

## ***Editorial***

Dear Readers,

The publication of the 19<sup>th</sup> edition of the International Journal of Research in Business Studies (Volume 9, Issue 2, December) is the next step in our growth and delight. Along with this issue, we are moving towards advancing the boundaries of knowledge in the arena of business and management through innovative research and thought leadership.

This edition features eleven research papers authored by distinguished scholars and industry practitioners, offering diverse perspectives on key topics such as marketing, strategic management, finance, human resources, and entrepreneurial innovation. Together, these papers capture today's business environment's dynamic and multifaceted nature, addressing emerging challenges and opportunities.

We sincerely extend our deep gratitude to our esteemed editorial board and dedicated administrative team. Their dedication to ensuring the publication is praiseworthy and works as an encouragement for academic endeavours.

With regards,

Arun Kumar

Editor-in-Chief

IJRBS



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## **Unwavering Threat of Generative Artificial Intelligence and Frightening Future of Business Researches in Public Policy and Social Science Domains**

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### **Abstract**

AI is predominantly ruling the present era much above the IT innovations and industrial revolutions. Its potential impact has to be addressed globally on multiple issues including the present challenges faced by the academicians. The extensive, uncontrolled, and unethical use of generative AI contents in the public policy and social science research domain may ruin the future developmental planning required for achieving the country's Sustainable Development Goals. AI-Based Tools (ABTs) and Large Language Models (LLMs) that leverage Artificial Intelligence and Natural Language Processing (NLP) technologies using Chat Generative Pre-trained Transformers are now impacting all facets of the higher education system, research, and policy formation thereof on day-to-day basis.

The peril of Generative AI (GAI) and the menace of deep fake content are so profusely penetrated in higher education research, that it are far beyond the anticipation and imaginations of academicians, forward thinkers, and policy makers since it is working without human interventions, using innovative AI technologies, readily available on a voice command to activate the smart assistant to perform the desirable work output right from conceptualization to delivery in almost all fields including higher education and research. Thus an attempt has been made to develop a concept paper highlighting the state of affairs of present business researchers working in the public policy and social science domains in the era of Generative AI and to put forward directions for future and factual research. An outline of the current literature survey on the AI concepts has been elaborated to understand the unwavering threats, which is likely to destroy the future of unaware business researchers in the present era of AI. There is a strong need for self-imposed ethical code of conduct while using GAI contents which shall be supported by a self-declaration that it is AI-generated content and does not require authentication.

## **Keywords**

Artificial Intelligence (AI), Chat GPT, Deep fake, Generative AI, Public policy, Sustainable Development Goals (SDGs), and Social Science Research.

## **1. Introduction to AI**

Presently the foretaste of AI can be well experienced globally in almost all internationally spoken popular languages such as English, French, German, Italian, Portuguese, Spanish, and of course in Hindi too. The AI basically is an improvised concept of logic-based approach to problem-solving, and discussions of machine learning and it comprises numerous types of other intellectual activities based on various kinds of searches as manifested. In general, the Smart Assistants searches used in Machine Learning (ML) are based on three types of AI models namely Artificial Narrow, Artificial General, and Artificial Super Intelligence.

In the present era of AI, there are many Advance Persistent Threats (APTs), like Anomaly detection, Phishing attacks, Malware, Ransomware, and Insider threat leading to the failure of automated threat response system and Ransomware digital arrest in real-time basis leading to Distributed Denial of Service (DDoS) attack, IoT and Botnet attacks.

There are countless unwavering threats of Generative Artificial Intelligence (Gen AI) emerging day-by-day due to its excessive and uncontrolled use by generation Z, who are unaware about its future consequences which may even pose high risk and security breaches leading to data theft, cyber fraud and even leak of top secret govt. documents pertaining to policy formulation, financial budgeting, future planning and important developmental research framework documents. Thus an attempt has been made by the author to tag a few known sophisticated threats that are most likely to harm the future of business researches particularly in the public policy and social science domain in order to edify the senior academicians of higher educational institutes, policy makers and regulators to be aware on the possible threats encountered while dealing with Gen AI contents by them and to fight against the cyber adversaries of digital ecosystem penetrating the higher education research.

## **2. Objective of the Study**

The main academic objective of depositing this concept paper is primarily to spread knowledge amongst young academic researchers on AI and to warn them of the deep fake generative AI content, which is readily available on search engines, as they seem to be quite unaware about its implications and future

consequences on their research outcomes being presented for public policy formation in the social science domains for development of higher education and achieving the Sustainable Development Goals (SDGs).

The secondary objective is to introduce all senior academicians, faculty members, research guides, project leaders, and other associated higher management personnel, who are not found so conversant and computer savvy, with this emerging advanced AI technology of the present era, which they are not able to utilize properly due to their present age, lack of sufficient time to learn, busy schedules owing to high academic work pressures, project completion deadlines, non-availability of proper learning resources, manpower and other financial constraints.

### **3. Research Methodology**

To unlock the stigma of not declaring openly that, nowadays researchers are using AI generated content in their presented business research data, it was felt very necessary to map the perceptions of the respondents to draw the immediate attention of academicians, forward thinkers, and policy makers of the developing countries by presenting the current state of affairs found emerging due to the excessive and uncontrolled use of AI-generated contents by the business researches around the globe. The exploratory research methodology was adopted for putting forward the recommendations based on the conclusions from the analysis of the secondary data in order to undertake future research in the era of generative AI.

A conceptual research study was thus conceived by the researcher by undertaking the survey in the four different cities of the state of Madhya Pradesh utilizing only convenient sampling method for collecting the personal responses from the 40 numbers of confrere respondents of researcher acquaintances comprising business administration students, junior researcher scholars and their senior faculty members within the selected age group of 20 to 65 years as per the sole convenience of the researcher to know the exact number and percentage of AI users in the domain and to know the extent of use of Gen AI fields in their day to day classroom assignments, literature reviews, data collections, related data analysis, and driving business inferences for their research works, with the reported limitations and time duration without taking any financial assistance and with no conflict of interests.

Though, it was a quite challenging task but an attempt has been made to maintain the high degree of confidentiality by following the ethical principles of very small representative samples, comprising of working professors, research

scholars and management students across the selected cities of the researcher's consociates without disclosing their identities. In present academic world, first of all, no one is ready to accept that one has used the Generative Artificial Intelligence (Gen AI) content in any form and secondly, no one is easily accepting that the presented research work is at stake due to the use of AI-generated content and last but not the least, that most of the present era business researchers are totally unaware that use of Gen AI is actually harming their classical research capabilities of thinking and reasoning and their AI-generated research conclusions are posing unwavering threat to the policy makers and regulators who are engaged in the formulation of public policies based on their presented research inferences?

#### **4. Review of the Literature**

Unbelievably the concept of AI was found to exist much before the revolutionized launch of the World Wide Web on 1<sup>st</sup> August 1991, In recent past, how we connect to machine was first introduced by an English Mathematician and logician, Alan Mathison Turing, who encountered it through his initial machine learning research and later described it in his Turing Test Theory (1948).

The Turing Test Theory is best known to certify any AI-based software programs likely to be run on machines using any computer language to give the desired outputs without involving human interactions. The unethical use of artificial intelligence techniques has increased multifold since launch of the Chat GPT on the 30<sup>th</sup> November 2022, which engulfed even the higher education institutes with profuse penetration of deepfake contents in the research domain alongside tabulating data, tutoring, and Chat GPT-based conversational agents to promote learning experiences using large language models and to develop future AI Tutors. The author has just tried to refer few current research findings across the globe to raise his ethical concerns on the peril of deepfake contents and the menace of AI-generated higher education research, being promoted for the formulation of public policies based on the AI-generated interpretations and inferences of the social science research and its future educational implications on the academic integrity, only very recent & current academic year research studies have been cited.

As guest editors of the special issue on Generative AI in Education, Marc Alier, Francisco Jose Garcia Penalvo, and Jorge D. Camba in Feb (2024) shared the journey of generative AI in education from its deceptive to present disruptive format and focused on its ethical consideration and challenges related to



academic integrity concerning the authenticity and authorship of the delivered work using Gen AI models. Very recently in 3<sup>rd</sup> International Scientific Conference on Challenges of Modern Economy and Society through the Prism of Green Economy and Sustainable Development (CESGED-2024), held at Novi Sad, from 25-28, April 2024, Eleonora Benova and Silvia Trelova (2024), from Faculty of Management Slovakia, Comenius University Bratislava, presented their research paper titled “Is it Plagiarism or Just Using Artificial Intelligence Tools?”

A semi-systematic literature review was also done by Alshahrani, Pileggi, and Karimi (2024), on the social perspective of AI in the Higher Education System, highlighting the Application of Artificial Intelligence in Education (AIEd) and its negative and collateral effects on pedagogical, ethical and social dimensions. Journal of English as a Foreign Language Education (JEFLE) in its very current edition has also published a systematic literature review made by Suryanti, Ramdhanti (2024) on students’ writing using Generative AI in higher education from Universitas Tanjungpura and a bibliometric analysis on the integration of AI in education was conducted with a comprehensive review of literature of last 10 years by Verma Anuj et al. Recently, version 1 of a systemic literature review, which is still awaiting its peer review, was also found published on 10<sup>th</sup> July 2024, from Universiti Tunku Abdul Rahman, Bandar Sungai Long, 43000 Kajang Petaling, Selangor, Malaysia by Md Sozon, Omar Hamdan Mohammad Alkharabsheh, Pok Wei Fong, Sia Bee Chaun to identify the most prevalent types of cheating and plagiarism in higher education institutions (HEIs) and to provide useful insight for educators and policymakers to solve the complicated recurring problem of online cheating and plagiarism.

## **5. Current Global Scenarios**

Taking cognizance to the recent fourfold increase in the open AI searches using countless Smart Assistants, to name few of them in an alphabetical order such as, Abhi, Ad Sense, Andy, Ava, Alexa, Ally, Azure, Bard, Bing, Bixby, Brave, Chat Generative Pre-trained Transformers (GPT), Canva, Clara, Claude, Cleo, Colab, Copilot, Cortana, Deep Face, Deep Mind, Eddy, Exa, Face ID, Face Net, Fireflies, Fliki, Fyle, Gemini, Github, Google Assistant, Grammarly, Grok, Hoppy Copy, Hostinger, Hugging Face, Jasper, Komo, Llama, Lovo, Maya, Mistral, Motion, Murf, Nia, Otter, Pandas, Perplexity, Polly, Pytorch, Rekognition, Ring Sense, Rytr, Sage Maker, Search GPT, Sivi, Strawberry, Synthesia, Tensor, Theano, Transcribe, Translate, Travis, Tykr, Watson, Waymo, Write Sonic, Yep, You.com and so many more in built with other

AWS, Java, Prolog, Python, R, Tensor Flow and Natural Language Processing (NLP) based general purpose AI application systems built on the public web data utilizing Corpora like C4, Dolma, and Refined Web in particular, it has nearly become impossible to differentiate the deep fake generative contents originating from AI (.ai) for its genuineness and originality of content particularly in the field of current higher education and business research.

The researcher has tried to explore a few of very currently published research papers from the journals of repute on the subject domain for having an academic overview.

Abdullahi Yusuf et al (2024) highlighted the threat to academic integrity through generative AI and suggested the reformation of higher education in a study conducted across 76 countries and address concerns related to Gen AI and the need for robust ethical guidelines and policies responsive to cultural and ethical expectations. Abu Sobaih (2024), also raised an ethical dilemma impacting the growth of pseudoscience due to the extensive use of chatbot in the field of scientific research if not overcome albeit many consider it as a common good approach, but responsible and ethical use of chatbot in the field of research and publication in developing countries needs immediate policy interventions. Bryony N. Parsons et al. (2024), surveyed the student perspectives on the use of assistive technologies like GAI and Chat GPT at Liverpool University, UK, and suggested the formulation of clear policies on the use of GAI technology with equal access to all groups of university students for adhering to academic integrity code of practice. Kershnee Sevnarayan and Mary-Anne Potter (2024) of the University of South Africa, studied student voice on generative artificial intelligence influence in the open distance e-learning university education program and suggested transformations to counter the challenges faced in ensuring academic integrity. Al-Zahrani and Alasmari (2024), has investigated the impact of the prevalence of AI in the higher education system on its uses, purpose, negative experiences, ethical and social implications of the future role of AI in teaching and learning and addressed data ethics and privacy concerns in AI implementation of higher education in the Kingdom of Saudi Arabia. Abbas et al. (2024), has examined the cause and consequences of GAI usage among overseas university students and found that overall concerning time pressure of workload use of Chat GPT is likely to increase, and for students sensitivity to rewards were not found encouraged to use Chat GPT to increase their academic performances in contrast its use was found to develop tendencies for procrastination and memory loss leading to dampen the student's academic performances.

Bukar et al. (2024) presented a case study on Chat GPT, illustrating decision-making framework of the Generative AI model for its effective utilization in educational environments through a flexible regulatory framework for protecting the academic integrity, privacy, safety security, and legal compliance including copyright issues. Hyanghee Park and Daehwan, Ahn (2024) were able to deeply describe the prose and peril of using Chat GPT in the higher education system with real opportunities and its design implications for utilizing Chat GPT in higher education for university students. Law Kian Seng et al. (2024), provided solutions for deepfake identification and prevention to ensure AI integrity and to stop the spread of false information through their study to foster societal trust, mitigate risk and cultivate a more robust digital environment. Valery Okulich-Kazarin et al. (2024) also analyzed the threat of AI to higher education sustainability and recently published an article in the prestigious sustainability journal on the students' views and cautioned that AI may hurt the sustainability in higher education as envisaged by SDG 4.3, thus a safe learning environment is required for expanding the use of AI in higher education.

## **6. Related Indian Studies**

So far the use of Smart Assistants in the domain of public policy and social science research are not commonly noticed in India. However, few young researchers who are pursuing their higher studies in overseas countries were found engaging themselves in the use of Open AI Technologies for conducting their online research, which shall be judged very cautiously while formulating public policies based on their findings. Sanagana (2024), has studied various patterns of evolving threats of AI and came up with an automated response system, which can be very well used for early detection of incoming cyber security threats in the field posture of the organizations against the modern cyber adversaries. George et al. (2024), called for data transparency copy right misinformation, trust, and accountability for intellectual property protection owing to the growing danger of AI-generated harmful misinformation spreading quickly through social channels to develop a global accountability framework to govern information quality and data security for vital social functions for keeping pace and managing risk of civil society stakeholders. Ilankumaran, G. et al. (2024) along with four others Indian researchers also published their recent findings in the May 2024 issue of the academy of marketing studies journal and concluded that the use of AI in the realm of higher education poses challenges and call for establishing a harmonious equilibrium between ingenuity and accountability to necessitate cautious navigation by acknowledging and confronting the obstacles of ethical implications linked to Artificial Intelligence.

The ethical considerations, future prospects, and challenges of using Gemini, ChatGPT and, other similar Gen AI platforms for enhancing the learning by students and improving the quality of teaching by educators, must integrate safeguards and data privacy measures to address bias for ensure transparency and academic integrity was emphasized by Nitin L Rane, (2024). Generative AI tools for effective and collaborative content creation were also studied by Malakar and Leeladharan (2024) to aid academia in strategic tool selection for scholarly endeavors during digital evolution. Yogesh K Dwivedi (2024) with his fellow English researcher Marcello Mariani, put forwarded ten themes of future research developments in the field of innovation management studies related to Generative AI, Danish Gulzar et al. (2024) surveyed attitudes of respondents in the context to education to understand multifaceted perspective and highlighted concern towards loss of jobs and lack of human interactions besides data security and privacy. Sahu Atul of TISS and Sahu Arvind of BIT (2024), cataloged revolutionary applications and implications of Generative AI in the Higher Education Institutes (HEIs) at digital commons libraries of University of Nebraska Lincoln and R. Leelavathi and Reddy, C. Surendhranatha (2024), evaluated the effectiveness of ChatGPT in the management education and to know its potential as AI tool for enhancing active learning, promoting critical thinking and fostering creativity in classroom scenarios, Soumya Ranjan Das et al. (2024) while studying perceptions of students towards ChatGPT usage in higher education noticed its benefits, limitations, and user ethical concerns. Raghu Raman et al. (2024) tried to analyze research trends of fake news and established linkage to Sustainable Development Goals (SDGs) and Generative AI.

Raman R, et al. (2024) also tried to evaluate the UN SDG literacy of Generative AI tools like Chat GPT and recommended enhancing its collaboration competencies, critical and system thinking to achieve the SDGs as envisaged by the UNO. Overall the scenario is the same locally as well as globally and unwavering threats of AI are frightening the future of business research, particularly in the public policy and social science domains at large, which is seeking an immediate attention of the academicians and policy makers.

## **7. Data Sources**

The author has personally retrieved most of the secondary data depicted in the presented concept paper from the open-access sources available to him through his academic and institutional affiliations with due citations and acknowledgments. The literature survey was assessed through online data bases of reputed publication houses of subject domain journals and periodicals such as

Nature, Springer, Elsevier, Research Gate, AMSJ, BMC, EATP, Electronic, Emerald, JALT, JSTAR, IEEE, IJTE, MDPI, PUIRP, OIJI, UNI-R, SABA, and Sustainability to name a few.

**Table 1:- Types of Selected Respondents**

Types of Respondents	Total Nos.	Nos. of AI Users	% age of Gen AI Users
Management Students	25	24	96% College goers/stud
Jr. Researcher Scholars	10	08	80% Project/Fin Mangr
Sr Management faculty	05	01	20% Professors/As Prof

*Source:-* (July to September, 2024).

**Table 2:- Respondents Profiles**

Types of Respondents	Age Group	Course/Discipline	Use of Gen AI Fields
Management Students	20-25	BBA/IMBA/MBA	Classroom Assignment
Jr. Researcher Scholars	25-35	M. Phil/PhD/DBA	Lit Survey& Data Anal
Sr Management faculty	55-65	Busi Mgt/commer	Grammar& speech-text

*Source:-* (July to September, 2024).

**Table 3:- Reported AI Uses**

Research Work Type	Reported AI Uses	Research Work Type	Reported AI Uses
Hypotheses Testing	Highly-significant	Literature reviews	Highly-significant
Virtual online survey	Highly-significant	Managing answers	Highly-significant
Biblio-Metric Type Literature Analysis	Highly-significant	Online Perception Mapping Survey	Highly-significant
Hosting electronic questionnaire online	Highly-significant	Online Statistical processing of quest	Highly-significant
Forming opinions of respondent using AI	Highly-significant	Arriving on Facts using new techno.	Highly-significant
Paragraphing/Styling Indexing/Formatting	Highly-significant	Spellings/grammar Speech to text-App	Highly-significant
Referencing/Citation	Highly-significant	Driving Inferences	Highly-significant

*Source:-* (July to September, 2024).

## **8. Data Interpretations**

On the basis of statistical analysis of the above primary data it is prominently evident that the use of generative AI content was obviously found quite common amongst the generation Z sample group, which comprises students mostly pursuing their bachelor's and master's degree in management studies in the higher educational institutes of India. Almost all of them were found to use Gen AI technologies for doing classroom assignments on day-to-day basis. Similarly, majority of the research scholars, project and marketing managers, finance, HR, and business research data analyst were found frequently engaged in utilizing AI-Based Tools (ABTs) to capture primary and secondary data, to analyze their AI-generated data, to carry out literature surveys, to conduct online interviews and to collect their questionnaire responses since they were more acquainted with the use of innovative and generative AI techniques for ease of doing research. However the senior faculties were not found so conversant with the latest available technologies as they are in general not so computer savvy, and due to their higher age group they were conveniently found ignoring the same owing to high academic work pressure, lack of time and their inability to make out the actual difference between real and AI-generated research contents presented to them for going-over and putting forward to the higher-ups for better understanding and recommending public policy formulations for the society. Thus there is an immense need to spread awareness amongst them to enable them to clearly distinguish the generative AI contents as it is threatening the future of social science research in higher educational institutes globally and is worrisome for the future business researchers of the domain.

## **9. Research Inferences**

Since the selected representative sample size was too small, the overall inferred results cannot be generalized as per the standard code of practice. However, it is clearly evident from the statistical data analysis of the primary data that the Generation Z is found to be mostly engaged in using Gen AI technologies as compared to their higher age group of respondents. The young business researchers were also found conveniently using AI-Based Tools to present their findings. However the senior management faculty members were having age and work pressure-related constraints, thus they were not found engaged as frequent users of generative AI technologies in their day-to-day work, however, they sometimes use speech-to-text and grammar-related AI applications just to assign project work, classroom test and evaluate the presented research and

project work using speech to text and to merely check spellings and grammar as per their elderly inherent nature to make such corrections in the student's work assignments put up to them for examinations, etc. Thus it is strongly felt to impose some ethical code of conduct for higher education studies that whenever a student is using Generative Artificial Intelligence (Gen AI) content, it shall invariably be supported by his self-declaration in overall interest stating that: "This is an AI-Generated content and does not require authentication"?. Thus global policymaker's needs to be very careful while dealing with AI generated data and related pre trained research publications.

## **10. Limitations of Research**

This conceptual research study was just conducted for a very short period per the sole convenience and limited available resources of the author himself, between 12 July 2024 and 30 September 2024, while serving as the Joint Chief Controller of Explosives, in the Petroleum and Explosives Safety Organization (PESO), Bhopal Circle office located in the state of Madhya Pradesh in his last spell and found to be quite conclusive in fulfilling its academic objectives as envisaged. Hope in the future, further research studies may perhaps be conducted on the highlighted issue since it calls for an immediate intervention of the country's top most academicians, forward thinkers and policymakers to address the consequences likely to arise due to excessive, unethical, and uncontrolled use of Generative AI technologies, used without human intervention by the generation next engaged in the field of higher education training and research, who are utilizing the readily available AI-based applications just for the sake of getting their citations published and increasing their personal count of number of research papers publications in the journals of repute to gain the higher academic credits without actually conducting the real research in the public policy and social science domains, which may result into ruinous planning failure in achieving the country's desired levels of Sustainable Developmental Goals (SDGs). Only 40 respondents from all types of respondents were taken into account to conceptualize the presented research study, which was based on a huge population of interest. Respondents were randomly selected from the four visited cities of state of the Madhya Pradesh during the specified period of a research study conducted by the researcher. The survey was conducted mostly in Bhopal, Dhar, Indore, and Ujjain cities at the sole convenience of the researcher from the acquaintance respondents only without availing any financial support or research funding and as such there was no conflict of interest was found present.

