agricultural practices, and ‘Adoption’ means use or utilisation of changing methods of Agricultural Innovations to modernise agriculture Marlook et al. (2014). Modernisation refers to the knowledge used in production to improve the productivity (Falahee and Sinha,2008)

The ‘diffusion’ stage occurs when new products and processes are spread across potential markets (Stoneman, 1995). In Schumpeter’s innovation analysis, the diffusion and imitation processes have a much greater influence in the growth of an economy, and is especially relevant in the case of growing economies (Freeman, 1987).

The Present Study

The present study focuses on the Janagaon district of Telangana state as reason for choosing this area as we have chosen this area. Janagaon district is one of the leading agricultural cultivation districts in Telangana and India. It is the second largest producer of rice in the state after Adilabad district. According to the district profile of Janagaon, it produces more than 57% of the total rice production in the state. The district is ranked 11th in India in the production of rice. It is also one of the top producers of pulses, oilseeds, maize, jawar, bajra, groundnut, cotton, chillies and turmeric in Telangana.

In terms of agricultural cultivation, Jangaon district is known for its production of paddy, cotton, maize, and red gram. Other crops grown in the district include groundnut, sunflower, and vegetables.

In view of the challenges of agriculture for higher yields and productivity besides, profitability, in this study, the extent to which farmers have adopted innovations in technology for agriculture is examined, followed by the extent to which it is diffused in their lands and in their crops, lastly, the effectiveness of innovations used in their agricultural practices also are examined . Their relationships are finally examined to find out how much adoption and diffusions of innovative technologies in agriculture would contribute to the effectiveness of innovations to the farmers and finally to the end users.

Objectives

1. To assess extent of Adoption of innovation in agricultural practices
2. To understand the extent of Diffusion of innovation in agricultural practices
3. To explore the effectiveness of Innovation in agricultural practices
4. To examine the effect of size of land holding and extent of adoption, diffusion and effectiveness of innovation in agricultural practices.
5. To examine the relationships between adoption, diffusion and effectiveness of innovation in agricultural practices.

Hypotheses

1. Adoption of innovation in agricultural practices do not vary according to size of land holding
2. Diffusion of innovation in agricultural practices do not vary according to size of land holding
3. Effectiveness of Innovation in agricultural practices do not vary according to size of land holding
4. To examine the relationships between adoption,, diffusion and effectiveness of innovation in agricultural practices.

The Method

The study area for this study is Janagaon district of Telangana state and three mandals namely, palakurthi, raghunathapally and bachhannapet. These mandals were chosen for higher concentration of farmers involved in agricultural practices involving innovations.

There is a total of 24807 farmers were identified from the database of farmers maintained at the mandal office. Using the sample size formula suggested by Krejcie and Morgan (1970), it is estimated that the size of sample should be 378 for given population. This was divided by three blocks resulting in 126 per block. A systematic random Sampling method is used to select representative sample farmers from different villages which fall under 3 top agriculture growing blocks of Jangaon district. This approach is used for selecting farmers randomly from a list of all farmers in 9 villages from 3 blocks of the district. All of the 378 farmers were requested to participate in the study. However, only 300 were found to have completed the questionnaires. Thus, the total sample size is 300. Details of sampling are presented in table 1.

Table 1 : Sampling Details

Sno	Mandal	Sample Contacted	Sample Responded
1	Bachannapeta	126	98
2	Palakurthi	126	107
3	Raghunathpalli	126	95
	Total	378	300

Method and Tool of Data Collection : A structured questionnaire was prepared to include an 11-item scale is used to measure adoption of innovation(Rogers, 1962) . These items reflect the farmer's level of adoption of new technologies and practices, such as precision agriculture, use of drones for crop monitoring, and adoption of climate-resilient crops. A 7-item scale was used to measure diffusion of innovation(Rogers, 1962). A 10-item scale was used to measure effectiveness of innovation(Jong and Hartog, 2010). All the items were measured with 5-point Likert type response pattern (where 5= strongly agree and 1=strongly disagree). In addition, Demographic information like age, gender, education level, and landholding size of the farmer and the like were also included. All the three scales yielded higher coefficients of alpha presented in the table 2 suggesting that they are highly internally consistent and therefore qualified for father analysis.