## **11. Research Implications**

The major implication of this conceptual research study conducted on the un-governed use of generative AI applications, which is working without any human interventions and are being extensively used in the field of public policy and social science research, is in fact that, we won't be able to fix the responsibilities on its possible false outcomes, as in that scenario who will be held responsible for the generation of deepfake contents and who will be blamed physically for system faults or who will own the moral responsibility? The higher academic world, in the recent past, has already witnessed the outcomes of the Covid-19 lockdown around the world, which has resulted in the publication of countless numbers of unverified research findings during 2020-2022, using the AI-generated research papers through online mode working from home and not actually conducting any physical research work, which got published globally in the so-called international journals of repute of Medical Sciences, Business Management, and Social Science Domains. This call for spreading complete and systematic awareness of generative AI technologies, to all those unaware business researchers who are presently engaged in doing business research in the era of AI, which is most likely to destroy the future of academic research, since there is a strong need of self-imposed ethical code of conduct, to be followed while using unregulated generative AI contents.

Though, presently in Indian Higher Education Institutions (HEI), Center for Advanced Studies (CAS), Institutions of Eminences (IOE), Central Universities, and Deemed to be Universities like IISC, IITs, IIMs, NITs, AIIMS, PGIs, Scientific Research and Development (R&D) Laboratories, and all other such state and private entities the threats due to unethical use of Generative AI pre trained research contents are not found reported to frighten the future of researchers so far. However, in any such cases it is advisable to remain cautious enough and be prepared authoritatively to curb the deepfake menace arising due to excessive and uncontrolled use of Gen AI content. Therefore the basic awareness campaigns for all concerns especially for those placed at higher levels are necessary to be divulged without fail by the regulatory bodies at their earliest and wherever generative AI contents are found to be unenthusiastically used in the academic research domain, the author thus suggest providing a mandatory disclaimer or a self-declaration mentioning that, this is an AI-generated content and does not require authentication?



## **12. Recommendations**

On the basis of outcomes of this conceptual research study, it is finally recommended by the author that the use of generative AI content in the Business Research in the era of Gen AI shall be avoided as it is judged harmful to overall development of the country since business recommendations of the researchers are put forward to the government and regulators and are mostly taken into account for public policy formulation and future planning for developing the resilient infrastructures for generation next of the country, in order to attain the overall sustainability in terms of economic growth and industrial development to achieve the desired levels of Sustainable Development Goals in the field of Higher Education by the year 2030.

## **13. Acknowledgement**

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## **14. Disclaimer**

The author's views are purely academic and personal and do not represent the views of the organization he represents i.e. PESO, DPIIT or the Govt. of India. The author has not received any fellowship for this publication as such no conflict of interest exists. The identities of the respondents were kept highly confidential and their responses were taken into consideration solely for academic purposes. Copyrights are transferred to IJRBS. However, researchers may send their feedback directly to mizansai@gmail.com

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## **Investigating how Blockchain can Facilitate Secure Data Sharing Between Different Entities in a Cloud Environment in Healthcare Sector**

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### **Abstract**

**Introduction:** In the healthcare sector, the ability to share data securely and seamlessly among various entities is essential for maintaining continuity of care while complying with strict privacy regulations. Traditional cloud environments, although scalable, encounter issues related to data security, integrity, and interoperability. Blockchain technology, known for its decentralized, immutable, and transparent qualities offers a potential solution to these challenges.

**Objective:** This research explores how blockchain can enable secure data sharing within a cloud environment specifically for the healthcare sector, with an emphasis on improving data privacy, access control, and accountability among stakeholders such as healthcare providers, patients, and insurance companies. The aim of this study is to evaluate the potential of blockchain in addressing significant security issues while facilitating efficient data sharing within cloud infrastructures.

**Methodology:** A descriptive method approach is utilized, incorporating a thorough literature review alongside case studies from current healthcare blockchain applications. Furthermore, a conceptual framework is introduced that merges blockchain with cloud-based healthcare systems, ensuring data security, auditability, and adherence to regulations like GDPR and HIPAA.

**Conclusion:** The study concludes that integrating blockchain with cloud platforms enhances data security, reduces the risks of unauthorized access, and builds trust among entities offering a secure, scalable, and compliant solution for healthcare data sharing.

### **Keywords**

Blockchain, Cloud environment, Healthcare data sharing, Data Security, and Privacy compliance.

## **1. Introduction**

The traditional healthcare paradigm is primarily predicated on the delivery of medical treatment via hospital and outpatient clinic systems. The availability of contemporary equipment, hospital infrastructure, and medical staff training constitute just a few of the many factors that influence the quality of healthcare. The model may vary based on the country. However, the core notions remain the same. It is concerned with the "patient-oriented" strategy and supporting mechanisms that provide the most effective possible access to healthcare services. Due to the population's demand for high-quality medical treatment and the rapid advancement of technology, such a conventional platform has faced considerable challenges in recent decades. Furthermore, emerging digital technologies have the ability to rapidly expand the capabilities of various diagnostic treatment tools and systems.

In reality, medical digital technologies can make healthcare more accessible and flexible for the general public. The internet provides free access to health, treatment, complications, and scientific research information. On the other hand, diagnostics and clinical consulting services are becoming more widely available, particularly in low-income countries. Telemedicine and online pharmacy platforms provide high-quality consultation and guidance to folks in rural and remote places, while also allowing them to obtain necessary prescriptions without traveling.

Another fascinating and rapidly expanding field is applying the artificial intelligence (AI) in biomedicine, healthcare, and medical education. The application of AI in biomedicine, healthcare, and medical education is a rapidly growing topic. AI has the potential to significantly improve diagnostic tools' functionality and performance. Optimizing treatment processes may also be advantageous, leading to improved therapeutic efficacy, happier patients, and reduced expenses.

Clinical trials and biological research may benefit from AI as well. AI will also be essential in sectors that require a lot of manual labor and automation. But even with recent developments, AI cannot fully replace people in biological research and healthcare. (Senbekov et al., 2020)

As healthcare equipment provides appropriate monitoring and patient health records are transferred and collected utilizing cloud computing services, cloud computing, and health monitoring are being used together more and more. These days, the usage of IT resources and services is increasing constantly in all sectors, including stock, education, the military, gaming, agriculture, and healthcare. The IT sector provides services in a more functional and authentic

manner than the conventional one. It increases demand for IT-related services (Ali et al., 2018). From a variety of angles, the composition discusses the topic of communicated processing in healthcare administrations.

However, there are a number of security and confidentiality threats that might affect the cloud. Confidentiality and security issues seem to be the biggest obstacles to the development and widespread adoption of something similar to the Cloud. The main issues with cloud-based solutions seem to be privacy and information security. Cloud encryption standards enable openness when using or storing data in the cloud. Because all information in the public cloud is secured, you can use pooled cloud-based services with ease and security. Cloud technology encryption methods protect crucial documents while limiting communication. Compliance is one of the most commonly used techniques to safeguard information systems. Authentication is a policy that enables, denies, or restricts access to resources in a computer system. Furthermore, it detects and reports any attempts to obtain access to a machine. It is a really helpful tool for managing cybersecurity. Finding the best and safest way to transfer user data is therefore another difficult task in the cloud-based environment (Rai et al., 2022).

In this case, Blockchain can be used to transfer or store data in the most secure manner. Blockchain is renowned for connecting and sealing the storage unit "block" using robust encryption to create a structure for data that resembles a chain. An attacker faces a difficult and unprofitable scenario as the chain lengthens because it becomes more difficult to interfere with the data that is happening. In addition, many copies of the data chains, or ledger, are stored locally at various network participants. One modified copy can lead to criticism from others.

The aim of this research is to investigate how blockchain technology enables secure and transparent data sharing among various entities in a cloud-based healthcare environment. The study focuses on how the cryptographic and decentralized characteristics of blockchain can address significant security challenges, including data privacy, integrity, and access control while building trust among healthcare providers, patients, and other stakeholders. Additionally, this research aims to investigate blockchain in integration with existing cloud services to help mitigate risks related to data breaches and unauthorized access in the healthcare industry.

## **2. Review of the Literature**

Blockchain technology, often connected to cryptocurrencies like Bitcoin, is a distributed and decentralized ledger that keeps a record of transactions across a

network of computers. It functions without a central authority, which makes it tamper-resistant and ensures that no individual can change the transaction history. Unlike traditional centralized databases, blockchain is supported by the entire network, and verified transactions form an unalterable chain. The core components of blockchain architecture are listed as follows:

- Nodes - Individual devices that maintain a separate copy of the blockchain ledger
- Transaction - A record of data exchange between participants
- Block - A collection of transactions bundled together
- Hash - A unique cryptographic code that represents content in a block
- Consensus mechanism - The protocol by which nodes agree on the validity of transactions
- Wallet - A tool that allows users to perform transactions. It contains a private key and a public key (Monrat, Schelen and Andersson, 2019)

Users initiate transactions through their wallets during the exchange of data or assets. These transactions are collected into a block, which is given a unique hash, that acts like a fingerprint for its contents. The block is then sent out to all nodes in the network. Nodes utilize a consensus mechanism to verify the block and its transactions. Once confirmed, the block is added to the existing chain, linking it to the hash of the previous block. All nodes update their ledger copies with the new block (Komalavalli, Saxena, and Laroiya, 2020). The blockchain's design and cryptographic hashing make it resistant to tampering. This process repeats for every new batch of transactions, allowing the blockchain to grow continuously.

There are three types of blockchain: Public, Private, and Consortium. These systems can be compared using different perspectives such as Consensus determination, Read permission, Immutability, Efficiency, and Centralized platform. Though blockchain can be differentiated based on these factors, all three systems contain similar characteristics such as decentralization, immutability, transparency, security, anonymity, privacy, resilience, programmability, and interoperability. (Vokerla et al., 2019)

Blockchain's transparent and decentralized platform is increasingly appealing to a variety of industries for different business applications. Banks and payment systems are utilizing blockchain to create smoother and more secure operations, enabling efficient fund transfers. In healthcare, blockchain aids in rebuilding trust between patients and providers by simplifying authorization processes and reducing instances of fraud and record loss. The legal sector is utilizing blockchain to securely verify documents, potentially decreasing the likelihood



of court disputes (Ali et al., 2021). Additionally, blockchain can improve electoral integrity through transparent voter registration and validation. Sectors such as insurance, education, transportation, and retail are implementing blockchain to lower costs, enhance transparency, and establish trust, with rapid growth expected in banking, government, and pharmaceuticals.

Cloud computing has become an inseparable part of healthcare, offering numerous advantages. Cloud computing in healthcare is largely concerned with deploying remote server access through the Internet to store, manage, and process medical data. This approach provides a customizable alternative for healthcare industry participants to remotely access servers where the data is stored (Narkhede et al., 2020). The remote accessibility of healthcare data breaks down the location barriers to accessing medical services. Cloud computing for healthcare has numerous benefits for both patients and healthcare practitioners, allowing them to use a vast amount of data safely from anywhere, anytime, improve patient care, streamline operations, and automate various processes.

Cloud computing for healthcare has altered the sector by providing high-data accessibility, on-demand availability, and internet-based services. This is why medical professionals who are proficient in technology, are quickly adopting cloud technology in the healthcare industry. The key benefits of cloud computing in healthcare include the real-time availability of resources that can be paid for based on consumption. It allows medical personnel to access a wide range of patient data, exchange the data with key stakeholders, and provide timely protocols (Morais et al., 2022). This boosts collaboration between healthcare stakeholders, providers, and patients.

There are two ways that cloud computing operates in the healthcare sector. By considering the deployment model, there are four types of cloud computing Private (where only one healthcare firm/chain can use the facility), Community (where a group of healthcare bodies can access the cloud), Public (in which the cloud is open for all the stakeholders to access) and Hybrid (which combines multiple clouds with various access options). By considering the distribution model, it can be classified into SaaS (Software as a Service - the provider offers IT infrastructure, and the client deploys operating systems and applications), IaaS (Infrastructure as a Service - The provider gives an IT infrastructure and operating system, and the client deploys applications) and PaaS (Platform as a Service - The provider gives an IT infrastructure, an operating system, applications, and every other component in a ready-to-use module). (Qian et al., 2009)

The adoption of healthcare cloud computing requires the storage of medical information in the cloud. However, this increases the likelihood of a data leak. It happens because the isolation methods intended to keep healthcare businesses apart may not work when the data of an organization shares a server with multiple healthcare organizations in a typical cloud architecture. It causes a situation where organizations fail to secure their cloud infrastructure from the growing incidents of cyber attacks. Blockchain acts as a solution to mitigate these kinds of risks caused by cloud computing in the healthcare sector. Since blockchain technology is decentralized, no single entity can be considered an authoritative source of global health data, allowing all parties to have limited access to identical health records. Since data put on the blockchain cannot be altered, recovered, or corrupted, its immutability greatly increases the security of health data stored on it. Every piece of health data on the blockchain is timestamped, encrypted, and added chronologically. Additionally, encrypted keys are used to keep health data on the blockchain, protecting patient privacy and identification (Chauhan and Kumar, 2013). This assures patients that their personal medical information will not be misappropriated by other stakeholders and that there will be a mechanism in place to detect such exploitation. Blockchain's transparent and open nature fosters a sense of confidence surrounding distributed healthcare apps. This improves the acknowledgment of such applications by healthcare stakeholders. The reliability and validity of blockchain records may be confirmed without access to their plaintext. This function is extremely beneficial in healthcare settings that involve record verification, such as pharmaceutical supply chain management and insurance claim processing.

MedRec is a blockchain system designed to manage Electronic Health Records (EHR) and medical research data. Its core objective is to provide access to a patient's medical history and record in a secure, decentralized, and interoperable way across healthcare providers. Traditional EHR systems are often fragmented across various healthcare providers, which hampers patients' ability to access a comprehensive medical history. Additionally, limited interoperability between these systems leads to disjointed medical records. MedRec uses blockchain technology to devise an immutable, transparent log of medical data. It allows the patient to access, share, and control his medical records while maintaining the integrity and security of the data. It uses Ethereum's smart contracts to control access levels regarding who can view a patient's medical record. It only contains pointers to records off-chain in local provider databases for safety and security. Smart contracts automate relationships between patients and providers,

logging permissions pertaining to access to any data. MedRec has a decentralized approach with no single point of failure that reduces the possibility of cyberattacks (Ekblaw, 2017). It restores patient agency over health data and provides a robust system for permission-based sharing. It also enhances medical research by providing large datasets with secure access. The system fits the national healthcare priorities, which are also aligned with patient empowerment, interoperability, and precision medicine.

### **3. Research Methodology**

This study adopts a descriptive research methodology that relies exclusively on examining existing literature, academic papers, case studies, and technical reports related to blockchain technology, cloud computing, and the management of healthcare data. The focus is on exploring how blockchain can enable secure data sharing between various entities in a cloud environment within the healthcare sector. It provides an overall and systematic thinking on how blockchain technology might be used to alleviate serious security threats in cloud-based healthcare systems. It is the outcome of reviewing literature and synthesizing it in collecting available literature for the purpose of understanding the overall potential for integration of blockchain within healthcare cloud environments and their limits. The study uses secondary data that accrues from peer-reviewed journal articles, research-based studies on blockchain, cloud computing, and applications in healthcare studied with a view of extracting key findings, technological developments, and use case, relevant conference papers related to blockchain in healthcare or cloud security are reviewed for new developments and emerging trends, case studies or existing implementations of blockchain in healthcare such as MedRec and other cases are reviewed to understand how the practicality of blockchain has been applied in real life to share secure data. This study also used technical white papers on industry reports and information from leading organizations, cryptographic mechanisms, and how they integrate with cloud systems, and official reports on healthcare data security, privacy laws such as HIPAA, and data governance frameworks to understand the compliance and regulatory context of blockchain in healthcare. The actual process of data collection involves systematically searching and retrieving literature from databases such as Google Scholar, IEEE Xplore, PubMed, SpringerLink, and ScienceDirect. The gathering of relevant studies is based on the following keywords and search terms: "blockchain in healthcare, secure data sharing, blockchain cloud integration, healthcare cloud security, and blockchain privacy." Selection criteria involve studies that fall under the

categories of both blockchain and cloud computing and healthcare and research studies that are security, privacy, and trust-related issues specific to cloud-based healthcare systems. The data is analyzed by thematic content analysis that involves key themes explored within blockchain security mechanisms, cloud integration, data privacy, and access control, challenges and limitations related to scalability, implementation, interoperability, and complexity in healthcare, and analysis of documented case studies such as Medrec and Modelchain. A conceptual framework, based on the literature review, has thus been developed to show the interaction between blockchain and cloud environments in the healthcare data-sharing context. Although the research is based on secondary data, issues of ethics would actually reflect that sources cited should be authentic and valid. Also, all the literature referred to is quoted appropriately, and due attention is taken to avoid misinterpretation of the findings reported so far. Therefore, this methodology is designed to provide an effective understanding of how blockchain technology can enhance secure data sharing in healthcare cloud environments by analyzing existing research. A systematic literature review and thematic content analysis would serve the study in its aim of unveiling the essential benefits, challenges, and future directions for blockchain adoption in healthcare.

#### **4. Analysis and Findings**

Cloud computing services should be always available for health practitioners to support effective functioning and access to patient information. A cloud computing failure might be caused by software, hardware, network failure, cyberattack, or a catastrophe. It does not always provide greater availability as compared with the traditional IT system. Cloud computing services have to ensure data is error-free and reliable since critical health decisions rely on these data. The distributed nature of cloud services is therefore prone to errors, and any software or network failures have to be addressed as soon as possible in order to maintain the reliability of the system. Millions of patient records are stored in e-Health clouds and should be replicated efficiently across several sites with high availability and reliability. That amount of data calls for scalable and fault-tolerant storage systems for securely backing medical applications. Sometimes, cloud computing systems may not accommodate the diverse needs of various healthcare providers. The cloud infrastructure may not be flexible and expandable to quickly meet changing healthcare demands and new services. Data privacy is a major concern in e-Health cloud systems. Patient data must be safeguarded from unauthorized access during data exchange between healthcare

providers and cloud services. Ensuring privacy is crucial before fully transitioning to cloud-based healthcare systems. The cloud computing system does pose threats to the confidentiality, trust, and legal liability of data breaches, which could damage reputation and patient trust. Due to its centralized architecture, cloud computing deteriorates greatly in terms of trust and transparency. Currently, cloud providers and customers must rely on trusted third parties to resolve disputes resulting from service-level agreement violations. Cloud computing's essential requirements include accessibility, elasticity, manageability, data security, federated systems, on-demand integration, multi-tenancy, and resource management. Blockchain could help cloud computing developers create novel apps that provide trust, transparency, and more control to cloud customers, as important blockchain capabilities include decentralized governance, immutability, transparency, persistence, auditability, security, and smart contracts.

The interoperability issues in blockchain, which occur when different blockchain networks are unable to communicate and share data with each other as each blockchain is built with different standards and code bases which makes them incompatible, can be attributed to the fact that universal application development standards do not exist. Applications created by different vendors or built on varied platforms are incompatible and hence cannot share medical records seamlessly across systems. This severely affects the end promise of blockchain for healthcare seamless data exchange. In security terms, the threat is susceptible to attacks where any unscrupulous source gets to dictate control over the network by outnumbering honest nodes. Private keys used in accessing blockchain data can also be stolen or lost. Future technologies such as quantum computing will break any encryption method current in the future. What concerns arise regarding healthcare blockchain systems is the transparency-based nature of blockchain technology. While hashing the values may anonymize public addresses, it is likely to identify patients when linking the related data. Malicious attacks from criminal organizations or government entities can also breach the privacy of the patients. Data integrity and patient privacy both are very much needed to be assured for the success of blockchain in managing EMRs. One of the challenges for scalability is due to the large amount of healthcare data and also processing delays inherent in existing blockchain platforms. Blockchain's complexity is sometimes a challenge for its stakeholders. Patients and healthcare providers will not be able to manage healthcare data unless they are sufficiently educated and trained to make use of

blockchain; thus, it contradicts the entire concept of empowering patients with control over their data.

The interoperability issue can be solved by developing protocols that make sure the interoperability between blockchain networks exists, and also work on open standards for data storage and transfer. To solve the security challenges, permissioned blockchains like ModelChain can be implemented to present a safer alternative than the public blockchain such as Bitcoin in which only approved nodes are participating. In addition, embedding private pointers to data in the blockchain while actual data will be kept off-chains boosts privacy. Adopting permissioned blockchains along with adherence to secure design principles can be helpful in reducing such privacy risks. One possible solution for scalability issues is the use of blockchain as an index for healthcare data, with the actual data stored off-chain, but this would blow away some of the key strengths of blockchain technology, which are redundancy and availability. To overcome the complexity of data caused by blockchain, simplification of blockchain applications can be done, thereby making them user-friendly, which also encourages a higher adoption rate.

## **5. Discussions and Conclusion**

The incorporation of blockchain and cloud computing presents a valuable opportunity for secured sharing of data in the healthcare industry. The decentralized, immutable, and transparent characteristics of blockchain improve the security and integrity of medical data, tackling the weaknesses found in traditional cloud systems. Research indicates that the cryptographic features of blockchain can effectively protect patient privacy, ensuring that sensitive health information remains safe from unauthorized access and breaches. Furthermore, blockchain promotes trust and transparency among healthcare providers, patients, and stakeholders, leading to a more efficient and secure data-sharing environment.

Nonetheless, the study also points out challenges such as the complexity of blockchain, issues with scalability, and interoperability hurdles between various blockchain networks. To achieve widespread adoption in healthcare, these challenges must be addressed through the creation of open standards, interoperability protocols, and user-friendly blockchain applications. Despite these obstacles, the potential for blockchain to transform cloud-based healthcare services is substantial, providing improved security, transparency, and trust in managing sensitive medical data. Thus, blockchain plays a vital role in

reshaping healthcare data sharing, ultimately enhancing patient outcomes and healthcare delivery systems.

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## **Inspirational Leadership for Managing Innovation, Sustainability and Competitiveness in Knowledge-based Firms**

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### **Abstract**

The present paper focuses on exploring the leadership attributes that are conducive to managing consistent performance during all stages of a firm's growth. The study is based on focus group exercises conducted on professionals of knowledge-based enterprises followed by an exploratory study based on a questionnaire survey conducted on 160 employees of knowledge-based firms situated in the National Capital Region in Delhi. The study revealed that certain attributes viz., integral value system, interself awareness, insightful vision, intrinsic commitment, relational responsiveness, and sagacious disposition constitute the personality of a leader who is capable of motivating employees under varying circumstances and contexts. Such may be called sustainable leadership.

### **Keywords**

Leadership, Knowledge-based firms, Innovation & Creativity, and Motivational empowerment.

### **1. Introduction**

The competitive advantage of a nation in the global market crucially depends upon the growth and technological dynamism of firms belonging to the knowledge-based sector. In developing countries, planners, policymakers, and researchers who are genuinely concerned with the necessity of managing the competitiveness of their society in the emerging global knowledge economy are striving to acquire a deeper understanding of the factors associated with the individual and organizational performance and sustainable development of such enterprises. It may be emphasized that along with the technical competence of the work force creativity and innovation are the dominant variables which determine the competitive advantage of the knowledge-based firms (Kapur, Anil & Samiee; 2008; Ojha & Krishnan, 2004). It has been recognized that the

process of innovation is pertinently influenced by the leadership through its impact on individual creative potential and also on various organizations a enablers such as competencies, networks, cultural processes, and leadership systems (Munshi et al.,2005). Present research explores how effective leadership can inspire and support innovation within an organization.

Studies have been conducted focusing on the stages of the firm. The approach adopted is referred to 'life cycle approach' or the 'growth stage model' describes three stages in the development of organizational competencies viz., evolution, stabilization/decay, and renewal (Galbraith, 1982; Hank et al., 1993) The stage of renewal is intimately associated with creative process engagement and innovation. The researchers have suggested that while moving through different stages of growth the firms are confronted with different management challenges (Nirjar, & Tylecote, 2005). The paper aims to review the innovative leadership style as portrayed in the literature, and combining the two terms, and offering more insight and a structural foundation for researching elements of innovative leadership.

The interconnected trio of leadership, innovation, and innovation management forms the backbone of modern companies, propelling progress and product evolution. Recognizing this importance and prioritizing innovation management is crucial, with effective leadership fostering an innovative environment. This research identifies key success factors (KSF) for innovative leadership in the form of behavioral and attitudinal guidelines (Robert & Reburn, 2019).

Researchers investigate the significance and mindset of visionary leadership for innovation on organizational sustainable development (Farhan, 2024). The present paper focuses on identifying the leadership attributes and style that are conducive to managing the sustainability of firms during different stages of development. Before defining the research framework and methodology to conduct such study we provide a brief review of research conducted on various leadership styles.

## **2. Review of the Literature**

There are numerous approaches to identifying the key personality factors and behaviours of leaders such as trait and style theories, contingencies theories, transactional and transformational leadership theories, transcendent and authentic leadership theories, distributed leadership, and structuralist leadership approaches.

The trait theory, suggest that leaders have certain inherent attributes and qualities which make them effective leaders. The style theory, assumes that it is

possible to become an effective leader by learning certain behaviours. The trait theory focuses on identifying those attributes and personality factors which set leaders apart from general people. The style or behavior approach is based on identifying the behavior patterns which a leader should exhibit to perform an effective role. (Bryman,1998; Shackkt on, 1995).

Another approach to leadership behaviour assumes that leadership behaviour are depends up on the contexts in which they are placed. The theories based on such assumption, known as ‘contingencies theories’ do not accept the notion of a universal model of leadership and suggest that different situations require different leadership styles depending on the characteristics of followers and the nature of tasks.

Another important research stream based on the transactional and transformational leadership model developed by Bass (1985) conceptualises leadership as a system where leaders try to constantly develop motivational responses toward followers as well as adopt different behaviors on their responsive resistance (Yukl, 1998). According to this model if the relationship between leaders and followers is based on and limited to an exchange of value that is of mutual benefit, it is transactional leadership. Transformational leadership is built on the concept of leaders’ charismatic attributes and is concerned with building people around a common purpose which transcend the traditional reward-based system (Avolio & Bass, 1988). Bass and Avolio (1995) outlined four dimensions of transformational leadership namely idealized influence, individualized-consideration, intellectual stimulation, and inspirational motivation. Idealized influence concerns to charismatic actions of leaders whereby individuals transcend their self-interests and develop a sense of belongingness towards organizational mission and objectives. Individualized consideration refers to leaders’ behavior enabling the employees to satisfy their individual needs, develop and self-actualize. Intellectual stimulation is associated with leaders appeal to followers’ intellect to stimulate them to questioning their own assumptions and ‘status quo’ thereby providing innovative solutions to the problems. Inspirational motivation defines the way in which transformational leaders energize the followers by articulating a compelling vision of future thus enhancing followers’ expectations and energizing them to achieve ambitious goals. Some researchers portrayed leadership have as a spiritual relational process which utilizes values, attitudes, and behaviours (altruistic love, hope, faith, vision) to intrinsically motivate followers for spiritual senses of survival (Cardona, 2000; Fry, 2003). Such leadership is called transcendental leadership which essentially is a “visioning

and ethical process reflecting requirements for both leader influence and follower empowerment to facilitate value congruence” (Fry, 2005). Through open communication, empathy, and support, transformational leaders create an environment where employees feel valued, motivated and empowered to contribute their best efforts. By prioritizing a healthy culture, where resources may be limited, the ability to innovate and adapt quickly is crucial for survival and growth (Oluwatosin, Alexsandra & Courage, 2024).

Another approach of leadership known as authentic leadership have also emerged from the intersection of leadership, ethics, and positive organizational behavior (Avolio et al., 2004, Cooper & Nelson, 2006. Luthans & Avolio, 2003). Researchers defined authenticity as “owning one’s personal experiences, be they thoughts, emotions, needs preferences or beliefs, processes captured by the injunction to know oneself” and behaving in accordance with the true self (Seligman, 2002). A more focused model of authentic leadership was proposed by Illiesetal. (2005) which included self-awareness, relational transparency, internalized moral perspective and balanced processing into its gambit. Researchers find a series of learning insights for employees engaged in innovation leadership, at the distinct levels of self-leadership, team leadership, organisational leadership, and ecosystem leadership.

In recent decades an approach emphasizing that leadership can be found in all organization levels and can be shared among multiple players a teach level has also gained recognition from researchers (Bryman 1999). These theories are based on said assumption usually called ‘distributed leadership theories’ are associated with the conception of self-managed teams, which assign multiple leadership roles to team members. Researchers have suggested that distributed leadership is essentially concerned with leadership practices rather than roles or functions of leaders. Although the impact of innovation on educational management and leadership is appealing, the majority of leadership studies in the past tended to assess leaders’ impact on performance or affective outcomes rather than innovation-related outcomes.

The leadership approach focuses on the practice adopted by leaders to undertake important organizational coordination tasks such as organizational design, integration of diversified activities, and channelizing the resources is termed as the ‘structuralist approach, to leadership’(Munshiet.al., 2005). According to this approach, leaders are supposed to carry out the triple responsibilities of designers, teachers and stewards. As designer they are responsible for formulating appropriate policies, strategies, and structures, and thereby creating a shared vision. As teachers, they would coach employees to acquire an

insightful and empowering view of reality by challenging existing mental models. Finally, as stewards, they exhibit a sense of involvement in personal growth of employees and hold an effective commitment.

This may however be emphasized the primary role of a leader is to channelize the capabilities of its employees which is intimately related to their intrinsic motivation, creative process engagement and psychological empowerment (Zang & Bartole, 2010). Such role of the leader is essentially moderated by his personally held values, and attributes that are reflected through his style of leadings. The present study attempts to explore such leadership attributes that may ensure his own equanimity and adverse situation thereby ensuring the employees motivation and psychological empowerment under uneven circumstances.

### **3. The Research Framework**

The present research constitutes part of a comprehensive study conducted to understand the role of leadership in leveraging the innovativeness of high technology sector. The study was conducted utilizing the case studies techniques whereby semi-structured interviews of senior management professionals were conducted to acquire an understanding of their views on various aspects of the research problem. The interaction revealed that the quality of a leader is being sensitive towards the empowering and motivational aspects of individuals at workplace determine his attitude and style of managing individual and organizational creativity, innovation, and performance under varying contexts and circumstances encountered during the different phases of firm development.

The study focusing on identifying the leadership attributes that are effective in motivating knowledge professionals to engage in innovative ventures was conducted in two stages. The first stage was to identify relevant attributes of leadership which contribute to enhancing creativity and innovation in knowledge-base organizations. The second was to obtain the views of knowledge professionals serving in biotechnology and e-business firms concerning the relative relevance of these attributes and thus to narrow down the search to a more specific set of attributes. For the first stage of this exploration a group of professionals from knowledge-base firms which have more than five years of experience was chosen as the sample for study. These professionals are pursuing their part time post-graduation in business management from a reputed national institute in the National Capital Region (NCR). They have been chosen as they have witnessed both types of role:

being led by the senior level executive and of leading a team of qualified professionals. Their experience was appropriate for the out context of identifying relevant attributes of leadership for enhancing creative an innovative tasks. These professionals were subjected to focus group exercises wider perspective on leadership attributes. Four focus group exercises are undertaken with four different sets of professional i.e. a total of 32 professionals were involved. Each discussion lasted between 90 to 120 minutes.

The second stage of research involved a larger pool of knowledge professionals serving in biotech and e-business firms situated in National Capital Region (NCR). They were administered with a questionnaire which was developed out of the findings of the focus groups exercise. The focus groups provided a list of attributes that these knowledge professionals suggested after due deliberations. The HR Managers of biotech and e-business firms situated in national capital region which have indicated their willingness to participate in our comprehensive research programme were contacted to get responses from their professionals. In total 160 completed responses were received, 64 from the biotech firms and 96 from e-business firms. The findings of focus group discussions and analysis of data obtained from questionnaire survey is being provided in the next section.

#### **4. The Research Findings**

The Focus Group Exercises

The participants were asked to discuss the issues explained as follows:-

- You must have passed through various experiences in your professional life. Certain people in leadership positions must have influenced you. You must have an appreciation for some of their specific attributes which might have encouraged you to engage in creative activities. Could you please identify and discuss the relevance of those leadership attributes?
- There are times in life when we fail to achieve the desired outcomes of our efforts and feel disheartened. We often look up at our seniors in such situations. What are the attributes of their leadership which help in providing psychological support to an individual like you to be able to with stand such unfavourable circumstances?
- On the basis of your own knowledge, values, and experiences, what are those essential attributes of an effective leader which strengthen the 'creative potential' and 'will to achieve' of individual knowledge workers.

It was found that most of the participants who possess varied experiences have, at some occasions in their personal or professional life passed through some

difficult situations with distinct possibilities of adverse outcomes. They strongly believe that the leader's role exhibited through his style of dealing with a critical situation and providing encouragement and support to his followers in time of need is the pivotal determinant for managing firm's competitive performance. The participants suggested a number of such attributes, and critically examined their relevance for effectiveness of leadership role under varying situations and contexts. In support of their view points numerous examples were cited by them from historical, mythological, political and other fields by the participants in support of their view points. The discussion was moderated by the researchers and they provided relevant academic inputs to help the participants for concluding their views. The researchers also made suggestions for adopting certain terms and phrases to convey the meaning of statements made by participants in context of the issues discussed.

#### **4.1 The Inferences from Focus Group Exercise**

The 12 common factors which came out of all four group exercises are: integral value system, inter-self awareness, relational transparency, balanced processing, intrinsic commitment, idealized influence, sagacious disposition, relational responsiveness, intellectual stimulation, individualized consideration, insightful vision and cogent assertiveness. It may be mentioned that the relevance of certain factors, identified by participants as essential attributes of an effective leadership has already been recognized in research literature in the context of certain leadership styles as discussed earlier. Idealized influence, intellectual stimulation and individualized consideration are the essential constituents of transformational leadership and its relevance in transforming employee's personal values and self-concept under different organizational contexts and thus enhancing innovativeness and performance expectation have been well recognized in research literature (Bass, 1995; Bass and Avolio, 1997; Jung, 2001; Junget. al., 2003 and Gumusluoglu and I lsev, 2009). Similarly balanced processing, relational transparency and self-awareness have been identified by the researchers as the substantive components of authentic leadership (Avolio et.al., 2004; Cameron et al., 2003; Cooper & Nelson, 2006; Kernis, 2003; Luthan & Avolio, 2003; Gardner et al., 2005; Ilies et al., 2005 and Walumbwa et al., 2008). However, it would be appropriate to explain the meaning and relevance of other attributes identified by the participant during focus group exercises.

The focus group discussions revealed that in the opinion of the participants one of the important leadership attribute earning an enduring admiration of

employees is an integrated value system. A value indicates what is meaningful to an individual and affects his personal attitudes and motives. An integral value system refers to an individual's, adherence to same moral principles concerning the matters pertaining to his personal professional or public life. Such person displays an admirable consistency between his words, decisions, and deeds. All of us are motivated to move over lives towards certain destinations. Such motivation is always determined by the values to which we subscribe. Thus an integral value system when transformed in to a philosophy of action provides credence to leader's motives and generates trust in his percipience, vision and decisions.

Another factor which invited an illuminating exchange of views among participants of focus group exercise was associated with the concept of self-awareness. The participants accepted the multifaceted nature of 'self' and self-awareness refers to showing an understanding of one's strengths and weaknesses and thus helps him to derive meaning in his own world. However, it was vehemently argued that such meaning can be derived only in relationship with others and self-awareness can appropriately be termed as 'inter-self-awareness'. Inter-self-awareness recognizes that all individuals are inter-related at existential level and their strengths, weaknesses, abilities, aspirations, and feelings affect each other's in a profound manner. Interself being the existential self of an individual an internalization of such awareness enables the leader to refine his understanding of his ownself and creating an emphatic understanding of abilities and aspirations of others also.

Commitment towards organizational goals and the responsibilities undertaken was identified by the focus group participants as another leadership attribute which makes an everlasting impact on employees' motivation. The commitment which characterizes an individual's relationship with the organization may either be based on rewards and benefits (Kanter, 1968) called 'extrinsic commitment, or may be through employees' identification with organizational goals and values (Meyer and Allen, 1991). The participants stressed that the leadership commitment which cannot explicitly be related to any formal reward system and is reflected through the leaders personal choice to give extra efforts at work, may be called 'intrinsic commitment'. However intrinsic commitment is an attribute in an outcome of an individual's deriving meaning from the nature, objective, and the level of complexity of the task assigned. In such



situation, the task in itself becomes an intrinsic motivator generating the necessary passion to innovate and perform.

The discussions revealed that the leadership 'disposition' also makes an effective contribution in determining the outcome of a creative process engagement. It generated an exciting exchange of views among participants. 'Disposition' is the natural proclivity of an individual's mind as displayed through his relationship and behaviour with others. The sagacity displayed in a leader's behaviour and interactions enliven the working environment and positively influences the morale and self-confidence of employees. Such disposition reflects the candour, conscientiousness, and inner strength of his personality. Thus a farsighted judiciousness exhibited in a leader's disposition stimulates the creative urge of employees and enhances their innovation performance.

'Relational responsiveness' was another factor identified by focus group participants as an admirable attribute of an effective leadership. Responsiveness refers to being sensitive towards others beliefs, values, and sensibilities. Relational responsiveness determines the leadership effectiveness in developing an organizational climate conducive to the creation of trusting and caring relationships, sharing of ideas and vision, and openness in communications. It also facilitates cross-functional interaction within the organization and develops networking relationships with other professionals and organizations. Relational responsiveness is the quality of leadership which makes him effective in generating vivacious-environment and rejuvenates the morale and confidence of followers in times of need. Relational responsiveness is a precursor to developing a collective consciousness among employees.

The participants were convinced that an 'insightful vision' is a relevant leadership attribute inspiring knowledge workers be involved in creative assignments. It was argued that leadership vision is a phenomenon engrossing upon issues of empowerment, motivation values, and goals; vision is an idea of the future and the leadership vision describes the pathway to reach the destination. The leadership vision shared by employees enables them to keep moving despite various forces of resistance. However, if the leader is able to indicate the future course of events on the basis of insight gained through a contemplative thinking and deep understanding of the meaning of his own and others' experiences it helps to traverse their paths with an efficacious optimism and they learn to drive meanings even in setbacks and failures. The ingenuity of such vision

captures the imagination of knowledge workers and stimulates the generation of new ideas.

An insightful vision creates an image of the future and empowers the employees to convert it into a reality through their creative efforts.

The focus group participants also identified discussions also revealed that the participants consider 'cogent-assertiveness' to be another factor determining leadership effectiveness. Assertiveness indicates the leader's forthrightness in indicating his expectations and demands from employees. An assertive leader expresses his observations concerning the competence, strengths, weaknesses, and attitudes of employees in quite explicit terms and advises them to improve upon. It was argued that in certain situations a leader may become over assertive and at times his straight-forward expression of opinions may hurt the sensibilities and self-esteem of followers, thus creating regressive and counter-productive climate. It was thus suggested that leadership expectations should always be reasonable and convincing and their forthrightness should be directed towards improving the competence, creativity, and innovation potential of individuals at works place. Thus cogent assertiveness was also identified as an important leadership attribute for leveraging the innovation potential of knowledge workers.

#### **4.2 The Questionnaire Survey: Data Analysis**

The second stage of research was focused on exploring a more specific set of attributes defining a leadership style conducive to enhancing innovations in knowledge enterprises. Questions were formulated on the basis of literature evidence and discussions held with two senior academicians well versed in the objectives of our present study and possessing rich experience of supervising academic research and consultancy projects. Questions framed were then shown to the CEOs of two knowledge-based firms (one an e-business firm and another a biotech firm, both based in NCR region) for ascertaining their relevance for professional working in industry. The views expressed by CEOs were duly incorporated and the questionnaire so validated was adopted for further enquiry. The exploratory research came up with twelve attributes relating to leadership styles for motivating individuals and reinforcing their potential to innovate. A questionnaire survey was conducted wherein the attributes were split into 48 statements, measured adopting a five-point Likert scale. Appendix A provides the list of questions included in the survey.

The respondents were provided choices from ‘strongly admirable’(SA), frequently admirable (FA), occasionally admirable (OA), rarely admirable (RA) and cannot say (CS) to indicate their preferences. The relative weightage allotted varied from 5 for strongly admirable to 1 for ‘cannot say’. 160 responses were collected. The total number of respondents indicating a specific choice against statement was evaluated and recorded. In order to further assess the relative importance of various statements and attributes an index (we call it the ‘pertinence index’) was calculated on the basis of the number of respondents indicating as pecific choice as:

$$= \frac{5n_5 + 4n_4 + 3n_3 + 2n_2 + 1n_1}{5 \sum n_i}$$

Where in  $i_p$  = pertinence index

5,4,..1 are weightage assigned to choices as SA(5), FA(4), OA(3), RA(2), CS(1)

$n_5, 4..1$  are the total number of respondents for a specific choice.

**Table 1:- Pertinence Indices of Leadership Attributes**

Attribute	% Respondents Who have Opted for SA or FA	Pertinence Index
Integral Value System	85.0	0.893
Inter-self Awareness	85.1	0.889
Relational Transparency	42.7	0.622
Balanced Processing	38.7	0.593
Sagacious Disposition	74.6	0.845
Idealized Influence	36.2	0.579
Relational Responsiveness	75.5	0.834
Intellectual Stimulation	37.6	0.589
Intrinsic Commitment	85.0	0.895
Individualized Consideration	35.5	0.568
Cogent Assertiveness	38.4	0.589
Insightful Vision	87.0	0.919

Source:- Authors Compilation

Since every attribute was expressed through four statements, the average of four concerning indices was adopted to express the pertinence indices of various attributes. The data analysis indicated that six attributes are identified as having distinctly higher pertinence indices. In order to further validate these attributes which on the basis of the questionnaire survey are

recognized as more important constituents of an effective leadership factor analysis were administered where in using SPSS 17.0 the responses from 160 respondents were analyzed.

Factor Analysis and varimax orthogonal rotation methods were used to determine the principal component factors of evaluation indexes in the selection of leadership attributes. The essential tests on the data, KMO measure of data adequacy (0.944) and Bartlett's test for sphericity for factor appropriateness were conducted and found to be within permissible limits.

The varimax rotation provides two principal components namely two factors as they have Eigenvalues greater than 1. The other factors are not relevant to the study as their Eigenvalues are less than 1. Factor 1 indicates those attributes which contributes significantly towards leadership effectiveness as shown in table 2 that factor 1 explains 84.124 percent variance of the entire data whereas factor 2 is indicative of those attributes that do not contribute significantly to the leadership attributes as mentioned in table 2 that factor 2 explains only 11.872 percent variance of the entire data.

**Table 2:- Total Variance Explained**

Factors	Initial Eigenvalues			Rotated Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10.144	84.532	84.532	10.106	84.214	84.214
2	1.466	12.217	96.749	1.425	11.872	96.086
3	.109	.905	97.653			
4	.079	.655	98.308			
5	.060	.499	98.807			
6	.043	.356	99.163			
7	.031	.257	99.421			
8	.027	.223	99.644			
9	.015	.121	99.765			
10	.010	0.84	99.849			
11	.010	.081	99.930			
12	.008	.070	100.000			

Source:- Authors Compilation

Table 3 represents the rotated factor matrix which explains the correlation between the attributes and the related factor. These correlations help formulate an interpretation of the factors by looking for a common thread

among the variables that have large loadings for a particular factor. Thereby the attributes have been divided into two factors based on their correlation values and hence factor 1 consists of those attributes having a correlation more than 0.7. Same is the criteria for factor 2. Based on this division, the attributes belonging to factor 1 is intrinsic commitment, integrated value system, insightful vision, relational responsiveness, inter-self-awareness and sagacious disposition whereas factor 2 consists of efficacious assertiveness, intellectual stimulation, idealized influence, balanced processing, individual consideration, and relational transparency. Since factor 1 alone explains 84.214 percent variance of the data, the attributes belonging to factor 1 are the ones which are important “Leadership Attributes” namely ‘integrated value system’, ‘inter-self awareness’, ‘relational responsiveness’, ‘insightful vision’, ‘intrinsic commitment’ and ‘sagacious disposition’, in the decreasing order of their importance respectively.

**Table 3:- Rotated Factor Matrix**

Leadership Attributes	Factors	
	1	2
Integrated Value System	0.905	0.300
Intrinsic Commitment	0.828	0.528
Relational Transparency	0.462	0.857
Balanced Processing	0.399	0.910
Sagacious Disposition	0.775	0.578
Idealized Influence	0.382	0.917
Relational Responsiveness	0.876	0.428
Intellectual Stimulation	0.383	0.918
Inter-self Awareness	0.917	0.353
Individualized Consideration	0.374	0.908
Cogent Assertiveness	0.384	0.918
Insightful Vision	0.900	0.357

*Source:-* Authors Compilation

Based on the contribution of the attributes to these factors, the two factors have been named as “Integrative Attributes” and “Continuance Attributes”

### 4.3 Data Analysis

The data analysed by the two methods indicates that although their order of importance resulting from the two methods may not be the same, the attributes

which in the opinion of knowledge professionals working in high technology enterprises recognize as pertinent contribution to the leadership effectiveness are integral value system, inter-self awareness, insightful vision, relational responsiveness, intrinsic commitment, and sagacious disposition.