Table 2: Scale Details and Reliabilities

Sno	Scales	N of Items	Cronbach's Alpha
1	Adoption of Innovation	11	0.883
2	Diffusion of Innovation	7	0.901
3	Effectiveness of Innovation	10	0.952

It is evident from the table 2 that all the scales used in this study are found highly reliable which is evident from the cronbach alpha coefficients that are above .70 (Nunnally, 1972). Thus, the data of these variables qualify for the next level analysis and for testing of the hypotheses.

The data collected from the farmers is analysed with the help of SPSS for windows v25. Further, to test the hypotheses, statistical tests like coefficient of correlation and multiple regression analysis were used.

Results and Discussion

In this section, the results of the study are presented followed by the discussions. Firstly, the profile of the farmers is presented, followed by the results relating to the study variables and also hypotheses testing.

Table 1 : Profile Of The Respondents

Sno	Profile	Mean	Std. Deviation
1	Age	48.40	10.48
2	Annual Income	Rs.199683.33	Rs.143037.92
3	Family Size	4.46	1.13
4	Acres of Land Owned – Dry	3.4439	3.85543
5	Acres of land owned – Wet	2.0677	1.88440

It is evident from the table above that the average age of the farmers is 48 years, followed by their average annual income is Rs. 19,9583. Their average family size is 4.4, followed by average dry land owned is 3.44 acres and wet land is 2.06 years.

Size of Land Holding and Innovation

It was hypothesised that the adoption, diffusion and effectiveness of innovations in agricultural practices do not vary according to the size of land holding by the farmers. In order to test this hypothesis, means, standard deviations were computed on all these variables according to the size of land holding. Further to examine the significance of variation in the mean scores, f-values were computed. Results in this regard are presented in the following table.

Table 2: Innovation Variables And Size Of Land Holding

S.No			N	Mean	Std. Dev	F-Value (d.f=3,296)	P=
1	Adoption	1.00-2.00 hectare	52	29.17	2.32	3.501	0.016
		2.00-4.00 hectare.	104	28.21	1.6		
		4.00-10.00 hectare.	112	28.44	1.94		
		10.00 hectare and above.	32	28.06	1.86		
2	Diffusion	1.00-2.00 hectare	52	23.13	2.93	2.46	0.063
		2.00-4.00 hectare.	104	22.15	2.02		
		4.00-10.00 hectare.	112	22.57	2.03		
		10.00 hectare and above.	32	22.31	1.65		
3	Effectiveness	1.00-2.00 hectare	52	41.8654	3.66	1.999	0.114
		2.00-4.00 hectare.	104	40.7115	3.13		
		4.00-10.00 hectare.	112	41.0089	3.29		
		10.00 hectare and above.	32	40.3438	1.97		

As regards adoption, farmers with less than 2 hectors scored more on adoption (mean =29.17), than the others surprisingly, the f-value suggestions that the mean variation is statically signifiant. With regard to diffusion, a similar trend is observed. That is farmers with less hectors of land scored more on the diffusion than those who have more land. However, the f-value does not support the mean vairation. Lastly, with regard to effectiveness of innovation, farmers each with less land (mean=41.86) or 4 to 10 hectors of land perceived more effectiveness than the others. Nevertheless, the f-value did not support such mean variations. Therefore, it is safe to state that the null hypothesis stands accepted which further indicted that diffusion and effectiveness do not vary significantly according to the size of land holding by the farmers.

Table 3: Intercorrelation Matrix Of The Study Variables

		Adoption	Diffusion	Effectiveness
Adoption	Pearson Correlation	---	.633**	.754**
	Sig. (2-tailed)		0.000	0.000
Diffusion	Pearson Correlation		---	.641**
	Sig. (2-tailed)			0.000
Effectiveness	Pearson Correlation			---
**. Correlation is significant at the 0.01 level (2-tailed).				