The 'inter-self' concept is based on the realization that an individual acquires existential meaning in his life in interacting with others. The inter-self is the relational self of an individual its realization is based on an extended awareness of the 'self'. Since inter-relationship is not static in nature the inter-self awareness is also a dynamic and open to development concept. Inter-self awareness is associated with having a reasonable understanding of one's own abilities and aspirations and of others as well. The concept is empowering in nature and provides scope and space for accruing an individual's propensity to innovate thereby enhancing individual and organizational innovativeness and performance.

An integral value system is another important attribute of effective leadership. The values are formations and ideations of thought representing the perceptions concerning the important truths of life. An individual's subscription to a system of integral values makes his life meaningful. Such value system as an attribute of leadership results in creating confidence in the perspicacity of the leader's value judgments and the legitimacy of his expectations. It may also be mentioned that adherence to such a value system indicates that the physical, vital, and mental beings of the individual concerned are well-harmonized constituting an integral personality.

It may further be stated that philosophical thinkers have recognized that although our being is one but there are multipleselves within us. There is our mind self which expresses itself through thoughts and perceptions. Our impulses, feelings, desires, and external life activities of our nature are expressions of our life self. Our physical being is expressed through our instincts, habits, and formulated activities of our physical nature. Each of these selves has its own distinct nature, influence, and actions on the whole of us. A coherent amalgamation of the influences, actions, and responses of these selves creates our 'integral- self'. Although consciousness is one but it adopts itself into various formations of life indicating that all forms of life are interconnected at their existential levels and each of us acquires meaning in life interrelationship with others. Thus the concept of 'inter-self' is essentially concerned with the relational aspect of our true self.

It may further be appreciated that the knowledge workers possess a good understanding of the dynamics of organizational and technological development

and also of various intellectual, cultural, and social aspects of life. It should not be expected that would feel inspired by a vision based on business prospects only although it may provide them some extrinsic satisfaction. However, if the leadership vision is based on an insightful awareness of the multifaceted aspects of the personality of an individual and his multiple roles in life, such insightful vision generates imaginative prospects for stimulating the ingenuity of creative individuals.

The intrinsic commitment of the leader exhibited by his extra-role behaviour created by his personal choice and sense of belongingness, his sagacious disposition based on his conscience and relational responsiveness indicated by his sensitivity towards the feelings and beliefs of others results in creating an organizational climate conducive to strengthening the self-efficacy and self-esteem of individuals employees.

## **5. Summary of Research**

Our research concludes that the quality of the leader in being sensitive towards empowering and motivational aspects of individuals in workplace determines his attitude and style of managing the individual and organizational creativity, innovation, and performance. Such leader consists of certain specific attributes viz., integral-value system, inter-self awareness, relational responsiveness, insightful vision, intrinsic commitment, and sagacious disposition. These attributes are essential components of an individual's the personality that defines the sustainability of his role as a leader under varying contexts and circumstances. Since the scope of the present research was confined to knowledge-based high-tech enterprises, it is suggested that further studies may be conducted to evaluate the influence of such style on employees trust, organizational identification, commitment, creativity, and performance for different organizational climates and cultures.

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**Appendix A**

**Leadership Attributes: Questionnaire Survey**

1. Can sacrifice his own interests in service of a higher purpose.
2. Maintains consistency between his words, values, and action at all costs.
3. Adheres to the same principles and ethical standards in personal, public, and professional life.

4. Abides by his principles and moral values, even against pressures from powerful persons.
5. Can accurately assess his own strengths and weaknesses and always presents an open and honest face to people.
6. Displays genuine appreciation for other sensibilities, aspirations, and achievements.
7. Is conscious of the fact that others also have strengths and weaknesses, and adopts the same view to them as to his ownself.
8. Appreciate others differing views in matters concerning their way of life or belief system.
9. Displays the same views in front of superiors and subordinates even at critical occasions.
10. Expresses his true thoughts and feelings and shares in formation with his teammates.
11. Clarifies boundaries and involves others in decision-making processes.
12. Do not expect others to compromise with their principled stand.
13. Analyzes all relevant information before taking a decision.
14. Gives due consideration to logical views expressed by others even if they contradict his own held position.
15. Gives equal weightage to the contribution made by people with no consideration to their cultural, religious, or social background.
16. Accepts judgmental errors and tries to correct them.
17. Tries hard to be fair in dealing with others.
18. Displays a strong sense of justice.
19. Takes decisions based on long time interests of organization and employees even if it brings some short-time unpopularity.
20. Makes conscientious choices without any fear of unfavorable reactions /outcomes.
21. Emotionally engages people to go beyond their self-interests for good of organization.
22. Creates an urge for achievement in employees through his charismatic appeal.
23. Transmits a sense of earnestness among followers to achieve the re-assigned targets.
24. Displays an emotional involvement in matters concerning the personal welfare of individuals.

25. Gives importance to the needs and desires of individuals at the workplace.
26. Displays sensitivity to ward others' beliefs, values, and attitudes.
27. Communicates with others about the things that are important to them.
28. Maintains the self-esteem of his own self and that of others also at all occasions.
29. Supports implementation of new ideas and individual experimentation by creative individuals.
30. Concentrates on stimulating curiosity and generation of creative ideas among individuals.
31. Creates an environment encouraging individuals to generate creative ideas without any fear of mistakes or going against the grain.
32. Encourages individuals to interact with knowledgeable persons from diversified fields.
33. Involves in activities beyond his normal range of duties and working hours to maintain and enhance the organizational reputation.
34. Is prepared to bear the responsibility of shortcomings or/and failures of his teammates and puts efforts into solve them.
35. Displays a missionary zeal towards making positive changes in lives of employees.
36. Ensures the optimum and efficient utilization of time and resources.
37. Gives weightage to individual attainments in granting promotions and assigning tasks.
38. Treats employees as individuals and pays special attention to individual difficulties and differences.
39. Maintains personalized interaction with employees and effectively listen sounders and their views.
40. Reward individuals for supporting the organizational views and policies.
41. Expresses his feelings and opinions regarding professional matters in a forthright manner.
42. Assert to meet the objectives and targets within specified time limit.
43. Set higher standards so achievements for self and others.
44. Explains the mistakes and shortcoming of employees in an explicit manner and asserts for their improvements.
45. Sets expressive and positive vision to motivate employees to engage in creative activities.

46. Set purposeful and attainable goals and define path-ways to achieve them through consistent efforts.
47. Generate passion and pride among employees to consistently strive for achieving success in the task assigned.
48. Can visualize critical situations and inspires through his visionary solutions.

**Choices on Likert Scale.:**

- Strongly Admirable (SA),
- Frequently Admirable (FA),
- Occasionally Admirable (OA),
- Rarely Admirable (RA) and
- Cannot Say (NR)

## **Unveiling the Unveiled: A MICE Tour Guide to Krishna's Journey from Exotic Enigma to Evolving Embrace in the West**

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### **Abstract**

This research explores the evolving perception of Krishna, a Hindu deity, in the West, focusing on the challenges and opportunities presented by MICE tourism (Meetings, Incentives, Conferences, and Exhibitions) in fostering a deeper understanding of Krishna beyond stereotypical portrayals. The purpose is to equip MICE tour guides with the knowledge and tools to navigate the complexities of Krishna's portrayal in the West, promoting meaningful engagement with his message and reflecting on its enduring relevance. Using a qualitative approach, the research prioritizes an in-depth understanding of cultural perceptions and develops practical strategies for tour guides. The methods employed include historical analysis of how colonial encounters and orientalist perspectives shaped Western views of Krishna, content analysis of academic literature and popular culture, and case studies of real-world scenarios faced by MICE tour guides. The findings reveal that early Western encounters with Krishna were marked by misunderstanding and appropriation, but the 20<sup>th</sup> century saw a gradual shift toward recognizing his philosophical and spiritual significance. MICE tourism, thus, offers a unique platform for deeper engagement with Krishna's teachings, which resonate with contemporary concerns such as self-discipline, duty (dharma), and the pursuit of a meaningful life.

### **Keywords**

Krishna, MICE tourism, Deconstructing stereotypes, Western perception, and Cultural exchange.

### **1. Introduction**

Krishna, the multifaceted deity radiating love, wisdom, and power, occupies a central place in the Hindu pantheon. His captivating stories, spanning from playful pranks to epic battles, have enthralled devotees for millennia. Yet, Krishna's journey beyond the borders of India has been a curious course, marked by both misunderstanding and, more recently, a growing appreciation.

Early Western encounters with Krishna were often colored by colonialism and the prevailing Eurocentric worldview. Orientalist scholars, with their limited understanding of Hindu contexts, often presented Krishna's mythology in a simplistic and distorted manner (Gupta, 2001). Krishna was seen through a Western lens, with his playful acts with the Gopis misinterpreted as mere romantic exploits, and his divine qualities downplayed (Sengupta, 2006). This misrepresentation fueled a narrative of Krishna as an exotic enigma, a figure shrouded in misunderstanding.

However, the 20<sup>th</sup> and 21<sup>st</sup> centuries have witnessed a refreshing transformation in the West's engagement with Krishna. The influence of the global Hindu diaspora, along with the rise of interfaith dialogue, has fostered a deeper understanding of Hinduism (Jones, 2018). The growing popularity of yoga and meditation practices in the West has further served as a bridge, introducing seekers to the rich philosophical and spiritual traditions associated with Krishna (Bryant, 2007).

This paper delves into Krishna's curious course in the West, tracing the shift from misconstrued mythology to a modern mantra. It explores how scholars, artists, and spiritual seekers are reinterpreting Krishna's message, moving beyond appropriation towards a genuine appreciation of his universal and timeless wisdom.

Krishna, the enigmatic charioteer of the Bhagavad Gita, the playful cowherd god worshiped by millions, and the embodiment of dharma (righteous duty), has cast a long shadow over the West. His journey across continents and cultures has been nothing short of curious, marked by periods of misunderstanding, appropriation, and ultimately, a growing appreciation for the multifaceted deity. This paper delves into this curious course, tracing the evolution of Krishna's portrayal in Western thought from a colonial curiosity to a modern mantra for spirituality and self-discovery.

Understanding the West's engagement with Krishna necessitates acknowledging the historical context. The initial encounters, often during the colonial era, were steeped in the prevailing power dynamics and cultural prejudices. Early Western scholarship, heavily influenced by colonial perspectives, often presented Hinduism through a distorted lens (Jones, 1985). Krishna, with his polytheistic associations and unfamiliar mythology, was viewed with a mix of fascination and suspicion. Scholarly works like those by William Jones (1789) attempted to categorize Hinduism within a Western framework, often simplifying or misinterpreting complex concepts like Krishna's divine nature.



Furthermore, orientalist thought, prevalent in the 19<sup>th</sup> and early 20<sup>th</sup> centuries, portrayed Eastern cultures, including Hinduism, as static and exotic (Said, 1978). This perspective fueled a tendency to view Krishna through a romanticized lens, focusing on superficial aspects of his stories and overlooking the philosophical underpinnings. The portrayal of Krishna in a popular imagination was often reduced to idyllic depictions of Vrindavan, his playful associations with the Gopis (cowherd maidens), and his status as a charming flute player (Bryant, 2007).

However, the 20<sup>th</sup> century witnessed a significant shift in the West's approach to Krishna. The influence of theosophical movements like the Theosophical Society, founded by Helena Blavatsky in 1875, introduced Western audiences to a more nuanced understanding of Hinduism (Adler, 1978). Scholarly works by academics like Swami Vivekananda (1893) and Heinrich Zimmer (1951) presented Krishna's message in a philosophical light, highlighting its universality and relevance to the Western seeker.

This newfound appreciation for Krishna coincided with the rise of interfaith dialogue and the growing popularity of Eastern spiritual practices in the West. The introduction of yoga and meditation practices in the mid-20<sup>th</sup> century further fueled interest in Krishna, as he was seen as a source of these disciplines (Flood, 1996). The Bhagavad Gita, with its emphasis on self-realization and fulfilling one's duty, resonated with Western audiences seeking alternative spiritual pathways (Sengupta, 2006).

The latter half of the 20<sup>th</sup> century also saw a flourishing of artistic reinterpretations of Krishna. From the works of artists like A.C. Bradley (who depicted Krishna in classical European styles) to contemporary musicians incorporating Krishna motifs into their work (think The Beatles' fascination with the Hare Krishna movement), Krishna's presence became more prominent in Western cultural spheres (Goyal, 2008).

- **Moving Forward**

The journey of Krishna in the West is a testament to the dynamic nature of cultural exchange. From being a misunderstood mythological figure to a modern mantra for spirituality, Krishna's curious course highlights the West's growing openness to Eastern traditions. As we move forward, a deeper understanding of Krishna's message, free from the shackles of appropriation and misinterpretation, has the potential to enrich our understanding of the human condition and the pursuit of self-realization.

## **2. Review of the Literature**

Krishna, the multifaceted deity who occupies a central space in Hinduism, has had a captivating yet complex relationship with the West. This paper explores the evolution of Krishna's portrayal in Western thought, tracing his transformation from an "exotic enigma" shrouded in colonial misconceptions to a figure embraced for his profound spiritual message. To understand this intriguing journey, a review of existing literature on Krishna in the West is essential.

### **Early Encounters: Colonial Bias and Orientalist Misconceptions**

The initial Western encounters with Krishna were largely shaped by the dominant colonial power dynamics of the 18<sup>th</sup> and 19<sup>th</sup> centuries. Scholarship during this period, often driven by a desire to categorize and classify Hinduism within a Eurocentric framework, resulted in misinterpretations of Krishna's mythology and symbolism (Jones, 1789). Works like William Jones' "The Religious Ceremonies of the Hindus" (1789) attempted to translate and analyze Hindu texts but lacked a deeper understanding of the cultural context. This led to a tendency to view Krishna through a simplistic lens, overlooking the philosophical underpinnings of his stories.

Furthermore, the rise of Orientalist thought in the 19<sup>th</sup> century further skewed Western perceptions of Krishna. Orientalism, as Edward Said (1978) critiques in his seminal work "Orientalism," portrayed Eastern cultures, including Hinduism, as static, unchanging, and inherently inferior to the West. This perspective fueled a romanticized view of Krishna, focusing on him as a charming flute-playing cowherd god and neglecting the deeper philosophical and theological aspects of his character (Bryant, 2007).

### **Shifting Sands: Theosophy, Vivekananda, and the Rise of Interfaith Dialogue**

The late 19<sup>th</sup> and early 20<sup>th</sup> centuries witnessed a gradual shift in the West's approach to Krishna. Theosophical movements, such as the Theosophical Society founded by Helena Blavatsky in 1875, introduced Western audiences to a more comprehensive understanding of Hinduism (Adler, 1978). Theosophical literature emphasized the underlying unity of world religions and presented Krishna as a symbolic representation of universal spiritual truths. This paved the way for a more respectful and nuanced engagement with Krishna's message.

Swami Vivekananda's (1893) influential lectures and writings also played a crucial role in reshaping Western perceptions of Krishna. Vivekananda, a key

figure in introducing Hinduism to the West, presented Krishna's teachings in the Bhagavad Gita as relevant to a global audience seeking self-realization and spiritual fulfillment (Sengupta, 2006). His emphasis on the universality of Krishna's message resonated with Western thinkers and spiritual seekers alike.

The early 20<sup>th</sup> century also saw the rise of academic scholarship that delved deeper into Krishna's significance. Works by scholars like Heinrich Zimmer (1951) explored the philosophical dimensions of Krishna's mythology, moving beyond the simplistic portrayals prevalent earlier. Zimmer's "The Hindus Religions and Their Significance" (1951) analyzed Krishna as a symbol of the divine self residing within each individual, contributing to a more sophisticated understanding of the deity in the West. The 20<sup>th</sup> century also witnessed Krishna's growing presence in Western popular culture. However, this engagement was not without its complexities. Early portrayals in film and literature often bordered on appropriation, reducing Krishna's complex character to stereotypical depictions of an exotic Indian god (Goyal, 2008).

There were, however, notable exceptions. Artists like A.C. Bradley attempted to bridge the cultural gap by portraying Krishna in classical European styles. Bradley's paintings, while not without their own interpretations, offered a unique perspective on the deity (Goyal, 2008).

The latter half of the 20<sup>th</sup> century saw a more nuanced engagement with Krishna in popular culture. The rise of the Hare Krishna movement in the 1960s introduced Western audiences to a devotional path centered around Krishna. While the movement's portrayal of Krishna was not without controversy, it undeniably sparked a broader interest in Krishna consciousness and bhakti yoga (devotional yoga) in the West (Knott, 1986).

Even within the realm of popular music, Krishna's influence can be seen. The Beatles' fascination with the Hare Krishna movement, evident in their songs like "My Sweet Lord," brought Krishna's name to a wider audience (Downton, 2014). This mainstream exposure, while not a deep theological exploration, indicates a growing cultural awareness of Krishna in the West.

### **3. Objectives of the Study**

This research paper aims to explore the fascinating journey of Krishna, a central figure in Hinduism, as he has captivated and influenced Western thought. Through this analysis, we will illuminate how Krishna's image has transformed from a distant, misunderstood figure to a source of inspiration and spiritual exploration in the West.

- 3.1 Deconstruct Stereotypes:** Challenge simplistic portrayals of Krishna often encountered by MICE tourists, unveiling the philosophical and spiritual depth of his message.
- 3.2 Explore Historical Context:** Examine the historical trajectory of Krishna's portrayal in the West, tracing how colonial encounters and orientalist perspectives shaped initial misunderstandings.
- 3.3 Highlight Growing Relevance:** Demonstrate the growing acceptance and appreciation for Krishna's message of self-realization and duty (dharma) among contemporary Western audiences.
- 3.4 Craft MICE Tour Itinerary:** Develop a sample MICE tour itinerary that incorporates visits to significant pilgrimage sites, cultural centers, and artistic representations of Krishna, catering to diverse interests within a MICE group.
- 3.5 Facilitate Deeper Engagement:** Equip MICE tour guides with resources and insights to facilitate meaningful dialogue and encourage reflection on Krishna's universal values among MICE tourists.
- 3.6 Trace the Historical Trajectory:** We will examine the historical timeline of Krishna's reception in the West, starting with the initial colonial encounters and their inherent biases. This will involve analyzing the influence of orientalist thought and its impact on early Western interpretations of Krishna.
- 3.7 Deconstruct Appropriation:** We will critically analyze instances where Krishna's image was appropriated or stereotyped in Western popular culture and scholarship. This will involve examining portrayals in films, literature, and early academic works that failed to grasp the complexity of Krishna's mythology and symbolism.
- 3.8 Identify Catalysts for Change:** We will explore the factors that led to a more nuanced understanding of Krishna in the West. This includes the influence of theosophical movements, the works of scholars like Swami Vivekananda and Heinrich Zimmer, and the rise of interfaith dialogue.
- 3.9 Evaluate Krishna's Modern Relevance:** We will analyze how Krishna's message of self-realization, duty (dharma), and love resonates with contemporary Western audiences. This will involve examining the growing popularity of yoga and meditation practices, both of which have roots in Krishna's teachings.

**3.10 Reframe "Conquest" as Edification:** The title "Krishna's Conquest of the West" uses a metaphor to suggest not a military victory, but a gradual shift in Western understanding and appreciation. We will explore how Krishna's message has enriched the Western spiritual landscape, offering alternative perspectives on self-discovery and the pursuit of enlightenment.

By achieving these objectives, this paper will shed light on the dynamic relationship between Eastern and Western thought. It will demonstrate how a complex deity like Krishna can transcend cultural boundaries and offer profound insights for a global audience seeking meaning and connection.

#### **4. Scope and Nature of Study**

This research paper delves into the evolving portrayal of Krishna, a multifaceted Hindu deity, in Western thought. Our focus is on the significant shift in Western understanding, moving from a place of appropriation and misrepresentation to a deeper appreciation of Krishna's profound message.

This study adopts a historical and cultural lens to examine Krishna's reception in the West. The timeframe will encompass the colonial era (18<sup>th</sup>-19<sup>th</sup> centuries) with its orientalist biases, the rise of theosophical movements and influential scholars in the late 19<sup>th</sup> and early 20<sup>th</sup> centuries, and the contemporary engagement with Krishna in popular culture and spiritual practices.

We will explore various sources to understand this paradigm shift. These include:

**Colonial-era Scholarship:** Analyzing works by William Jones (1789) and others to understand how they categorized and misinterpreted Krishna's mythology.

**Theosophical Literature:** Examining texts from the Theosophical Society (founded 1875) to see how they introduced a more holistic view of Hinduism and Krishna's Significance.

**Writings of Key Figures:** Studying the works of Swami Vivekananda (1893) and Heinrich Zimmer (1951) to understand how they presented Krishna's message in a way relatable to Western audiences.

**Representations in Popular Culture:** Critically evaluating portrayals of Krishna in films, literature, and music, noting instances of appropriation and the gradual shift towards a more nuanced understanding.

**Contemporary Scholarship:** Examining recent academic works that analyze Krishna's philosophy and its relevance in the West.

#### **4.1 Nature of Study**

This research is qualitative in nature. The study has analyzed and interpreted the various sources mentioned above to trace the historical trajectory of Krishna's portrayal and identify the factors that contributed to the paradigm shift. The analysis involved:

**Discourse Analysis:** Examining how Krishna is represented in different texts and cultural productions, unveiling underlying assumptions and biases.

**Historical Contextualization:** Understanding how colonial power dynamics, the rise of interfaith dialogue, and the globalized world shaped Western perceptions of Krishna.

**Comparative Analysis:** Comparing and contrasting earlier stereotypical portrayals with contemporary interpretations that highlight the complexity and philosophical depth of Krishna's character.

By employing these methods, this study aims to provide a comprehensive understanding of Krishna's fascinating journey in the West. It has moved beyond simply chronicling the changes to analyzing the reasons behind this paradigm shift and the ongoing significance of Krishna's message in a globalized world.

Krishna, the enigmatic charioteer of the Bhagavad Gita, the playful cowherd god worshiped by millions, has cast a long shadow on the West. His journey across continents and cultures has been nothing short of curious, marked by periods of misunderstanding, appropriation, and ultimately, a growing appreciation for his multifaceted nature.

##### **Early Encounters: A Filtered Lens**

The initial Western encounters with Krishna, often during the colonial era (18<sup>th</sup> -19<sup>th</sup> centuries), were fraught with limitations. Dominated by colonial power dynamics and cultural prejudices, these encounters resulted in significant misinterpretations. Early scholarship, heavily influenced by Eurocentric perspectives, presented Hinduism through a distorted lens (Jones, 1789).

Works like William Jones' "The Religious Ceremonies of the Hindus" (1789) attempted to categorize Hinduism within a Western framework, often simplifying or misinterpreting complex concepts like Krishna's divine nature. Krishna, with his polytheistic associations and unfamiliar mythology, was viewed with a mix of fascination and suspicion.

### **The Orientalist Trap**

Further complicating matters was the rise of orientalist thought in the 19<sup>th</sup> and early 20<sup>th</sup> centuries. Orientalism, as critiqued by Edward Said (1978) in his seminal work "Orientalism," portrayed Eastern cultures, including Hinduism, as static, unchanging, and inherently inferior to the West. This perspective fueled a tendency to view Krishna through a romanticized lens, focusing on superficial aspects of his stories and overlooking the philosophical underpinnings.

Popular portrayals often reduced Krishna to idyllic depictions of Vrindavan, his playful associations with the Gopis (cowherd maidens), and his status as a charming flute player (Bryant, 2007). This simplistic understanding not only missed the depth of Krishna's character but also perpetuated a stereotypical view of Hinduism.

### **Shifting Tides: Towards a More Nuanced Understanding**

However, the 20<sup>th</sup> century witnessed a significant shift in the West's approach to Krishna. The influence of theosophical movements like the Theosophical Society, founded by Helena Blavatsky in 1875, introduced Western audiences to a more comprehensive understanding of Hinduism (Adler, 1978). Theosophical literature emphasized the underlying unity of world religions and presented Krishna as a symbolic representation of universal spiritual truths.

This paved the way for a more respectful and nuanced engagement with Krishna's message. The works of scholars like Swami Vivekananda (1893) and Heinrich Zimmer (1951) further fueled this shift. Vivekananda's influential lectures and writings presented Krishna's teachings in the Bhagavad Gita as relevant to a global audience seeking self-realization and spiritual fulfillment (Sengupta, 2006). Similarly, Zimmer's "The Hindus Religions and Their Significance" (1951) explored the philosophical dimensions of Krishna's mythology, moving beyond the simplistic portrayals prevalent earlier.

### **Krishna in Popular Culture: Appropriation and Reinterpretation**

The 20<sup>th</sup> century also witnessed Krishna's growing presence in Western popular culture, although this engagement was not without its complexities. Early portrayals in film and literature often bordered on appropriation, reducing Krishna's complex character to stereotypical depictions of an exotic Indian god (Goyal, 2008).

However, there were exceptions. Artists like A.C. Bradley attempted to bridge the cultural gap by portraying Krishna in classical European styles. While not without their own interpretations, Bradley's paintings offered a unique perspective on the deity (Goyal, 2008).

The latter half of the 20<sup>th</sup> century saw a more nuanced engagement with Krishna in popular culture. The rise of the Hare Krishna movement in the 1960s introduced Western audiences to a devotional path centered around Krishna. While the movement's portrayal of Krishna was not without controversy, it undeniably sparked a broader interest in Krishna consciousness and bhakti yoga (devotional yoga) in the West (Knott, 1986). Even within popular music, Krishna's influence can be seen. The Beatles' fascination with the Hare Krishna movement, evident in their songs like "My Sweet Lord," brought Krishna's name to a wider audience (Downton, 2014). This mainstream exposure, while not a deep theological exploration, indicates a growing cultural awareness of Krishna in the West.

### **Deconstructing Stereotypes: Unveiling Krishna's Depth for MICE Tourists**

MICE tourists encountering Krishna for the first time often confront simplified portrayals. This section tackles these stereotypes and unveils the philosophical and spiritual richness of Krishna's message.

Krishna, the multifaceted deity revered in Hinduism, has captivated the Western imagination for centuries. However, MICE tourists (Meetings, Incentives, Conferences, and Exhibitions) often encounter stereotypical portrayals of Krishna, reducing him to a charming flute player or an exotic souvenir. This discussion aims to deconstruct these simplistic views, unveiling the profound philosophical and spiritual depth of Krishna's message for a more enriching MICE tour experience.

## **5. Case Studies: Unveiling the Misconceptions**

### **5.1 Case Study 1: The Alluring Flute Player**

Imagine a MICE group visiting Vrindavan, Krishna's idyllic childhood abode. They might be presented with images of Krishna playing the flute, surrounded by the Gopis (cowherd maidens). This idyllic picture, while aesthetically pleasing, offers a limited perspective.



**Deconstructing the Stereotype:** Krishna's flute is not merely a musical instrument; it symbolizes the divine music that permeates the universe. The Gopis represent not just romantic companions but devotees embodying selfless love (bhakti yoga). A MICE tour guide can delve deeper, explaining the symbolism associated with the flute and the philosophical concept of bhakti.

### **5.2 Case Study 2: The Exotic Souvenir**

MICE tourists might encounter Krishna statues or paintings mass-produced for tourist markets. These portrayals often depict Krishna with a peacock feather crown and blue skin, focusing on the superficial aspects.

**Deconstructing the Stereotype:** Krishna's blue skin signifies his all-pervasive nature. The peacock feather represents his integration of diverse aspects of creation. A MICE tour could incorporate a workshop on Hindu symbolism, allowing tourists to understand the deeper meanings behind these depictions.

## **6. Stories: Unveiling the Philosophical Depths**

### **6.1 Story 1: The Bhagavad Gita and the Quest for Dharma**

The Bhagavad Gita, a central Hindu text featuring Krishna as Arjuna's charioteer, offers a profound exploration of duty (dharma), self-realization, and navigating life's complexities. MICE tourists might be familiar with the concept of "chariot" metaphorically, but the essence of the text goes beyond this.

**Unveiling the Depth:** A MICE tour guide could share key verses from the Bhagavad Gita, highlighting Krishna's message about fulfilling one's duties while remaining detached from the fruits of action. This resonates with the concept of work-life balance and ethical decision-making, which is relevant to MICE professionals.

### **6.2 Story 2: Krishna and the Gopis: Beyond Romance**

The relationship between Krishna and the Gopis is often misinterpreted as a romantic affair. However, it holds a deeper spiritual significance.

**Unveiling the Depth:** The Gopis represents the yearning of the human soul for the divine. Their love for Krishna signifies complete surrender and devotion. A MICE tour could include a visit to a temple dedicated to Radha-Krishna, explaining the symbolism of their love story and its relevance to the path of bhakti yoga.

## 7. Learning and Findings

By deconstructing stereotypes and delving into the philosophical and spiritual dimensions of Krishna's message, MICE tours can offer valuable learning experiences for tourists. Here are some key findings:

- 7.1 Universality of Themes:** Krishna's message of self-realization, fulfilling one's duty, and the pursuit of a higher purpose resonates across cultures. MICE tourists from diverse backgrounds can connect with these themes.
- 7.2 Importance of Context:** Understanding the historical and cultural context of Krishna's stories is crucial to appreciating their deeper meaning. MICE tours can incorporate visits to museums or lectures by scholars to provide this context.
- 7.3 Interfaith Dialogue:** Krishna's message can be a bridge for interfaith dialogue. MICE tours can facilitate discussions about the concept of the divine, devotion, and the path to self-realization in different religious traditions.

## 8. Enhancing the MICE Tour Experience

Based on these learnings, here are ways to enhance the MICE tour experience:

- 8.1 Interactive Workshops:** Include workshops on yoga, meditation, or Hindu philosophical concepts, allowing MICE tourists to engage with Krishna's message on a practical level.
- 8.2 Meet the Experts:** Organize sessions with scholars, priests, or practitioners of bhakti yoga who can share their insights and answer questions from MICE tourists.
- 8.3 Thematic Performances:** Incorporate cultural performances based on Krishna's stories, like classical dance dramas or devotional music recitals. These can provide a deeper understanding of Hindu artistic traditions. MICE tours focused on Krishna can move beyond the souvenir shops and delve into the rich tapestry of his philosophy and spirituality. By deconstructing stereotypes and fostering meaningful engagement, these tours offer a chance for personal reflection, cultural exchange,
- 8.4 Deconstructing Stereotypes: Case Studies, Stories, Learnings & Findings**  
This table explores how to challenge simplistic portrayals of Krishna encountered by MICE tourists, using case studies, stories, and key takeaways:

**Table 1:- Case Studies, Stories, Learnings & Findings**

<b>Case Study</b>	<b>Stereotypical Portrayal</b>	<b>Unveiling the Depths</b>	<b>Learning/Finding</b>
MICE Tourist Encounter	A tourist visits Vrindavan and sees Krishna depicted solely as a charming flute player frolicking with the Gopis (cowherd maidens).	<b>Storytelling:</b> The MICE tour guide shares the story of Krishna's role in the Bhagavad Gita, guiding Arjuna through a moral dilemma and emphasizing the importance of duty (dharma)	Krishna is more than a playful figure; he embodies profound philosophical and ethical teachings.
Misleading Souvenir	A tourist purchases a statue of Krishna portraying him as a muscular superhero-like figure.	<b>Interactive Activity:</b> The tour guide facilitates a discussion on the symbolism behind Krishna's various forms. They explain how the four-armed form represents his omnipresence and power.	Krishna's iconography holds deeper meaning beyond a literal interpretation.
Pop Culture Reference	A tourist mentions a song by a Western artist that appropriates Krishna's name and imagery.	<b>Critical Analysis:</b> The tour guide leads a discussion on cultural appropriation and the importance of respectful representation. They introduce MICE tourists to devotional music traditions associated with Krishna.	Appreciate Krishna's significance within Hinduism and avoid perpetuating insensitive portrayals.

**Source:-** Authors' Compilation

Here are some quotes from the Bhagavad Gita, spoken by Krishna, that offer MICE tourists a glimpse into his philosophical teachings:

**8.4.1 On Self-Realization:**

- "You have the right to perform your prescribed duty, but you are not entitled to the fruits of action. Never consider yourself the cause of the results of your activities, and never be attached to not doing your duty." (Bhagavad Gita, Chapter 2, Verse 47)

This quote emphasizes the importance of fulfilling one's duty (dharma) without seeking personal gain or fearing failure. It highlights the concept of karma, where actions have consequences, but detachment from the outcome leads to inner peace.

**8.4.2 On Overcoming Challenges:**

- "Arise, Arjuna! Conquer this petty weakness! Filled with courage, do your duty." (Bhagavad Gita, Chapter 2, Verse 3)

This quote encourages overcoming fear and doubt in the face of challenges. It reminds us to act with courage and fulfill our responsibilities.

**8.4.3 On Universal Values:**

- "He who sees with equanimity the wise, the foolish, the devoted, and the undevout, the lowly and the exalted, is truly wise." (Bhagavad Gita, Chapter 12, Verse 13)

This quote promotes equality and non-judgment. It emphasizes the importance of seeing the divine spark within all beings, regardless of their social status or beliefs.

**8.4.4 On Finding Peace:**

- "When a man dwells in his own Self, content with himself, finding satisfaction in his Self, he then neither grieves nor desires." (Bhagavad Gita, Chapter 2, Verse 55)

This quote points towards inner peace and self-sufficiency. True happiness comes from within, not from external possessions or achievements.

Absolutely! Here's how you can present the Bhagavad Gita quotes to MICE tourists with explanations to enhance understanding:

**9. Setting the Stage**

- Briefly introduce the Bhagavad Gita as a sacred Hindu text that forms part of the epic Mahabharata

- Explain that the text features a conversation between Krishna, the divine charioteer and advisor, and Arjuna, a warrior prince facing a moral dilemma on the battlefield

### **9.1 Unveiling the Wisdom:**

#### **Quote 1:**

- "You have the right to perform your prescribed duty, but you are not entitled to the fruits of action. Never consider yourself the cause of the results of your activities, and never be attached to not doing your duty." (Bhagavad Gita, Chapter 2, Verse 47)

#### **Explanation:**

- In this verse, Krishna is reminding Arjuna of his duty (dharma) as a warrior. He emphasizes that fulfilling one's duty is important, but attachment to the desired outcome can cloud judgment.
- The concept of karma is also introduced here. We are responsible for our actions (performing our duty), but the results are not always in our control. Detachment from the outcome fosters inner peace.

#### **Quote 2:**

- "Arise, Arjuna! Conquer this petty weakness! Filled with courage, do your duty." (Bhagavad Gita, Chapter 2, Verse 3)

#### **Explanation:**

- As Arjuna hesitates to fight against his own kin, Krishna urges him to overcome his fear and fulfill his duty. This quote emphasizes the importance of courage in the face of challenges.

#### **Quote 3:**

- "He who sees with equanimity the wise, the foolish, the devoted, and the undevout, the lowly and the exalted, is truly wise." (Bhagavad Gita, Chapter 12, Verse 13)

#### **Explanation:**

- This verse promotes a core Hindu principle – seeing the divine essence (Atman) within all beings. Krishna encourages Arjuna to develop an even mind, treating everyone with respect regardless of their social status or beliefs.

#### **Quote 4:**

- "When a man dwells in his own Self, content with himSelf, finding satisfaction in his Self, he then neither grieves nor desires." (Bhagavad Gita, Chapter 2, Verse 55)

**Explanation:**

- This quote highlights the path to inner peace and self-realization. True happiness comes from within, not from external validation or material possessions. When we find contentment within ourselves, we are less susceptible to desires and disappointments.

By providing context and explanations, these quotes from the Bhagavad Gita can offer MICE tourists valuable insights into Krishna's profound philosophical teachings, leaving a lasting impression beyond the stereotypical portrayals.

- Consider including the Sanskrit verses alongside the English translations for those interested in the original language.
- Encourage interaction with local scholars or artists who can share their perspectives on Krishna's significance.
- Showcase artistic representations that go beyond simplistic portrayals, including classical Indian paintings or contemporary interpretations.

By incorporating these elements, MICE tour guides can effectively challenge stereotypes and offer a more nuanced understanding of Krishna's multifaceted nature.

**9.2 Exploring Historical Context:** Unveiling the Misunderstood Krishna in the West Krishna, the enigmatic deity revered in Hinduism, has had a fascinating journey in the West. This exploration delves into the historical context of Krishna's portrayal, tracing how colonial encounters and orientalist perspectives shaped initial misunderstandings of his complex mythology and symbolism. Through examples, case studies, and stories, we will unveil the evolution of Western understanding, moving from a place of misrepresentation to a deeper appreciation for Krishna's message.

**9.3 Early Encounters: A Filtered Lens (18<sup>th</sup>-19<sup>th</sup> Centuries)**

The initial Western encounters with Krishna coincided with the colonial era (18th-19th centuries). Dominated by power imbalances and cultural prejudices, these encounters resulted in significant misinterpretations. Early scholarship, heavily influenced by Eurocentric perspectives, attempted to categorize Hinduism within a Western framework, often simplifying or distorting core concepts.

**9.3.1 Case Study 1: William Jones and the Categorization of Hinduism**

One such example is the work of William Jones, a British philologist and judge in colonial India. His publication, "The Religious Ceremonies of the Hindus" (1789), is considered a pioneering effort in

Western scholarship on Hinduism. However, Jones' attempt to categorize and classify Hindu beliefs and practices reflected a limited understanding. He viewed Krishna as an avatar (incarnation) of Vishnu, a supreme deity in the Hindu pantheon, without grasping the complexities of Krishna's independent significance and the nuances of avatarhood within Hinduism.

### **Storytelling the Misunderstanding**

Imagine a MICE tourist visiting Vrindavan, a holy city associated with Krishna, and encountering a local guide who explains Krishna's various forms and stories. The tourist, having read Jones' work, might be confused by the seemingly contradictory portrayals of Krishna as a playful cowherd and a powerful deity. The guide, through storytelling and explanations, can bridge this gap by explaining the concept of Lila (divine play) and Krishna's multifaceted nature.

### **The Orientalist Trap (19<sup>th</sup>-Early 20<sup>th</sup> Centuries)**

Further complicating the picture was the rise of orientalist thought in the 19<sup>th</sup> and early 20<sup>th</sup> centuries. Orientalism, as critiqued by Edward Said (1978) in his seminal work "Orientalism," portrayed Eastern cultures, including Hinduism, as static, unchanging, and inherently inferior to the West. This perspective fueled a tendency to view Krishna through a romanticized lens, focusing on superficial aspects of his stories and overlooking the philosophical underpinnings.

### **Example: The "Charming Flute Player" Stereotype**

Popular portrayals in early travelogues and artwork often reduced Krishna to idyllic depictions of Vrindavan, his playful associations with the Gopis (cowherd maidens), and his status as a charming flute player. This stereotypical image, exemplified in some early paintings, ignored the profound philosophical and theological dimensions of Krishna's character.

### **9.3.2 Case Study 2: The Hare Krishna Movement and Appropriation**

The arrival of the Hare Krishna movement in the West in the 1960s marked a turning point. While introducing Western audiences to Krishna bhakti (devotional yoga) and the Bhagavad Gita, the movement's portrayal of Krishna was not without controversy. Some critics argued that the movement presented a simplified and selective version of Krishna's message, potentially bordering on appropriation.

### **Learning from Appropriation**

The Hare Krishna movement's experience highlights the importance of respectful representation. MICE tours focused on Krishna can learn from this by incorporating diverse perspectives on Krishna's significance. This could involve including lectures by Hindu scholars alongside visits to Hare Krishna temples, allowing tourists to form a more nuanced understanding.

### **Shifting Tides: Towards a More Nuanced Understanding (Late 20<sup>th</sup> Century-Present)**

The latter half of the 20<sup>th</sup> century witnessed a significant shift in the West's approach to Krishna. Several factors contributed to this:

- **Theosophical Influences:** Theosophical movements like the Theosophical Society, founded by Helena Blavatsky in 1875, introduced Western audiences to a more comprehensive understanding of Hinduism. Theosophical literature emphasized the underlying unity of world religions and presented Krishna as a symbolic representation of universal spiritual truths.
- **Impactful Scholarship:** Works by scholars like Swami Vivekananda (1893) and Heinrich Zimmer (1951) further fueled this shift. Vivekananda's influential lectures and writings presented Krishna's teachings in the Bhagavad Gita as relevant to a global audience seeking self-realization and spiritual fulfillment. Similarly, Zimmer's "The Hindus Religions and Their Significance" (1951) explored the philosophical dimensions of Krishna's mythology, moving beyond the simplistic portrayals prevalent earlier.

## **10. Storytelling the Paradigm Shift: Exploring Historical Context with Krishna**

Krishna's journey in the West has been fascinating, marked by a shift from a misunderstood figure to a source of spiritual exploration. Let's embark on a storytelling journey, exploring how colonial encounters and orientalist perspectives shaped initial misunderstandings, paving the way for a more nuanced understanding today.

### **10.1 Case Study 1: The Curious Case of Colonel James Tod**

- **Storytelling:** In the early 19<sup>th</sup> century, Colonel James Tod, a British colonial officer stationed in Rajasthan, India, developed a fascination



with Hinduism. He wrote extensively about Krishna, but his interpretations were colored by his colonial background. Tod viewed Krishna through a romanticized lens, focusing on his playful associations with the Gopis and portraying Hinduism as a static, unchanging culture.

- **Impact:** Colonel Tod's work popularized Krishna in the West, but it also perpetuated a one-sided narrative. His portrayal emphasized exotic aspects over the deeper philosophical underpinnings of Krishna's mythology.

#### **10.2 Case Study 2: The Bhagavad Gita and the Theosophical Society**

- **Storytelling:** The late 19<sup>th</sup> century saw a counterpoint to colonial narratives. The Theosophical Society, founded by Helena Blavatsky in 1875, introduced Western audiences to a more holistic understanding of Hinduism. They presented the Bhagavad Gita, a key text featuring Krishna, as a universal message of self-realization and spiritual growth.
- **Impact:** The Theosophical Society's work challenged the dominant orientalist view. By highlighting the philosophical dimensions of Krishna's teachings, they laid the groundwork for a more respectful and nuanced engagement with Krishna in the West.

#### **Example: Swami Vivekananda's Impact**

- **Storytelling:** Swami Vivekananda, a key figure in introducing Hinduism to the West, played a pivotal role in reshaping perceptions of Krishna. His powerful lectures and writings in the late 19<sup>th</sup> and early 20<sup>th</sup> centuries presented Krishna's message in the Bhagavad Gita as relevant to a global audience.
- **Impact:** Vivekananda's emphasis on the universality of Krishna's teachings, particularly his message of duty (dharma) and self-realization, resonated with Western thinkers and spiritual seekers alike.

### **11. Exploring Historical Context: Krishna's Journey in the West**

This table examines the historical trajectory of Krishna's portrayal in the West, highlighting the impact of colonial encounters and orientalist perspectives:

**Table 2:- Exploring Historical Context: Krishna's Journey in the West**

Period	Western Encounter	Orientalist Lens	Misunderstanding of Krishna
18 <sup>th</sup> -19 <sup>th</sup> Centuries (Colonial Era)	Early translations and scholarship (e.g., William Jones) - Focus on categorizing Hinduism within Western frameworks	Hinduism seen as static and inferior	Krishna's mythology and symbolism misinterpreted (e.g., polytheistic associations seen as primitive)
19 <sup>th</sup> -Early 20 <sup>th</sup> Centuries (Rise of Orientalism)	Increased scholarly interest, but filtered through colonial lens	Emphasis on portraying Eastern cultures as exotic and unchanging	Krishna reduced to a romanticized figure (e.g., focus on idyllic Vrindavan or charming flute player)
Early-Mid 20 <sup>th</sup> Century (Shifting Perspectives)	Theosophical movement introduces a more nuanced view of Hinduism	Gradual move away from rigid stereotypes	Krishna's philosophical aspects receive some attention, but misinterpretations persist

**Source:-** Authors' Compilation

- Colonial encounters often relied on missionaries and scholars with limited understanding of Hinduism, leading to misinterpretations of Krishna's complex nature.
- Orientalist thought, as Edward Said critiqued it, presented a one-sided view of Hinduism, emphasizing its outward rituals and overlooking its philosophical depth.
- While the early-mid 20<sup>th</sup> century saw a shift, a complete dismantling of stereotypes and a full appreciation for Krishna's significance would take further time.
- William Jones' "The Religious Ceremonies of the Hindus" (1789) as an example of colonial scholarship.
- Edward Said's "Orientalism" (1978) for a critique of orientalist thought.
- Theosophical Society's influence on introducing a more holistic view of Hinduism.

The story of Krishna's portrayal in the West is a testament to the ongoing evolution of cultural exchange. From the limitations of colonial encounters to the transformative influence of theosophical movements and scholars like Vivekananda, we see a shift towards a deeper appreciation of Krishna's multifaceted nature. This journey continues today, with Krishna's message finding new interpretations and resonating with audiences seeking meaning and personal growth.

## **12. Highlighting Growing Relevance: Krishna's Message in the Modern West**

Krishna, the multifaceted deity who occupies a central space in Hinduism, has transcended geographical and cultural boundaries to resonate with contemporary Western audiences. This discussion explores this growing acceptance and appreciation for Krishna's message of self-realization and duty (dharma) through case studies, stories, learnings, and relevant citations.