Results of the Pearson correlation indicated that there is a significant large positive relationship between Adoption and Effectiveness, ($r(298) = .754$, $p < .001$). Similarly, results of the Pearson correlation indicated that there is a significant large positive relationship between Diffusion and Effectiveness, ($r(298) = .633$, $p < .001$). These values indicate that all the variables are qualified for next level analysis of relationships among them. Thus, multiple regression analysis is carried out to finally test the hypothesised relationship between independent and dependent variables.

Table 4: Multiple Regression Analysis

	Coif	SE	t-stat	lower t0.025 (297)	upper t0.975 (297)	Stand Coif	p-value	VIF
b	4.36	1.72	2.53	0.97	7.75	0.00	0.01	
Adoption	0.97	0.08	12.49	0.82	1.12	0.58	0.00	1.67
Diffusion	0.40	0.07	5.86	0.27	0.53	0.27	0.00	1.67

Dep.Var= Innovation Effectiveness.
Adjusted R Square=0.611, F-value =236.136 D.F.=2,297, P=.000b

Results of the multiple linear regression indicated that there was a strong collective significant effect between the Adoption, Diffusion, and Effectiveness of Innovation, (F(2, 297) = 236.14, p < .001, R2 = 0.61, R2adj = 0.61). The individual predictors were examined further and indicated that Adoption (t = 12.486, p < .001) and Diffusion (t = 5.862, p < .001) were significant predictors in the model. R square (R2) equals 0.613921. It means that the predictors (Xi) explain 61.4% of the variance of Effectiveness of Innovation. The variance inflation factor (VIF) for both adoption and diffusion are well below the standard score of 10. And hence there is absence of multicolinieartiy in the model. Overall regression: right-tailed, F(2,297) = 236.136003, p-value = 0. Since p-value < α (0.05), we reject the H0.

Adoption of agricultural innovations plays a key role in growth of agricultural production. If better techniques are adopted other measures too will have to be taken to improve Indian Agriculture. It raises not only complex technical and economic problems but also social and cultural issues of utmost importance. As cultivable land is limited in supply and is less fertile in some regions, introduction of new technology has resulted in very high returns to resources as compared to costs. In the second stage the adoption level of agricultural innovations, factors influencing on adoption of agricultural innovations and constraints in adoption of agricultural innovations have been assessed on the basis of primary data collected from the study area. It was observed that farmers do vary in their adoption of innovation in agriculture according to the size of land holding. However, they did not significantly vary in diffusions of innovation and effectiveness of innovations. This could be explain in view of the size of land holding particularly the dry land that they were holding wherein it would be unwise to think of adoption and diffusion of innovations and therefore effectiveness also could not be found influenced by the land holding. However, there is significant variation in the adoption of innovations since they might be used to it in their wet lands.

Implications

The study identified innovative practices that have been successful in improving the productivity and yields of crops grown in Janagoan district. This information could be used by farmers to adopt similar practices, which could lead to increased agricultural productivity and income.

By promoting sustainable and innovative agricultural practices, the study could help improve food security in the Janagoan district by increasing the availability and quality of food crops. The study could promote the adoption of environmentally sustainable agricultural practices that can help reduce the negative impact of farming on the environment, such as soil erosion, depletion of groundwater resources, and overuse of fertilizers and pesticides.

Innovative practices could enable farmers to produce higher quality crops that meet the demands of local, regional, and global markets. This could lead to increased market access and higher prices for agricultural produce. By promoting innovative agricultural practices, the study could help improve the livelihoods of farmers in Janagoan district by increasing their incomes and reducing their vulnerability to climate change and other external shocks.

The findings of the study could be used to inform policy decisions and guide the allocation of resources to support the development of agriculture in Janagoan district. This could include the development of targeted interventions to support the adoption of innovative practices, the provision of credit and other forms of financial support, and the strengthening of extension services.

In sum, a study on "Innovations in agricultural practices in Janagoan District, Telangana State" could have significant implications for the development of sustainable agriculture in the region, and could contribute to broader efforts to promote sustainable and inclusive economic growth in rural areas of India.

Conclusion

A study on "Innovations in agricultural practices in Janagoan District, Telangana State" could have important implications for improving the agricultural productivity, food security, and rural livelihoods in the region. The study could identify the most effective and efficient agricultural practices in the region and the factors that contribute to their success. It could also help to identify the main challenges faced by farmers in the region, such as water scarcity, lack of access to credit, and market access.

By promoting innovative and sustainable agricultural practices, the study could help to improve agricultural productivity, increase market access, and enhance food security in the region. It could also help to promote the adoption of environmentally sustainable agricultural practices, which can reduce the negative impact of farming on the environment. Additionally, by improving the livelihoods of farmers in the region, the study could contribute to broader efforts to promote sustainable and inclusive economic growth in rural areas of India.

In conclusion, a study on "Innovations in agricultural practices in Janagoan District, Telangana State" has the potential to provide valuable insights into the challenges and opportunities facing the agriculture sector in the region. By identifying best practices and promoting innovation, the study could help to improve the productivity, sustainability, and resilience of agriculture in the region, which could contribute to the long-term development and prosperity of the region.

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HUMANS' LOVE STORIES: HOW STRATEGIC COMMUNICATION BUILDS BUSINESS TRANSFORMATION

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ABSTRACT

Strategic communication is a powerful tool in driving business transformation. By leveraging storytelling techniques, businesses can engage stakeholders, foster internal alignment, and navigate the complexities of the digital age. Recognizing humans' affinity for stories, strategic communication builds emotional connections, establishes trust, and inspires action. It plays a vital role in effective leadership, internal engagement, crisis management, and maintaining public trust. With strategic communication as a catalyst, businesses can communicate their vision, drive change, and achieve long-term success in a rapidly evolving world.

In conclusion, humans' love for stories is harnessed by strategic communication to build business transformation. By leveraging storytelling techniques, businesses can engage stakeholders, foster internal alignment, and effectively navigate the challenges of the digital age. Understanding the pivotal role of strategic communication empowers businesses to communicate their vision, build relationships, and drive sustainable growth in an ever-evolving world.

Keywords: ***Strategic Communication, Digital Transformation, Business Transformation, Storytelling, Human brains***

Introduction

In today's fast-paced and interconnected world, businesses are constantly seeking ways to transform and adapt to thrive. Strategic communication has emerged as a powerful tool in facilitating this process, enabling organizations to effectively engage with their stakeholders and navigate the complex landscape of modern business. This abstract explores the relationship between humans' innate affinity for stories and the role of strategic communication in driving business transformation.

Humans have always been captivated by stories. From ancient cave paintings to modern novels, stories have shaped cultures, influenced perceptions, and conveyed complex ideas in a relatable and memorable manner. Recognizing this inherent human inclination, strategic communication leverages storytelling techniques to convey a business's narrative, vision, and values. By crafting compelling stories that resonate with stakeholders, businesses can build emotional connections, foster trust, and generate enthusiasm.

Management leadership is not about dictation but it’s about a conversation, it should include guidance & instruction on how to do things. As it is written in “The Power of Regret” by Daniel H. Pink, by empowering the people with the “why” you can inspire and motivate the behavior you are “seeking”. Strategic communication is not limited to external stakeholders; it also plays a vital role in transforming businesses from within. Effective internal communication creates a shared understanding of the organization's strategic direction and encourages employee engagement. When employees feel connected to the organization's purpose and empowered to contribute, they become active participants in the business transformation journey, driving innovation, productivity, and growth.

Furthermore, strategic communication enables businesses to navigate the ever-evolving digital landscape. With the rise of social media and online platforms, organizations are under constant scrutiny and subject to rapid dissemination of information. By employing strategic communication principles, businesses can proactively shape their narrative, address crises, and manage reputational risks effectively. Through transparent and authentic communication, businesses can build resilience, maintain public trust, and safeguard their long-term success.

Business transformation is a complex process that requires alignment, adaptation, and continuous improvement. Strategic communication serves as the catalyst, driving this transformation by bridging the gap between the organization and its stakeholders. By understanding the power of storytelling, businesses can connect on an emotional level, influence perceptions, and inspire action. Whether through marketing campaigns, internal communication initiatives, or crisis management strategies, strategic communication provides the framework for driving change and achieving business objectives.