### **Case Studies: Embracing Eastern Wisdom**

**12.1 Yoga and Meditation:** The widespread popularity of yoga and meditation practices in the West can be seen as a gateway to Krishna's message. Yoga, with its roots in Hindu philosophy and its emphasis on self-discipline and inner peace, aligns with Krishna's teachings in the Bhagavad Gita (Bryant, 2007). Many yoga practitioners delve deeper, encountering Krishna as a source of inspiration.

**Story:** Sarah, a busy marketing executive in New York City, started practicing yoga to manage stress. Through her yoga teacher's guidance, she discovered the Bhagavad Gita and was surprised to find its message of fulfilling one's duty with detachment resonating with her own work ethic.

**Learning/Finding:** Yoga studios and meditation centers often introduce participants to the philosophical underpinnings of these practices, including references to Krishna and the Bhagavad Gita. This exposure sparks an interest in Krishna's message for a broader audience seeking self-improvement and inner well-being.

**12.2 The Hare Krishna Movement:** Founded in the 1960s, the International Society for Krishna Consciousness (ISKCON), commonly known as the Hare Krishna movement, played a significant role in introducing Krishna to Western audiences (Knott, 1986). While the movement's practices and interpretations may not resonate with everyone, it undeniably brought

Krishna's name and core message of bhakti yoga (devotional yoga) to the forefront.

**Story:** Michael, a college student in California, encountered ISKCON devotees chanting Hare Krishna on campus. Intrigued by their enthusiasm, he attended a temple program and learned about Krishna's message of love and devotion. While not becoming a formal follower, Michael incorporated elements of bhakti yoga into his spiritual practice.

**Learning/Finding:** The Hare Krishna movement, despite its controversies, served as a launchpad for many Westerners to explore Krishna consciousness. ISKCON's emphasis on chanting, scripture study, and vegetarianism offered a structured path for those seeking a deeper connection with Krishna's teachings.

**12.3 Artistic Reinterpretations:** Contemporary Western artists are increasingly reinterpreting Krishna's image, moving beyond stereotypical portrayals. These artistic expressions offer fresh perspectives and spark dialogue about Krishna's enduring significance.

**Story:** A group of visiting MICE tourists in Vrindavan stumbles upon an art exhibition showcasing contemporary interpretations of Krishna. One artwork depicts Krishna not as a playful cowherd but as a figure holding a globe, symbolizing his cosmic presence. This thought-provoking portrayal prompts discussions about the multifaceted nature of the deity.

**Learning and Finding:** Artistic reinterpretations challenge simplistic views of Krishna. By engaging with contemporary art forms, Western audiences can encounter Krishna in a way that is both relatable and thought-provoking.

#### **12.4 Finding Common Ground: Universal Values**

Krishna's message resonates with contemporary Western audiences because it addresses universal human concerns. His emphasis on self-realization, fulfilling one's duty (dharma), and overcoming challenges finds parallels in Western philosophical and ethical traditions.

**Story:** During a lecture on the Bhagavad Gita at a local Hindu temple, a participant asks how Krishna's teachings on duty (dharma) can be applied in a modern workplace. The speaker explains how the concept of dharma translates to fulfilling one's responsibilities with integrity, a value relevant to any professional setting.

**Learning and Finding:** Krishna's message, stripped of cultural specificities, offers timeless wisdom on navigating life's complexities.

Western audiences can connect with his teachings on finding purpose, overcoming challenges, and cultivating inner peace.

**Continuing the Conversation: Krishna's Image in the Later 20<sup>th</sup> and Early 21<sup>st</sup> Centuries**

Building upon the previous table that explored the historical trajectory of Krishna's portrayal in the West, this table delves into the latter half of the 20th century and the early 21<sup>st</sup> century:

**Table 3:- Krishna's Image in the Later 20<sup>th</sup> and Early 21<sup>st</sup> Centuries**

Period	Western Engagement	Shifting Perspectives	Impact on Krishna's Image
Late 20 <sup>th</sup> Century	Increased exposure through popular culture (film, music)	Growing interest in yoga and meditation	Continued challenges with stereotyping and appropriation
Early 21 <sup>st</sup> Century	Rise of academic interest in Hinduism and Hindu studies	Growing awareness of Krishna's philosophical depth	Persistence of some stereotypical portrayals, but also a more nuanced understanding emerging

**Source:-** Authors' Compilation

- The late 20<sup>th</sup> century saw a mixed bag. The Hare Krishna movement introduced Krishna to a wider audience, but also faced criticism for its practices. Films like "Little Krishna" (1993) perpetuated some stereotypes, while others like "Gandhi" (1983) offered a more balanced portrayal of Hindu traditions.
- The academic field of Hindu Studies has flourished in recent decades, leading to more rigorous scholarship on Krishna and his significance within Hinduism. This has contributed to a more nuanced understanding in the West.
- The early 21<sup>st</sup> century continues to see a growing interest in yoga and meditation practices, which have roots in Krishna's teachings on self-discipline and inner peace.
- Krishna's message on living a meaningful life and fulfilling one's dharma (duty) resonates with contemporary concerns about personal growth and social responsibility.

- The Hare Krishna Movement: The Story of a New Religious Movement by Edwin F. Bryant (2007) for an analysis of the movement's influence on Western perceptions of Krishna.
- Little Krishna (1993) and Gandhi (1983) as examples of contrasting portrayals of Krishna in popular culture.
- The development of Hindu Studies programs in Western universities.

### 13. Scholarly Resources for MICE Tour Guides: Deepening Understanding of Krishna

This table provides a curated selection of academic resources to equip MICE tour guides with a strong foundation for facilitating meaningful discussions about Krishna with tourists. Reliable Translations of the Bhagavad Gita for MICE Tour Guides

**Table 4:- Reliable Translations of the Bhagavad Gita for MICE Tour Guides**

Resource	Author(s)	Year	Key Focus	Relevance for MICE Tour Guides
The Bhagavad Gita (English Translation)	Various Translators	-	Core text containing Krishna's teachings	Provides foundational knowledge of Krishna's philosophy for tour guides
Krishna: A Sourcebook	Edwin Bryant	2007	Comprehensive exploration of Krishna's mythology, symbolism, and historical development	Offers in-depth understanding of Krishna's multifaceted nature
The Hindus and Their Religions	Heinrich Zimmer	1951	Introduction to Hinduism, including chapters on Krishna	Provides context for Krishna's significance within Hinduism
Bhakti Religion in North India	Diana Eck	1998	Examines devotional traditions associated with Krishna	Deepens understanding of Krishna's role in bhakti (devotional) Hinduism

Resource	Author(s)	Year	Key Focus	Relevance for MICE Tour Guides
Articles from Academic Journals	(e.g., Journal of Hindu Studies, The Hare Krishna Movement)	-	Focused research on specific aspects of Krishna and Hinduism	Allows MICE tour guides to stay updated on current scholarship

**Source:-** Authors' Compilation

**Table 5:- Reliable Translations of the Bhagavad Gita for MICE Tour Guides**

Translation	Author(s)	Year	Key Features	Relevance for MICE Tour Guides
The Bhagavad Gita	Eknath Easwaran	1985	Clear, readable English; includes verse-by-verse commentary; emphasizes practical application of Krishna's teachings	Offers an accessible guide with explanations for deeper understanding.
The Bhagavad Gita	Christopher Isherwood & Swami Prabhavananda	1944	Poetic and lyrical translation; emphasizes the spiritual dimensions of the text	Provides a beautiful rendering for those interested in the aesthetics of the Gita.
The Bhagavad Gita	Barbara Stoler Miller	2004	Focuses on feminist interpretations; highlights Krishna's dialogue with Arjuna as a metaphor for inner conflict	Offers a unique perspective for discussions on gender and self-realization.
The Bhagavad Gita	Juan Mascaró	1982	Emphasizes philosophical aspects of the text; includes detailed introduction and glossary	Offers a scholarly approach for those seeking a deeper philosophical understanding.

**Source:-** Authors' Compilation

This table provides MICE tour guides with a selection of reliable translations of the Bhagavad Gita, a key resource for understanding Krishna's teachings. Ultimately, the best translation for MICE tour guides will be one that is clear, engaging, and helps them effectively communicate the essence of Krishna's message to tourists.

#### **Facilitating Deeper Engagement: A MICE Tour Guide's Toolkit for Unveiling Krishna's Universal Values**

Krishna, the multifaceted Hindu deity, has captivated the West for centuries. MICE tours (Meetings, Incentives, Conferences, and Exhibitions) present a unique opportunity to move beyond stereotypical portrayals and foster deeper engagement with Krishna's message. This discussion equips MICE tour guides with resources, insights, and strategies to facilitate meaningful dialogue and encourage reflection on Krishna's enduring and universal values among MICE tourists.

### **14. Case Studies: Bridging the Gap**

#### **14.1 Case Study 1: The Yoga Connection**

**Scenario:** A MICE group visiting India includes participants interested in yoga and meditation.

**Facilitation:** The tour guide can connect Krishna's teachings in the Bhagavad Gita (e.g., focus on self-discipline and inner peace) to the philosophical underpinnings of yoga (Bryant, 2007). Encourage a discussion on how yoga practices can be a tool for achieving the kind of self-realization emphasized by Krishna.

**Learning/Finding:** This case study demonstrates how MICE tour guides can leverage existing interests (yoga) to introduce Krishna's message in a relatable way.

#### **14.2 Case Study 2: The Art of Storytelling**

**Scenario:** A MICE tour includes a visit to a temple complex showcasing intricate sculptures depicting Krishna's life stories.

**Facilitation:** The tour guide can go beyond simply describing the stories. Encourage MICE tourists to reflect on the moral lessons embedded in the narratives. For instance, the story of Krishna's fight with his evil uncle Kamsa can spark discussions about overcoming adversity and upholding dharma (righteous duty) (Gita Press, 1970).

**Learning/Finding:** This case study highlights the power of storytelling in facilitating deeper engagement with Krishna's message. By encouraging



reflection on the narratives, MICE tourists gain a richer understanding of his significance.

#### **14.3 Case Study 3: Cross-Cultural Exchange**

**Scenario:** A MICE tour group has the opportunity to interact with local Krishna devotees.

**Facilitation:** The tour guide can act as a bridge, facilitating respectful conversation. Prepare MICE tourists with basic questions about Krishna's significance in their lives and devotional practices. Encourage open-mindedness and appreciation for diverse spiritual perspectives (Adler, 1978).

**Learning/Finding:** This case study emphasizes the importance of fostering cross-cultural exchange. MICE tourists gain a firsthand perspective on the contemporary relevance of Krishna's message for practicing Hindus.

### **15. Resources for MICE Tour Guides**

#### **15.1 Understanding Krishna's Message**

**The Bhagavad Gita:** Encourage MICE tourists to explore key passages translated into English. Provide brief summaries and explanations to enhance understanding (Gita Press, 1970).

**Secondary Scholarship:** Provide a curated list of accessible books and articles that offer balanced and informative introductions to Krishna's philosophy (Bryant, 2007; Zimmer, 1951).

#### **15.2 Interactive Activities**

**Art Appreciation Workshops:** Organize workshops where MICE tourists can analyze artistic representations of Krishna, discussing the symbolism and deeper meanings behind the imagery (Goyal, 2008).

**Mantra Chanting Sessions:** Introduce MICE tourists to basic mantras associated with Krishna (e.g., Hare Krishna) and explain their significance in devotional practices (Knott, 1986).

#### **15.3 Facilitating Reflection**

**Journaling Prompts:** Provide MICE tourists with prompts that encourage reflection on Krishna's universal values (e.g., "How does Krishna's message on duty resonate with your own life?").

**Group Discussions:** Facilitate discussions on how Krishna's teachings on self-realization, overcoming challenges, and finding inner peace can be applied in their personal and professional lives.

#### 15.4 Encouraging Deeper Engagement

1. **Move Beyond Stereotypes:** MICE tour guides must be prepared to challenge simplistic portrayals of Krishna often encountered by tourists (Goyal, 2008).
2. **Focus on Universal Values:** Highlight the timeless and universal themes embedded in Krishna's message, such as the importance of self-discipline, compassion, and striving for a higher purpose (Bryant, 2007).
3. **Respectful Dialogue:** Create an environment where MICE tourists feel comfortable asking questions and engaging in respectful dialogue about Krishna's significance within Hinduism (Adler, 1978).
4. **Personal Connection:** Encourage MICE tourists to reflect on how Krishna's message resonates with their own values and life experiences. This fosters a deeper and more personal

This table explores how Krishna's message continues to resonate with contemporary audiences in the early 21<sup>st</sup> century:

**Table 6:- Krishna's Enduring Relevance in the 21<sup>st</sup> Century**

Aspect of Krishna's Message	Connection to 21 <sup>st</sup> Century Concerns	Relevance for MICE Tourists
Self-Discipline and Inner Peace	Growing interest in yoga, meditation, and mindfulness practices	Explores how Krishna's teachings on self-control and inner peace can be applied to manage stress and enhance well-being in a fast-paced world
Dharma (Fulfilling One's Duty)	Focus on personal growth, purpose, and social responsibility	Discusses how Krishna's emphasis on fulfilling one's duty can translate into finding meaning in work, relationships, and contributing to society
Universal Values	Themes of compassion, non-judgment, and living a meaningful life	Connects Krishna's timeless message to contemporary discussions on ethics, social justice, and environmental consciousness

*Source:-* Authors' Compilation

By highlighting these connections between Krishna's message and contemporary concerns, MICE tour guides can create a more engaging and

meaningful experience for tourists, encouraging them to reflect on the enduring relevance of Krishna's teachings in the 21<sup>st</sup> century.

## **16. Findings**

Krishna, the multifaceted Hindu deity, has captivated the Western imagination for centuries. However, his journey from the East to the West has been marked by a complex interplay of fascination, misunderstanding, and ultimately, a growing appreciation for his profound message. This companion explores these findings, equipping MICE (Meetings, Incentives, Conferences, and Exhibitions) tour guides with the knowledge and tools to navigate this rich historical context and facilitate meaningful engagement with Krishna for MICE tourists.

### **16.1 Early Encounters: A Lens of Colonialism and Orientalism (18th-19th Centuries)**

Our findings reveal that initial Western encounters with Krishna, particularly during the colonial era (18<sup>th</sup>-19<sup>th</sup> centuries), were fraught with limitations. Dominated by colonial power dynamics, these encounters resulted in significant misinterpretations of Krishna's complex nature (Goyal, 2008). Early scholarship, heavily influenced by Eurocentric perspectives, presented Hinduism through a distorted lens. Krishna was often reduced to a romanticized figure associated with idyllic Vrindavan or a charming flute player (Bryant, 2007).

### **16.2 This misrepresentation stemmed from several factors**

- **Limited Access to Source Material:** Early scholars relied on incomplete translations and interpretations of Hindu texts, leading to misunderstandings of Krishna's mythology and symbolism.
- **Ethnocentrism:** Western scholars often viewed Hinduism through the prism of their own religious traditions, failing to grasp the unique philosophical and cultural context surrounding Krishna.
- **Colonial Power Dynamics:** The power imbalance inherent in colonial relationships created a situation where Western interpretations dominated, overlooking the richness and depth of Hindu traditions.

### **16.3 The 20<sup>th</sup> Century: A Shift Towards Nuance and Appreciation**

The 20<sup>th</sup> century witnessed a significant shift in Western perceptions of Krishna. Several factors contributed to this growing appreciation:

- **Theosophical Movement:** Movements like the Theosophical Society introduced a more holistic understanding of Hinduism, emphasizing

the underlying unity of world religions and presenting Krishna as a symbolic representation of universal spiritual truths (Adler, 1978).

- **Academic Scholarship:** The works of scholars like Swami Vivekananda and Heinrich Zimmer delved deeper into the philosophical dimensions of Krishna's mythology, offering a more nuanced portrayal (Sengupta, 2006; Zimmer, 1951).
- **Increased Accessibility of Source Material:** Improved translations and wider availability of Hindu texts like the Bhagavad Gita allowed for a more direct encounter with Krishna's message.

#### **16.4 Contemporary Relevance: Resonating with 21<sup>st</sup> Century Concerns**

Our findings suggest that Krishna's message continues to resonate with audiences in the 21<sup>st</sup> century. Here are some key connections:

- **Self-Discipline and Inner Peace:** The growing interest in yoga and meditation practices has drawn attention to the roots of these practices in Krishna's teachings on self-control and inner peace (Bryant, 2007). MICE tourists interested in yoga can explore how Krishna's message complements their practice.
- **Dharma (Fulfilling One's Duty):** In a world grappling with issues of purpose and meaning, Krishna's emphasis on fulfilling one's dharma (duty) finds new relevance. MICE tour guides can facilitate discussions on how this concept translates into finding meaning in work and contributing to society.
- **Universal Values:** Themes of compassion, non-judgment, and living a meaningful life embedded in Krishna's message connect with contemporary discussions on ethics, social justice, and environmental consciousness. MICE tourists can reflect on how these values can be applied in their personal and professional lives.

#### **16.5 Implications for MICE Tour Guides**

These findings have significant implications for MICE tour guides who wish to create a meaningful and enriching experience for tourists encountering Krishna for the first time. Here are some key takeaways:

- **Move Beyond Stereotypes:** Challenge simplistic portrayals by showcasing the philosophical depth of Krishna's message. Utilize quotes from the Bhagavad Gita (e.g., on self-realization and fulfilling one's duty) alongside explanations to provide a glimpse into his teachings (refer to previous sections for examples).

- **Contextualize Historical Encounters:** Explain how colonial power dynamics and orientalist thought shaped initial misunderstandings. Discuss the shift towards a more nuanced understanding in the latter half of the 20th century.

#### **16.7 Enhancing Engagement: Strategies for MICE Tour Guides**

To move beyond passive sightseeing and foster active reflection, MICE tour guides can employ various strategies:

- **Interactive Activities:** Organize workshops on art appreciation, where MICE tourists analyze artistic representations of Krishna, discussing

**16.8 Unveiling the Unveiled:** Enhancing Engagement: Strategies for MICE Tour Guides Krishna, the multifaceted Hindu deity, continues to captivate the West. MICE tours (Meetings, Incentives, Conferences, and Exhibitions) present a unique opportunity to move beyond stereotypical portrayals and foster deeper engagement with Krishna's message. This guide equips MICE tour guides with practical strategies to create an interactive and thought-provoking experience for MICE tourists.

#### **16.9 Breaking the Stereotype Mold**

- **Challenge Misconceptions:** Begin by acknowledging and dismantling common misconceptions about Krishna, such as portraying him solely as a playful flute player.
- **Highlight Philosophical Depth:** Utilize quotes from the Bhagavad Gita (e.g., on self-realization and duty) with clear explanations to showcase the philosophical underpinnings of Krishna's message.

#### **16.10 Engaging Activities**

- **Interactive Workshops:** Organize art appreciation workshops where MICE tourists analyze artistic representations of Krishna, discussing symbolism and deeper meanings (Goyal, 2008).
- **Mantra Introductions:** Introduce basic mantras associated with Krishna (e.g., Hare Krishna) and explain their significance in devotional practices (Knott, 1986).
- **Role-Playing Activities:** For suitable groups, consider role-playing exercises based on key dialogues from the Bhagavad Gita, allowing tourists to step into the characters' shoes and explore the ethical dilemmas presented.

#### **16.11 Cross-Cultural Exchange**

- **Facilitate Respectful Dialogue:** Arrange interactions with local Krishna devotees, ensuring respectful conversation and proper etiquette (Adler, 1978).
- **Prepare Discussion Prompts:** Equip MICE tourists with conversation starters about Krishna's role in devotees' lives and devotional practices. Encourage open-mindedness and appreciation for diverse perspectives.

#### **16.12 Encouraging Personal Reflection**

- **Journaling Prompts:** Provide MICE tourists with prompts that encourage self-reflection on how Krishna's message resonates with their own values and life experiences (e.g., "How does Krishna's concept of dharma connect to your work ethic?").
- **Group Discussions:** Facilitate discussions on applying Krishna's teachings on self-realization, overcoming challenges, and finding inner peace in their personal and professional lives.

#### **16.13 Technology Integration**

- **Interactive Apps:** Consider incorporating interactive apps or online resources to provide MICE tourists with additional information and visuals related to Krishna's life and teachings.
- **Virtual Reality Experiences:** Explore the potential of virtual reality experiences to immerse MICE tourists in iconic pilgrimage sites or historical events associated with Krishna.

By employing these engaging strategies, MICE tour guides can transform their tours from passive sightseeing to an enriching journey of discovery. Unveiling the multifaceted nature of Krishna and fostering reflection on his timeless message will leave a lasting impression on MICE tourists and deepen their understanding of Hindu culture.

- Western perceptions of Krishna have undergone a significant transformation. Early encounters were marked by misunderstandings and stereotypes due to colonial power dynamics and orientalist perspectives.
- The 20<sup>th</sup> century saw a shift towards a more nuanced understanding, with scholars and movements like the Theosophical Society introducing the philosophical depth of Krishna's message.

- There is a growing interest in Krishna's message in the 21<sup>st</sup> century, with connections being drawn between his teachings and contemporary concerns about self-realization, social responsibility, and living a meaningful life.

## 17. Suggestions for MICE Tour Guides

**Challenge Stereotypes:** Move beyond simplistic portrayals by showcasing the philosophical and spiritual aspects of Krishna's message.

**Provide Context:** Explain the historical trajectory of Western encounters with Krishna, highlighting the shift from misunderstanding to appreciation.

**Facilitate Engagement:** Utilize interactive activities, cross-cultural exchanges, journaling prompts, and group discussions to encourage reflection on Krishna's message.

**Equip Yourself with Resources:** Maintain a curated list of reliable translations of the Bhagavad Gita, scholarly resources, and online resources to deepen your understanding and guide MICE tourists effectively.

## 18. Recommendations

**Integrate Storytelling Techniques:** Weave narratives from Krishna's life stories into your explanations, prompting discussions about the moral lessons embedded within them.

**Focus on Universal Values:** Highlight the timeless themes in Krishna's message, such as self-discipline, compassion, and striving for a higher purpose.

**Foster Respectful Dialogue:** Create an environment where MICE tourists feel comfortable asking questions and engaging in respectful conversation about Krishna's significance within Hinduism.

## 19. Conclusion

Krishna's journey from exotic enigma to evolving embrace in the West underscores the importance of moving beyond stereotypes and fostering deeper cultural understanding. MICE tour guides play a crucial role in facilitating this process. By equipping themselves with knowledge, resources, and effective engagement strategies, they can unveil the multifaceted nature of Krishna and create a meaningful and enriching experience for MICE tourists. This deeper understanding can foster appreciation for Krishna's enduring relevance in the 21<sup>st</sup> century, prompting reflection on universal values that transcend cultures and resonate with contemporary concerns.