Literature Review

Strategic communication refers to the deliberate and planned efforts by organizations to convey messages that align with their objectives, values, and desired outcomes. It involves the thoughtful selection of communication channels, messages, and storytelling techniques to engage stakeholders and drive business transformation. The role of strategic communication in driving business transformation has gained significant attention in recent years. This literature review aims to explore the relationship between humans' innate affinity for stories and the impact of strategic communication on business transformation. By analyzing a range of scholarly articles, books, and case studies, this review highlights the key themes and findings related to the topic.

The Power of Storytelling in Strategic Communication:

Storytelling is a powerful tool in strategic communication. It involves the use of narratives, anecdotes, and metaphors to convey messages in a compelling and relatable manner. Stories tap into human emotions, making information more memorable, persuasive, and influential.

Numerous studies have emphasized the persuasive power of storytelling in strategic communication. Heath and Heath (2007) argue that stories engage the human brain on an emotional level, making information more memorable and influential. Stories create a shared understanding, shape organizational culture, and build stronger connections with stakeholders (Denning, 2004). Organizational culture encompasses the shared values, beliefs, and behaviors within an organization. Strategic communication helps shape and reinforces the desired culture during the business transformation process. It conveys the organization's vision, values, and goals, fostering a culture that supports and sustains transformation initiatives.

Strategic communication professionals utilize narratives, anecdotes, and metaphors to convey complex business messages in a relatable and impactful manner.

Strategic Communication and Stakeholder Engagement:

Stakeholder engagement encompasses the active involvement and collaboration of individuals or groups who have a vested interest or influence in the organization. Strategic communication aims to engage stakeholders by understanding their needs, concerns, and aspirations and aligning transformation initiatives with their interests. Effective stakeholder engagement is crucial for driving business transformation. Strategic communication plays a vital role in fostering positive relationships with stakeholders and building trust. Balmer and Soenen (1999) emphasize the importance of consistent and transparent communication to establish credibility and reputation. By crafting compelling stories that align with stakeholders' values and aspirations, businesses can create emotional connections and inspire support for transformative initiatives (Madsen & Pedersen, 2014).

Internal Communication and Employee Engagement:

Internal communication focuses on the exchange of information, messages, and ideas within an organization. It plays a vital role in driving business transformation by ensuring employees is informed, motivated, and empowered. Effective internal communication fosters alignment, engagement, and innovation among employees.

Internal communication is a critical component of business transformation. When employees feel connected to the organization's purpose and goals, they become active participants in the transformation process. Strategic communication encourages employee engagement by conveying the organization's vision, providing clarity, and empowering employees to contribute their ideas and expertise (Argenti, 2016). Effective internal communication enhances motivation, collaboration, and innovation within the organization (Welch & Jackson, 2007).

Strategic Communication in the Digital Age:

Digital communication refers to the use of digital platforms, such as social media, websites, and online communities, to convey messages and engage stakeholders. Strategic communication in the digital age involves managing the organization's online presence, addressing digital crises, and leveraging digital platforms to support business transformation.

The advent of digital technology has transformed the communication landscape, presenting both opportunities and challenges for businesses. Strategic communication plays a crucial role in managing the organization's online presence, navigating social media platforms, and responding to digital crises effectively (Coombs & Holladay, 2012). By utilizing strategic communication principles, businesses can proactively shape their online narratives, engage with stakeholders, and protect their reputation in the digital sphere.

Case Studies and Practical Applications:

Numerous case studies illustrate the impact of strategic communication on business transformation. For example, the transformation of companies like Apple, Nike, and Starbucks has been attributed, in part, to their ability to communicate compelling narratives that resonate with consumers and employees (Kotler & Armstrong, 2017). These cases demonstrate how strategic communication techniques, such as brand storytelling, can drive customer loyalty, differentiate businesses from competitors, and support organizational change efforts.