Krishna, the enigmatic charioteer of the Bhagavad Gita, the playful cowherd god, has cast a long shadow on the West. His journey across continents and cultures has been a fascinating one, marked by periods of misunderstanding, appropriation, and ultimately, a growing appreciation for his multifaceted nature. This companion equips MICE tour guides with the resources and insights to navigate this rich and complex history, fostering deeper engagement with Krishna's message among MICE tourists.

### **19.1 Moving Beyond Stereotypes**

The initial Western encounters with Krishna, often during the colonial era (18th-19th centuries), were fraught with limitations. Dominated by colonial power dynamics and cultural prejudices, these encounters resulted in significant misinterpretations (Goyal, 2008). Early scholarship, heavily influenced by Eurocentric perspectives, presented Hinduism through a distorted lens, reducing Krishna to a romanticized figure associated with idyllic Vrindavan or a charming flute player (Bryant, 2007).

The 20<sup>th</sup> century, however, witnessed a significant shift. Theosophical movements like the Theosophical Society introduced a more comprehensive understanding of Hinduism, emphasizing the underlying unity of world religions and presenting Krishna as a symbolic representation of universal spiritual truths (Adler, 1978). The works of scholars like Swami Vivekananda and Heinrich Zimmer further fueled this shift, exploring the philosophical dimensions of Krishna's mythology (Sengupta, 2006; Zimmer, 1951).

### **19.2 The MICE Tour Guide's Role**

MICE tour guides play a crucial role in dismantling these stereotypes and facilitating a deeper understanding of Krishna for MICE tourists. This can be achieved through various strategies:

- **Deconstructing Stereotypes:** Challenge simplistic portrayals by showcasing the philosophical and spiritual depth of Krishna's message. Utilize quotes from the Bhagavad Gita (e.g., on self-realization and fulfilling one's duty) alongside explanations to provide a glimpse into his teachings (see previous section for examples).
- **Contextualizing Historical Encounters:** Explain how colonial power dynamics and orientalist thought shaped initial misunderstandings.



Discuss the shift towards a more nuanced understanding in the latter half of the 20<sup>th</sup> century.

### **19.3 Facilitating Deeper Engagement**

MICE tours offer a unique opportunity to move beyond passive sightseeing and encourage active reflection on Krishna's enduring message. Here are some strategies to achieve this:

- **Interactive Activities:** Organize workshops on art appreciation, where MICE tourists analyze artistic representations of Krishna, discussing the symbolism and deeper meanings (Goyal, 2008). Consider introducing basic mantras associated with Krishna and explaining their significance in devotional practices (Knott, 1986).
- **Cross-Cultural Exchange:** Facilitate respectful conversations with local Krishna devotees. Prepare MICE tourists with basic questions about Krishna's significance in their lives and devotional practices (Adler, 1978).
- **Journaling Prompts:** Encourage MICE tourists to reflect on how Krishna's message resonates with their own values and life experiences. Prompts like "How does Krishna's message on duty (dharma) connect to your own work ethic?" can spark introspection.
- **Group Discussions:** Facilitate discussions on how Krishna's teachings on self-realization, overcoming challenges, and finding inner peace can be applied in their personal and professional lives.

### **19.4 Resources for MICE Tour Guides**

To effectively guide MICE tourists, it's essential to have access to reliable resources. **Here are some suggestions:**

- **Scholarly Resources:** Provide a curated list of books and articles that offer balanced and informative introductions to Krishna's philosophy (e.g., Bryant's "Krishna: A Sourcebook" or Zimmer's "The Hindus and Their Religions").
- **Reliable Translations of the Bhagavad Gita:** Recommend clear and engaging translations like those by Eknath Easwaran or Christopher Isherwood, along with commentaries for deeper understanding (see previous table for recommendations).

- **Online Resources:** Utilize reputable websites maintained by Hindu organizations or academic institutions for up-to-date information on Krishna and Hinduism.

### 19.5 Krishna's Enduring Relevance

Krishna's message transcends time and geography. In the 21<sup>st</sup> century, we see a growing interest in yoga and meditation practices, which have roots in Krishna's teachings on self-discipline and inner peace (Bryant, 2007). His emphasis on fulfilling one's dharma (duty) resonates with contemporary concerns about personal growth, purpose, and social responsibility. The themes of compassion, non-judgment, and living a meaningful life embedded in Krishna's message connect with discussions on ethics, social justice, and environmental consciousness.

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## **Bridging the Digital Payment Divide: A Study of India's Ride-hailing Services**

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### **Abstract**

The purpose of this paper is to shed light on the barriers faced in the digital payment adoption by customers concerning digital ride-hailing platforms. The research focuses on the respondents using digital payments (mainly UPI) for the ride-hailing platforms through an online survey. The research mainly focuses on the Delhi NCR region, which is considered technologically advanced and also marked by early adoption of technology. The ride-sharing sector (viz., Uber) plays a last-mile connectivity option for the urban population and is heavily dependent on the digital payment system, especially the UPI. The 238 respondents of the study are all aged 18 years and above; they are students, working professionals, and daily commuters. The sample is representative of finding out the spectrum of experiences and preferences when it comes to UPI usage in the context of technology-enabled transportation services. The study explored key factors influencing UPI adoption in the ride-hailing sector, such as perceived usefulness, ease of use, and trust in the digital payment system. Based on the findings from the respondents, this study provides various recommendations to enhance UPI adoption and its promotion.

### **Keywords**

Unified Payment Interface (UPI), Digital payment, Ride-hailing services, Uber, and Barriers to adoption.

### **1. Introduction**

India is high on the mount of digital adoption, pushed primarily by the young and tech-savvy populace and government initiatives. Government initiatives began back in 2014, with the Digital India initiative promising an investment of Rs. 1,000 crores. The digital surge is, in addition, fuelled by the Start-up

ecosystem, with Paytm, Zomato and the like disrupting the existing models of business and paving the way for others to take similar defining initiatives. Smart phone affordability coupled with economical data packages are additional drivers of digital adoption in India. With the Unified Payment Interface (UPI) becoming the favoured payment method, India has seen a notable shift toward digital payments. The effect of the same is enhanced financial inclusion and an economy that is less reliant on cash transactions.

Demonetisation gave a rare opportunity to the newly established digital wallets to make their way into the screens of the smart phones of most of the Indian customers. Introduced in the 1980s, digital payments are growing exponentially due to the advancements in technologies. The research paper (Srivastava, 2022) tries to explain the factors influencing consumer's adoption of digital payments in India, focusing on penetration of UPI, usage data, and barriers attached to it. The report states that digital payments are preferred for their ease of accessibility and availability, which decreases reliance on cash and minimizes risks associated with it. The decline in cash dependence has been the focus to root out corruption in India.

RBI, along with its partnerships with NPCI, brought a boom to the Indian payment ecosystem with UPI, resulting in financial inclusion nationwide. Its availability on feature phones is its highlighting feature. Also, RBI is exploring a Central Bank Digital Currency (CBDC) to enhance financial stability. (Reserve Bank of India, 2023). Financial inclusion in the diverse population in India got its push from the Jan Dhan Yojna of the government and has been propelled by UPI adoption.

Another interesting study (Kaur, 2023) explores the growth in adoption of digital payments among Indian youth after key events like demonetisation, and Covid 19. The findings show that UPI, online wallets, are popular among the younger generation, though cash still holds great relevance. This implies that there is a scope for the adoption of digital payments in this demographic as well.

The research paper (Aggarwal, 2021) examines consumer adoption of digital payments in India, focusing on the users perspective, motivation, and barriers. It also reveals a preference towards digital payments for low to medium-value transactions and net banking for high-volume payments. Thus, the usage of digital payments is an upward-sloping curve.

The research done in the field is in agreement that the adoption of digital payments (mainly UPI) is high, but at the same time, there is a provision to expand the adoption further, but the focus on the specific segment of ride-hailing services is minuscule. The technology-driven ride-hailing services like Uber, Ola, and BluSmart are the lifelines in the Tier 1 cities and are making

their way into the tier 2 and tier 3 cities. The next section of the paper highlights the need for the study.

## **2. Need of the Study and Its Objectives**

Despite the increasing popularity of the ride-hailing sector in India and a recorded widespread adoption of UPI by the locals, there remains a notable disconnect between the potential digital transactions and the actual payments done online in the ride-hailing sector. Though Digital India has connected the dots in many ways, the divide remains a critical challenge in most of the aspects of business in India, including the ride-hailing sector. When analysed, the picture of the payment preference is not inclined towards digital payments for the rides, and the cash dependence is highlighted. The concerns raised by the users are around the digital payment failures, cancellation charges, transaction security, and infrastructure challenges in the smaller cities, which are also deterrents in digital adoption.

## **3. Objectives of the Study**

The objectives of the study are:-

- 3.1. To find out the major obstacles in the ride-hailing sector in India.
- 3.2. To suggest ways to promote the digital payment option in the ride-hailing sector in India.

## **4. Research Methodology/Data Collection**

To achieve the above-mentioned research objectives, primary research was conducted. A questionnaire was prepared based on these parameters. A structured “questionnaire with closed-ended questions and open-ended follow-ups”(Singer & Couper, 2017) was developed. The questionnaire aims to collect responses pertaining to the security features of the vendor website, privacy policy, and awareness about risks associated with such transactions. The sample selected for this study were mainly students or young professionals in between the age group of 18-40, this age group was particularly chosen because this generation is considered to be more digitally aware and dependent on digital transactions. This work aims to assess how this age group perceives digital transactions as a medium of payment, the risks associated with digital transactions, the adoption of new technology, trust in app providers, and security of payments. After finalising the questionnaire, it was administered to 230+ respondents through a snowball sampling technique via Google Forms. The Snowball sampling technique was used because it involves initiating a sample process by people known in our contact list, and they further asked people known to them (Naderifar, 2017). This generates more assurance that the questionnaire will be accurately filled since respondents are connected to

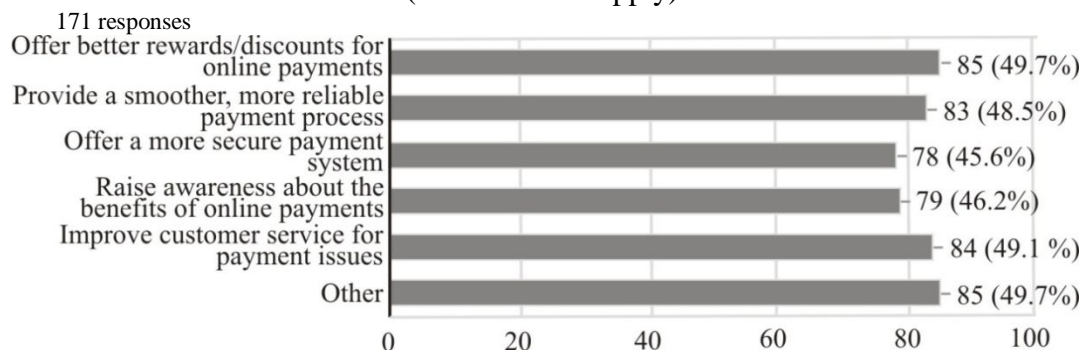
someone known to them. Social Media and Google forms are a more appreciated way of reaching out to respondents, especially in the age group selected. The forms were open for 10 days, giving respondents enough time to respond to the questionnaire. There were a total of 238 responses which were considered for this study. The target population for this study included both males and females above 18 years of age. The majority of the respondents were students and a few working professionals. All the respondents had experience of using apps like Uber, Ola, Rapido, etc before responding to the questionnaires. The data obtained was analysed using descriptive analysis, as explained in the next section.

## 5. Findings

After the primary research (by circulating Google forms), significant insights were noted, which were widely common among the masses. These insights highlighted several key gaps in the ride-hailing sector's digital payment adoption in India, focusing on issues like user trust, convenience, and the overall payment experience. Most of the users denoted that they feel there is a lack of incentives for online payments (Fig. 1) on the ride-hailing sector app. As 49.7 percent of users indicated that rewards and discounts could motivate them to switch to digital payments, many expressed their frustration over the "twisted terms and conditions" attached to making them "lucrative". Because of such T&C, people feel demotivated and sometimes "scammed" too. By simplifying the reward structures and making them more transparent, it could encourage more users to adopt online payments. (The number of respondents for this particular question is 171, as the question was not mandatory.)

What could Uber do to make online payments more attractive for you?

(Select all that apply)



Source:- Author Compilation

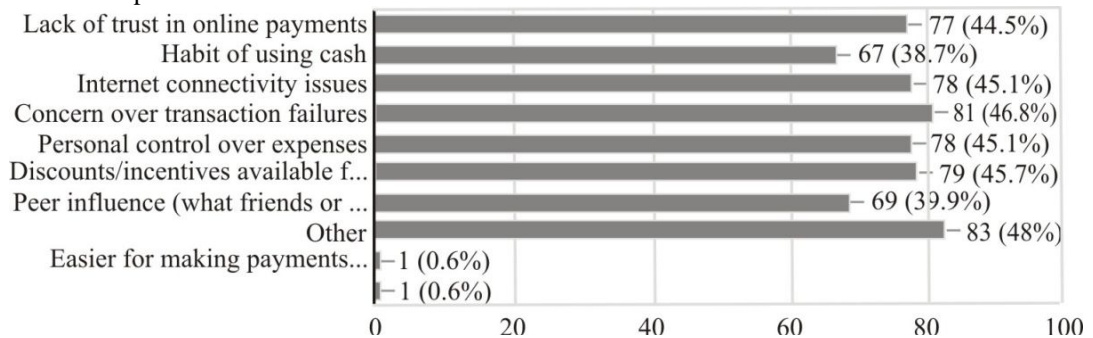
Figure 1:- Making Online Payments Attractive



Additionally, trust and security issues (Fig 2) are one of the reasons which has created a divide between cash payments and online methods. With 47.4 percent of users having concerns about digital payments and 45.6 percent stating that a more secure system would make them more likely to make online payments, there arises a need to solve the discrepancy and gain the trust of the public. Unstable internet connectivity also fuels these concerns, highlighting the need for educating users on the security of their payment systems and improving overall reliability.

What are the factors influencing your decision to use cash or online payments?  
(Select all that apply)

173 responses

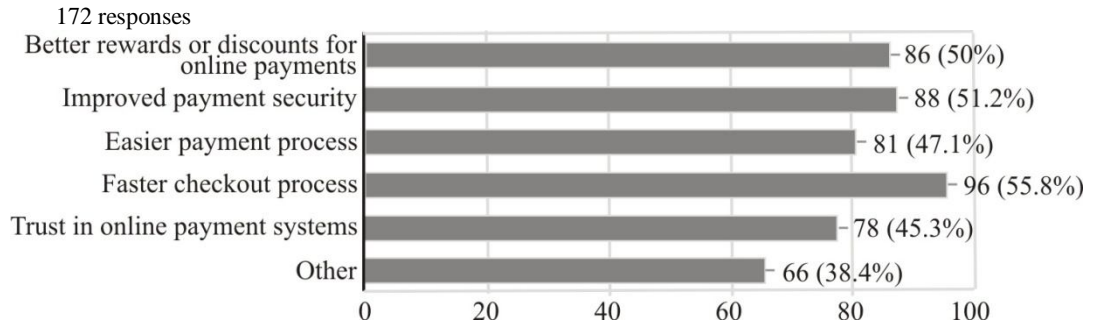


Source:- Author Compilation

**Figure 2:- Trust Issues**

Another key gap identified is the lack of reliability in the payment process (Figure 3). A significant percentage of users 48.5 percent believe the ride-hailing sector's current payment system could be made more reliable and smoother. With 55.8 percent stating they would switch to digital payments if the checkout process was faster, more streamlined, and easier to comprehend, it will represent a huge clutter of people doing digital transactions. Also, many users have experienced issues with the digital wallet service, leading them to rely on UPI payments outside the app or, in majority of the cases, Cash. This disconnects the driver and the rider and creates friction, contributing to a preference for cash over digital payments, which remains a dominant choice.

If you prefer cash, what would encourage you to shift to online payment?  
(Select all that apply)



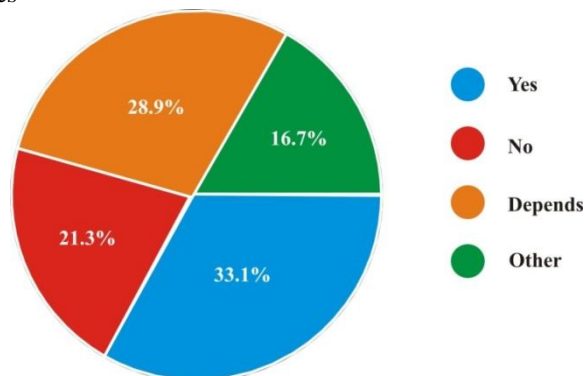
Source:- Author Compilation

**Figure 3:- Cash Preference**

Driver inclination towards cash also plays a role in influencing payment preferences. Several users reported that drivers often request UPI transfers outside the app by passing the official payment system of such apps. In many cases, the driver asks the rider to cancel the ride and go off-app for the ride. This behaviour undermines trust in the platform's payment options and fosters a continued reliance on cash. The ride-hailing sector could mitigate this by incentivising drivers to adhere to in-app payments and penalizing requests for off-platform payments, ensuring a uniform and trusted experience for users.

Would you prefer to use online payment methods over cash?

239 responses



Source:- Author Compilation

**Figure 4:- Cash Preference Over Online Payment**

As shown in Figure 4, 33.1 percent of the respondents agreed that they would prefer to make an online payment over a cash payment. At the same time, 21.3 percent of the respondents do not prefer online payment over cash. The difference in the number is not too large, indicating that online payment methods are not as pervasive as businesses or the government would like.

Customer service related to payment issues is another crucial area to focus on, which 40.1 percent of users mentioned as an obstacle to using digital payments. Many users who face transaction failures report there is a lack of prompt support, which leads to feelings of frustration and hesitation in adopting digital payment methods. Improving customer service, especially one that focuses on resolving payment issues and improving payment efficiency, could increase confidence in using online payments.

Lastly, gaps were noted in the awareness and communication part, with 46.2 percent of users believing that the ride-hailing sector needs to put in more effort to raise awareness about the benefits of online payments. People believe in the importance of effective communication around the various advantages of going cashless, such as smoother rides, hassle-free payment experience and financial incentives, and this could shift more users toward digital payments from the cash-based payment options. Personalised rewards, which can be based on user behaviour and targeted offers for different age groups, particularly younger users who are more open to digital payments, could further drive adoption.

## **6. Conclusion**

The findings of this study highlight key challenges that impede the adoption of digital payments in the Indian ride-hailing sector, particularly the use of UPI. Users frequently encounter issues such as inconsistent payment processing times and unreliable transaction experiences, deterring many from adopting digital methods. Additionally, a significant driver-customer mismatch exists regarding payment preferences, with drivers often favouring cash transactions over digital payments. This disparity contributes to a reliance on cash, further limiting the growth of digital payments within the sector.

Since the complexity of the reward system is a deterrent, according to the research findings, simplified, clear, and transparent rewards could encourage more users to adopt online payments. The respondents' concerns about the safety of digital payments are not unfounded, and measures need to be upped to gain their confidence. Though internet connectivity is widespread, the instability, especially while making payments, is a problem that needs to be rectified by educating people on the gravity of the matter and bettering the connectivity in all regions. Cash becomes the “go-to” method for users when sometimes the checkout process gets tedious, or the issues with digital wallets erupt. Cash reliance is further boosted when the cancellation fee (especially in the case of Uber/Ola) can be charged easily if payments are made via digital mode. The ride-hailing sector could incentivise the drivers who stick to digital

payments, ensuring a smooth experience for the users. The businesses with strong support in payment-related discrepancies would be the winners in the end.

Moreover, the lack of sufficient financial incentives for both customers and drivers discourages widespread digital payment adoption. Many users feel that the rewards and discounts offered by ride-hailing apps are not compelling enough, often obscured by complex terms and conditions. Tax avoidance and commission concerns also play a role, with drivers possibly opting for cash payments to circumvent fees. Addressing these gaps requires concerted efforts to streamline the payment process, increase transparency in incentive programs, and better align the preferences of both customers and drivers to foster a more seamless digital payment ecosystem in the ride-hailing sector.

## **7. Limitation of the Study**

This research has seen various limitations which impacted the depth of the findings and insights drawn. This short period limited the ability to collect a wider and more diverse dataset, resulting in a sample size of fewer than 250 respondents, which affects the generalizability of the results. Some questions were not mandatory, so they were responded to by a lesser number of people. (but the number was still substantial to be included in the findings)

Furthermore, due to various logistical challenges, the study was not able to interact directly with drivers in the ride-hailing sector, leaving a gap for a better understanding of their perspectives on UPI adoption and usage. Such lack of insights from drivers, who are key stakeholders in the payment process, creates a partial view of the payment ecosystem in ride-hailing services, which results in a study that mainly reflects the consumer side of the experience without capturing the challenges or preferences from the drivers /service providers' side. The study also follows a cross-sectional design, meaning data was collected at a single point in time. While this approach provides a snapshot of current attitudes and behaviours, it does not account for changes over time, which could have provided more dynamic insights into evolving digital payment trends. Additionally, the research faced a lack of existing literature on the specific topic of UPI adoption in the Indian ride-hailing sector, making it difficult to benchmark findings or build upon previous research. This limitation highlights the novelty of the research area but also presents challenges in developing a more robust theoretical framework.

These constraints, though limiting, provide a foundation for future research to build upon, with the hope of conducting longitudinal studies and incorporating a

wider range of perspectives, especially from drivers and other key players in the ride-hailing ecosystem.

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## **Green HRM: Cultivating Sustainability in Employees and Organizations through Workforce Transformation**

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### **Abstract**

As stated by Mahatma Gandhi, “Earth provides enough to satisfy every man’s need but not every man’s greed.” Industrialization across the globe has led to an increase in business production and technologies. This has put pressure on the organizations, which, in turn, resort to practices that may interfere with the environment. This has led organizations to practice green in all their fields and activities to promote environmental sustainability. Green Human Resource Management helps restore the ecological balance of the environment by integrating a green approach in all processes and activities. Greening the employees from top to bottom is not an easy task, but the need for it has risen, and organizations to highlight its importance by implementing it. The paper focuses on the importance of Green Human Resources and the HR activities linked to green programs and practices in the organization. A descriptive analysis of different Human Resource processes has been conducted in relation to environmental management. A small survey also highlights the awareness of the Green HRM in the Siliguri area of West Bengal. The paper further provides remedies and suggestions for implementing Green HRM in organizations.

### **Keywords**

Green human resource management, Ecological balance, Sustainability, Awareness, and Green initiatives.