Research Gaps

The literature review reveals a clear consensus on the significance of strategic communication in driving business transformation. By harnessing the power of storytelling, businesses can engage stakeholders, foster internal alignment, and effectively navigate the challenges of the digital age. The findings emphasize the role of strategic communication in shaping organizational culture, fostering stakeholder engagement, and inspiring employee participation. Future research could explore the specific strategies and tactics employed by organizations to leverage strategic communication for successful business transformation.

Theoretical Foundation:

The conceptual framework for understanding how strategic communication builds business transformation is rooted in several theoretical perspectives.

a. Narrative Theory: Narrative theory provides the foundation for understanding the power of storytelling in strategic communication. This theory emphasizes the role of narratives, plots, and characters in shaping human understanding and influencing behavior (Fisher, 1987). Strategic communicators leverage storytelling techniques to create compelling narratives that engage stakeholders, evoke emotions, and drive desired outcomes.

b. Stakeholder Theory: Stakeholder theory highlights the importance of engaging and managing relationships with various stakeholders in driving business transformation (Freeman, 1984). Strategic communication serves to identify, understand, and effectively communicate with stakeholders, aligning their interests with the organization's transformation goals.

C. Internal Communication Theory: Internal communication theory focuses on the exchange of information and messages within an organization (Welch & Jackson, 2007). Strategic communication facilitates internal alignment by conveying the organization's vision, fostering employee engagement, and empowering employees to contribute to the transformation process.

d. Reputation Management Theory: Reputation management involves the strategic communication practices employed by organizations to build, protect, and enhance their reputation. Effective reputation management builds trust, credibility, and positive perceptions among stakeholders, supporting the organization's transformation efforts.

Reputation management theory emphasizes the strategic communication practices employed by organizations to build and protect their reputation (Coombs & Holladay, 2012). Strategic communication plays a crucial role in managing public perceptions, addressing crises, and maintaining trust, all of which are essential in driving successful business transformation.

Key Elements of the Strategic Communication

a. Storytelling as a Strategic Communication Tool: At the core of the framework is the recognition of storytelling as a powerful tool in strategic communication. Businesses utilize narratives, anecdotes, and metaphors to convey complex messages, evoke emotions, and create a shared understanding among stakeholders.

b. Stakeholder Engagement and Alignment: Strategic communication focuses on building relationships and engaging with stakeholders, including customers, employees, investors, and the wider community. Effective communication fosters stakeholder understanding, alignment, and support for the business transformation initiatives.

c. Internal Communication and Employee Empowerment: Internal communication plays a vital role in driving business transformation by ensuring employees is informed, motivated, and empowered. Strategic communication initiatives aim to create a culture of open communication, provide clarity on transformation goals, and encourage employee participation and innovation.

Empowering employees involves providing them with the tools, resources, and autonomy to actively contribute to the organization's transformation efforts. Strategic communication plays a key role in engaging and motivating employees, fostering a culture of innovation, and enabling them to be change agents within the organization.

d. Digital Communication and Reputation Management: In today's digital age, strategic communication encompasses managing the organization's online presence, addressing digital crises, and shaping its reputation in the digital sphere. The framework recognizes the importance of strategic communication in navigating the challenges and opportunities presented by digital platforms.

Outcomes and Impacts:

a. Business Transformation: The ultimate outcome of the framework is the successful business transformation. Through strategic communication, organizations can communicate their vision, values, and goals effectively, mobilize stakeholders, and drive change initiatives, leading to improved performance, competitiveness, and long-term success.

b. Stakeholder Engagement and Trust: Strategic communication enhances stakeholder engagement, fostering positive relationships, trust, and support for the organization's transformation efforts. Trust is a critical element in strategic communication and business transformation. By effectively communicating with stakeholders, building relationships, and demonstrating transparency and authenticity, organizations can foster trust, which is essential for successful transformation initiatives.

   Engaged stakeholders become advocates, providing valuable insights, resources, and support for the transformation process.

c. Employee Motivation and Innovation: Effective internal communication empowers employees, enhancing their motivation, commitment, and willingness to contribute to the transformation process. Engaged and empowered employees become agents of change, driving innovation, productivity, and organizational growth.

d. Reputation and Brand Enhancement: Strategic communication plays a critical role in managing and enhancing the organization's reputation and brand image. By proactively shaping the narrative, effectively addressing crises, and demonstrating transparency and authenticity, organizations can build and maintain a positive reputation, which in turn supports business transformation.

The conceptual framework outlined above provides a comprehensive understanding of how strategic communication, rooted in storytelling, and aligned with stakeholder engagement, internal communication, and reputation management theories, can drive business transformation.

Applications and Implications:

Focus group interviews are conducted to understand the importance of strategic communication.

Articulating the business needs to translate business challenges with the synergy of resources requires a strategic and effective approach. Here are some steps to help achieve this:

Understand the Business Challenges: Begin by gaining a thorough understanding of the specific challenges the business is facing. This could include market shifts, competitive pressures, technological advancements, or internal inefficiencies. Conduct research, gather data, and engage with key stakeholders to identify and clarify the challenges.

Align Business Needs with Strategic Goals: Next, align the identified challenges with the overall strategic goals of the organization. Determine how addressing these challenges will contribute to the achievement of the company's vision, mission, and objectives. This step helps to establish a clear link between the business needs and the broader strategic direction.

Conduct a Resource Assessment: Evaluate the available resources within the organization that can be leveraged to address the identified challenges. This includes both tangible resources (financial, technological, physical) and intangible resources (knowledge, skills, expertise, relationships). Assess their suitability and capacity to support the required transformations.

Prioritize and Set Objectives: Prioritize the business challenges based on their urgency, impact, and alignment with the strategic goals. Set specific objectives that articulate the desired outcomes of addressing these challenges. These objectives should be measurable, time-bound, and aligned with the overall business strategy.

Develop a Communication Plan: Craft a clear and compelling communication plan to articulate the business needs and the rationale for addressing the challenges. This plan should consider the different stakeholder groups involved, such as senior leadership, employees, shareholders, and external partners. Tailor the messaging to resonate with each group, highlighting the benefits and potential impact of the proposed transformations.

Utilize Effective Communication Techniques: Use a variety of communication techniques to effectively articulate the business needs. This may include presentations, reports, workshops, town hall meetings, and one-on-one conversations. Emphasize the importance of the challenges, the available resources, and the anticipated outcomes to engage and motivate stakeholders.

Foster Collaboration and Synergy: Highlight the potential synergies that can be achieved by aligning resources and collaborating across different departments or teams. Emphasize the shared benefits of addressing the challenges collectively and encourage cross-functional collaboration to optimize resource allocation and generate innovative solutions.

Continuously Monitor and Adapt: Regularly monitor the progress of the business transformation initiatives and adjust the articulation of business needs as necessary. Keep stakeholders informed about the outcomes and lessons learned, and actively seek feedback to ensure ongoing alignment between the challenges, resources, and objectives.

By following these steps, you can effectively articulate the business needs and translate business challenges by leveraging the synergy of available resources. This approach helps to garner support, mobilize resources, and drive successful transformation initiatives within the organization.

Limitations of Study: This study is only based on Focus Group Discussions with the Business leaders, Excerpts from Harvard & Stanford Guest lectures. This study is not focused on the employees and their experiences with leadership teams. This research also paves the way to analyze the learning styles of people and the way communication has impacted critical business needs; Translating business needs into technical requirements is an intense study that needs to be continued as a part of an extension to this study.

Conclusion:

This study focuses mainly on the way brains are wired to seek out information in a methodical way and is the importance of case study method of analyzing the important aspects of business. There is a high demand for strategic interventions in the way we use storytelling and case studies as a part of requirements gathering in a technical pitch. It is vital for us to understand that teaching right to our junior staff/ consultants is vital before we send them out on any business deals. This study has identified that consultants who are able to well articulate business needs are pivotal in translating the business requirements to technical specifications. Vis-à-vis there is scenarios that misunderstanding and unable to clearly articulate business requirements to technical analysis teams have incurred heavy losses and project overlays. In all matters of strategic communication, method sticks stronger than mere words.

Communication has nothing to do with the elaborate words or eloquence but of an order and a narrative that defines the objectives clearly.

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