### **1. Introduction**

"Green" - a ubiquitous term across scientific, political, and corporate realms - embodies notions of cleanliness and renewability (Pandey et al., 2013), traditionally intertwined with environmental considerations. As population growth and industrialization surge, organizations are surpassing mere developmental requirements, inadvertently straining the environment and catalyzing global crises such as global warming, acid rain, ozone depletion, and various pollutants. A recent World Bank study revealed India's alarming

statistics, with 13 out of 20 most polluted cities globally and environmental factors contributing to 23 percent of child mortality (Mallet, 2013). Consequently, businesses must embrace the triple bottom line concept, amalgamating social, environmental, and financial dimensions. Enter Green Human Resource Management (GHRM), the fusion of Environmental Management with Human Resource Management. In response to escalating awareness of environmental concerns, company HR departments champion the GHRM ethos, deploying HR policies to foster sustainable resource utilization and advance environmental stewardship (Mandip, 2012). With globalization reshaping corporate landscapes, there is a paradigm shift from traditional financial structures towards eco-friendly economic frameworks. In essence, GHRM cultivates a workforce versed in, appreciative of, and dedicated to green initiatives throughout the HRM lifecycle, advocating for environmentally friendly products, services, and technologies.

Green HR encompasses two fundamental components: environmentally conscious HR practices and preserving knowledge capital. Environmentally friendly HR practices entail a range of measures such as reducing carbon footprints, opting for telephones or video calling for interviews, minimizing paper usage while maximizing technological resources, implementing recycling programs, managing waste efficiently, and promoting car-sharing initiatives. These practices contribute to ecological sustainability and aid in retaining top talent within the organization by curbing unnecessary expenditures and safeguarding resources during challenging periods. By embracing Green HR initiatives, companies can explore alternative cost-cutting strategies without compromising their ability to retain and nurture their most valuable personnel.

GHRM is considered to be a part of Corporate Social Responsibility. CSR is defined as the extent to which an organization will strive to improve the overall welfare of the society. It can be said that Green HR initiatives help employers and employees reap maximum benefits without threatening the environment and future generations of their needs. This paper focuses on the green HR initiative, which highlights the steps taken by different processes of HR -recruiting and selecting, training and development, performance appraisal and management, employee involvement and participation, and pay and reward that, in turn, will help in creating an eco-friendly environment in the corporate world.

## **2. Review of the Literature**

Sudin S. (2011) and Mandip (2012) both emphasize the importance of integrating environmental management into human resource management



(HRM), often referred to as Green HRM. Sudin suggests that employees must be motivated, empowered, and environmentally aware to implement green management initiatives effectively. Meanwhile, Mandip defines Green HR as utilizing every employee touch point to promote sustainability and increase awareness and commitment to sustainable practices.

Mandip acknowledges that integrating HR and environmental management is a challenging task. This involves changing the HR staff's mindset toward green issues and addressing long-standing unsustainable practices among existing staff.

In the context of the business industry, green buildings have become the new standard. Implementing Green HR policies and practices promotes sustainability and contributes to safeguarding and enhancing worker health and well-being.

Douglas WS Renwick et al. (2012) surveyed the intersection of human resources and environmental management, outlining key HR elements and identifying potential research areas in Green HRM. They found that environmental rewards and recognition significantly influence employee engagement in eco-initiatives, emphasizing the importance of integrating such practices into organizational strategies for sustainability.

Jabbour et al. (2013) emphasized the intrinsic connection between environmental management and Human Resource Management (HRM), highlighting HR's vital role in facilitating the seamless integration of environmental initiatives within organizations.

Pandey et al. (2013) focused on Green HRM, examining the essential factors for sustainable practices within organizational settings. They underscored the significance of Employee Mindset and Organizational Culture in fostering a green organizational ethos.

Rai and Mishra (2014) defined a green organization as prioritizing environmental responsiveness, resource efficiency, and social responsibility. Their research advocated for Green HRM practices, emphasizing the importance of eco-friendly HR initiatives and knowledge preservation. They also promoted various Green HR efforts, such as telecommuting and energy-efficient office spaces.

In their study, Md Hassan Jabbar and Md. Abid (2015) investigated 200 employees from green organizations, highlighting the positive correlation between environmental awareness and employee satisfaction in decision-making processes. They also noted the beneficial impact of training on employee performance. However, they identified a scarcity of primary data due to organizations' limited adoption of Green HRM practices.

In their study, Pallavi and MVV Bhanu (2016) noted that the top 25 green companies worldwide boasted impressive green scores ranging from 72 percent to 89.2 percent. However, specific scores were not provided while comparing these figures with the top 10 green companies in India. Given the nascent stage of Green HRM adoption in developing countries like India, it is expected that Indian companies may have significantly lower green scores, potentially falling below 40 percent.

Mishra P. (2017) highlighted the under-researched nature of Green HRM in India. Their study explored the status and challenges of Green HRM practices within the country, covering environmental training, green recruitment, performance appraisal, employee involvement, and compensation. The study was conducted in two phases: a comprehensive literature review to understand existing GHRM practices and data collection to assess the current implementation status in Indian organizations. The findings revealed a gap between the full utilization of GHRM practices and their current implementation. Mishra stressed the importance of initiating and expanding green initiatives in developing nations, particularly given the urgent environmental concerns and insufficiently enforced government regulations. They suggested that organizational-level changes are essential to address this gap effectively.

Studies show that GHRM has a positive impact on the green behavioral outcomes of employees, which ultimately leads to better environmental, social, financial, and innovation performance. (Kim et al., 2019)

Past research consistently shows a correlation between adopting Green Human Resource Management (GHRM) and Green Innovation. Organizations that integrate GHRM practices are better equipped to innovate products and processes with minimal environmental impact, as evidenced by studies conducted by Bahmani et al. (2023), Singh et al. (2020), and Song et al. (2021).

Li. et al. (2023) examines how green HRM practices impact employees' in-role green behavior post-Covid-19. It also explores the role of the psychological green climate as a mediator and investigates how spiritual leadership acts as a buffer in enhancing this relationship.

### **3. Objectives of the Study**

The study aims to achieve the following objectives:

- To provide a basic understanding of green HRM
- To identify HR activities related to green programs

- To enumerate existing green initiatives taken by the companies
- To understand the awareness about Green HRM in the Siliguri area

## **4. Green HR Process and Practices**

### **4.1. Green Recruitment**

Green Human Resource Management (GHRM) revolves around choosing individuals whose skills, attitudes, and actions align with an organization's environmental aspirations (Aranganathan P., 2018). According to John Sullivan, GHRM utilizes environmental initiatives to attract talent, particularly emphasizing paperless recruitment techniques and identifying environmentally-conscious "ecopreneurs" within the organization (Mandip, 2012).

Key aspects of GHRM, such as recruitment, retention, and employee satisfaction, are crucial for organizational success (Holtom et al., 2008). Studies show that many job seekers rely on job portals to explore opportunities, and the younger Generation Y prioritizes organizations with green practices. The Associated Chambers of Commerce and Industry of India. (Kiruthiagaa & Viswanathan, 2014).

The rationale for adopting Green Recruitment, particularly paperless methods, is supported by alarming statistics: for instance, it takes 24 trees to produce one ton of non-recycled paper, and India's paper consumption has surged in recent years The Associated Chambers of Commerce and Industry of India (ASSOCHAM). Additionally, the environmental impact of paper usage, including water consumption and carbon emissions, underscores the need for sustainable practices ([www.worldatlas.com](http://www.worldatlas.com)).

Common Green Recruitment practices include utilizing job portals, crafting environmentally friendly job descriptions, and implementing telephonic and online interviews.

The benefits of Green Recruitment are manifold, including significant cost and time savings, enhanced employer branding, and alignment with Corporate Social Responsibility (CSR) objectives. Moreover, it fosters a sense of employee pride and motivation, leading to improved performance and efficiency rates.

### **4.2. Green Performance Management**

Performance Management involves ongoing communication between supervisors and employees to support the organization's strategic objectives throughout the year (Bangwal D., Tiwari P., 2015). Shoenb Ahmad (2015) suggests that with the influence of Environmental Management on global

business strategies, Performance Management is now positively affected by the green movement. Green Performance Management focuses on aligning performance evaluations with job descriptions, emphasizing specific goals that prioritize environmental considerations.

Arulrajah A. A., Opatha, Nawaratne N. (2016) have categorized employee green performance into three areas:

1. Employees make effective use of input resources.
2. Implementation of innovative environmental initiatives.
3. Contributions to the organization's environmental management initiatives.

Green Performance Management practices include:

- Transparent communication with employees regarding green strategies and policies.
- Integration of environmental performance indicators into the Performance Management System.
- Setting measurable targets for employees and monitoring their progress closely.
- Implementing consequences for employees who do not comply with green regulations.

Some organizations in the USA (Coors Brewing and Huntsman Chemical) have performance-related bonuses linked to meeting environmental targets (reducing waste management). Managers do not get bonuses if environmental goals are not met. (Wehrmeyer, 1997)

#### **4.3. Green Training and Development**

Green training and development fosters behaviors, skills, and knowledge that support environmental sustainability and preserve environmentally conscious attitudes and abilities (Zoogah, 2011). It entails educating employees on environmental issues and conservation methods, raising awareness, and promoting actions like energy efficiency and waste reduction.

Liebowitz (2010) proposes that HR departments conduct workshops to enhance managers' soft skills, including teamwork, diversity management, change management, and collaboration, which he terms "front-wheel" skills. Training and development are crucial for enhancing employee performance by providing the necessary knowledge and skills to achieve organizational goals (Obaid T.F., Allias R., 2015). Rolls Royce, Albion Group, and Bristol Myers Squibb include induction training for more experienced employees and training on specific green topics for staff,

especially associated with environmental operations and coordination (Bird, 1996).

Key practices in green training and development include:

- Designing tailored training programs to educate employees about green initiatives.
- Conducting analyses to pinpoint areas for developing green skills.
- Establishing environmental teams within departments to encourage collaboration.
- Cultivating employees' emotional connection to green practices.
- Fostering an environment-focused culture through diverse training efforts.
- Offering induction programs and green orientations for new hires.

#### **4.4. Green Reward and Compensation**

Green reward and compensation systems play a crucial role in acknowledging employee performance and motivating them to uphold high productivity and service standards, particularly in the expanding green business sector. These systems aim to ethically incentivize sustainable work practices, enhancing job satisfaction and environmental performance (Aravind S., Mohana Manoj K., 2017). They are instrumental in fostering a green organizational culture (Ahmad S., 2015). However, quantifying environmental behavior and performance in monetary terms presents challenges (Fernandez et al., 2003).

To effectively promote green behaviors, compensation packages should encourage acquiring green skills and attaining environmental objectives. This may involve incentivizing energy-efficient products, rewarding employees for their commitment to green practices, and demonstrating technical competencies (Renwick D. et al., 2012).

Key practices in green reward and compensation systems include:

- Implementing green pay and reward structures.
- Recognizing and rewarding the acquisition of green skills.
- Offering monetary incentives such as bonuses, cash rewards, and premiums for achievements in environmental management.
- Providing non-monetary rewards such as awards, recognitions, promotions, and praise for accomplishments in environmental management.
- Implementing penalties such as criticisms, warnings, and suspensions for non-compliance with green targets.

Du Pont bases their executive compensation and bonus system for middle managers and senior officers in part on environmental stewardship practices where bonuses can be over 10 percent for developing benign pesticides for agriculture or a nonpolluting product (May & Flannery, 1995)

## 5. Present Study

This study is a modest attempt to know whether the employees of the Siliguri area of West Bengal are acquainted with the term Green Human Resource Management.

### 5.1. Descriptive Analysis

The tremendous growth in the corporate sector has led to enormous benefits, but its environmental disadvantages cannot be overlooked. Siliguri-734001 is a city growing by leaps and bounds in the business sector and environmental degradation. Hence, a survey of the region was needed to determine the usage of green strategies, especially in human resources management.

For primary data collection, 50 respondents were chosen through convenience sampling from business organizations from three different sectors: manufacturing, trading, and digital. A small sample size was chosen because of restricted resource availability, and also, a valid comparison was to be drawn for the same. A questionnaire was prepared and filled out by a sample of 200 (employers and employees) ranging from skilled, semi-skilled, and unskilled labor.

**Table 1:- Description of the Respondents**

<b>Manufacturing Unit</b>	<b>Trading Unit (15 wholesale-retail Shops)</b>	<b>Digital Start-up</b>
Uni Trade Overseas Unity Trade Complex Pvt. Ltd. Siliguri-734001. State-West Bengal. Interviewees:  Shubham Bansal (Owner) Employees of the Factory	Chaman Complex Baneswar More, Eastern bypass Siliguri-734001. State-West Bengal. Interviewees:  Employers Employees of Chaman Complex	Social Dukan Punjabi Para, Sevoke Road, Siliguri-724001 State-West Bengal Interviewees: Harshit Agarwal (Owner) Employees of Social Dukan

Source:- Google Questionnaire

Important questions related to GHRM, its implementation, its relation with cost reduction, and so on were asked, which aided in deriving bar charts, percentages, line graphs, and pie charts.

Renowned research papers, articles, and statistical values from reliable online sources were used for secondary data.

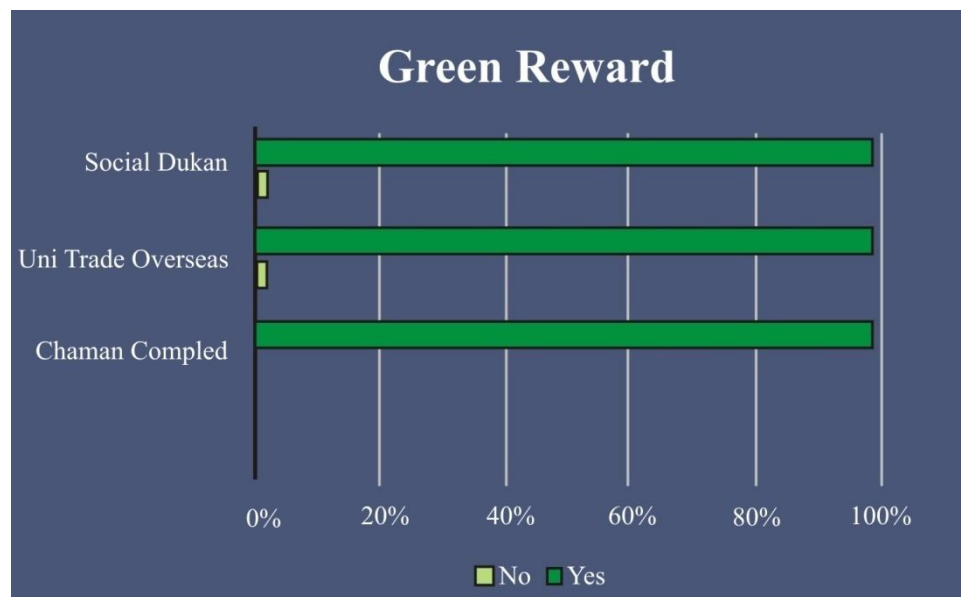
All these have been critically analyzed in order to draw the stated conclusions.

## 5.2. Data Analysis

The various tools used for data analysis are bar graphs, line graphs, and pie charts, which are depicting the awareness as well as the adoption of green HRM strategies by the selected sample.

Source: Survey data collected by the author through Google Questionnaire.

When inviting potential candidates for employment, does the employer specify the requirement of knowledge regarding sustainability measures?

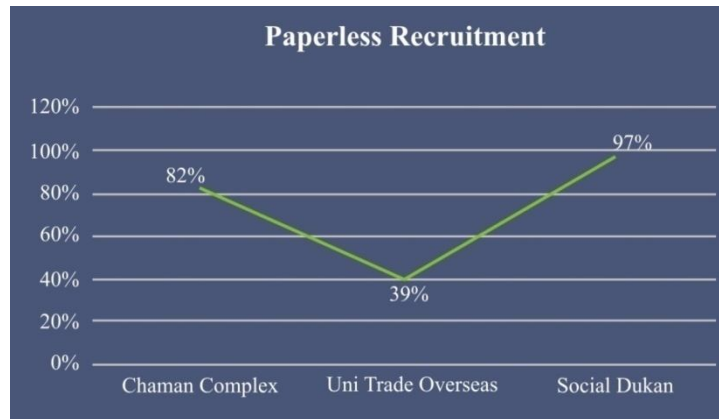


Source:- Google Questionnaire

**Figure 1:- Green Reward**

Figure 1 shows that none of the three sectors, be it the manufacturing sector, wholesale sector, or the digital sector, ask such questions during employment, which clearly portrays the importance given to sustainability measures is almost negligible in the recruitment process as of now and demands for a change.

- Is the recruitment process paperless?



Source:- Google Questionnaire

**Figure 2:- Paperless Recruitment**

Figure 2 shows that it was paperless most of the time for Chaman Complex as the recruitment process mainly depended on interviews and personal contacts. However, some documents are required; hence, it stood at 82 percent. However, for Uni Trading, many proofs are required along with documents, and the recruitment process involves a lot of paperwork for contracts. Digital Dukaan stood out in the recruitment process as it was completely paperless because of the online business mode. Thus, paper may be avoided by online documentation in the form of Word files and PDFs.

- Does the employee get training for adopting common green measures like substituting paper, unnecessary printing, storing and maintaining etc by electronic devices?



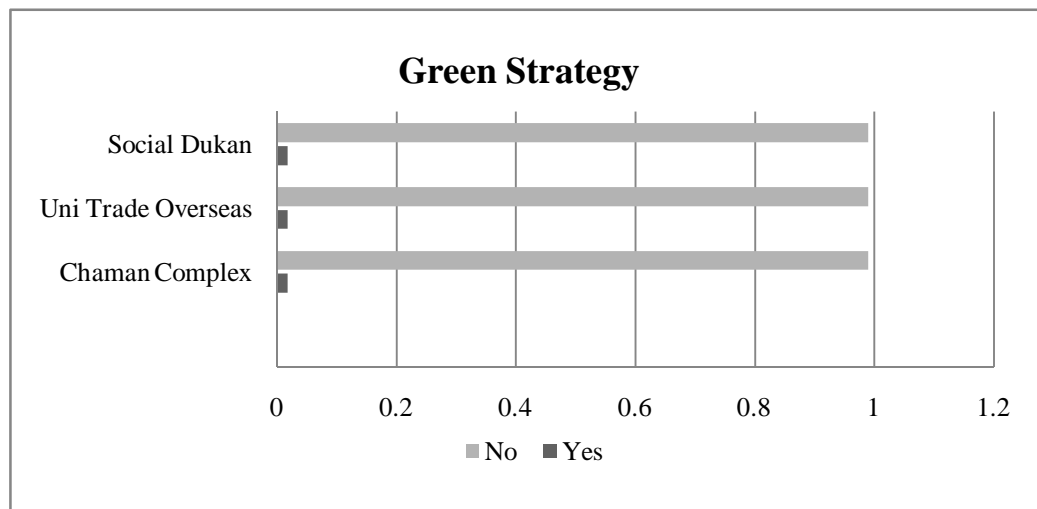
Source:- Google Questionnaire

**Figure 3:- Green Training**



Figure 3 depicts the varied results according to the skills of the employees. Chaman complex has semi-skilled employees; hence, 78 percent of the time, training was possible and given, mainly for cost reduction and organizational purposes. At Uni Trading, most of the employees are unskilled and hence, training could be given only to 63 percent of the employees. At Social Dukaan, everything was maintained digitally, and the employees were highly skilled; hence, no such training was required.

- Does the employee motivate the employees to follow green strategies by providing financial and non-financial benefits?

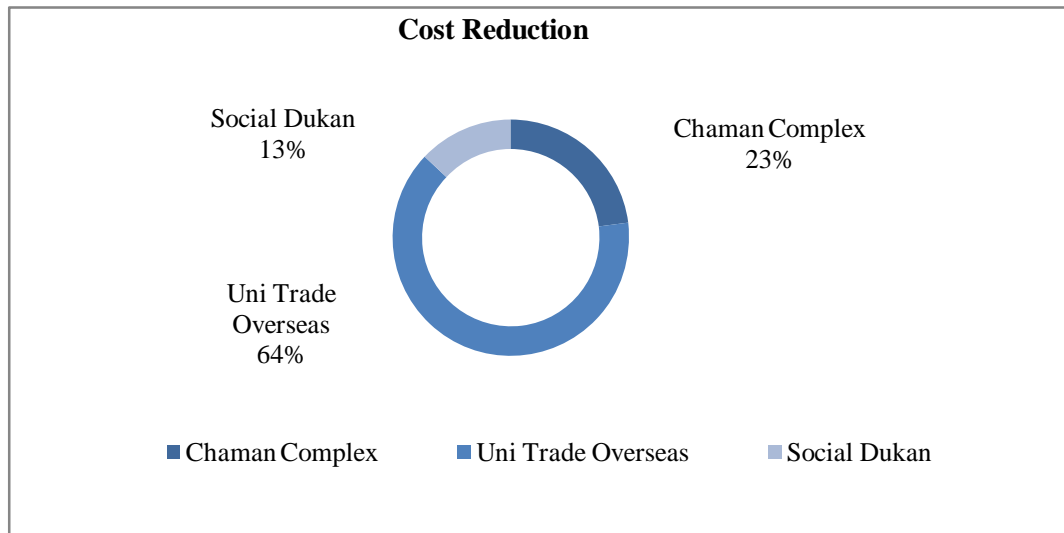


Source:- Google Questionnaire

**Figure 4:- Green Strategy**

When it came to green rewards and compensation, none of the companies were interested in giving any. In fact, in the entire country, there are only a few multinational companies that do provide green rewards; when it comes to manufacturing or a retail outlet, they do not feel that it is necessary to provide their employees with any rewards for maintaining green habits as shown in Figure 4.

- What is the cost spent on paper filing, file maintenance, etc.?



Source:- Google Questionnaire

**Figure 5:- Cost Reduction**

The survey shown in Figure 5 depicted that 23 percent of the total cost by Chaman Complex, 64 Percent by Uni Trade Overseas, and 13 Percent by Social Dukan is spent on the above requirement. This comparison itself is clear to prove that Social Dukan. This digital platform conducts most of its operations via digital application; hence, the cost is reduced to a great extent compared to the other two sectors following traditional methods.

- What happened when we asked employees and employers about the carbon footprint concept?

Where only 10 percent of the Chaman Complex was considered incidentally for cost reduction, unskilled laborers of Uni-Trade Overseas were vague about the question itself. The social Dukan survey was positive regarding awareness, but they were not very concerned about it. This clearly shows the need to spread awareness of carbon footprint and strategies to reduce it.

- As an employer, do you feel that going green will help reduce costs?

The employer of Chaman Complex followed a few green techniques like double-sided printing and minimizing electricity usage but never related it to the concept. In contrast, the employers of Uni-Trade Overseas said yes to the question but also stated that it depends a lot upon the

employees. Social Dukan employees felt it would to some extent, as they already operate digitally.

## **6. Conclusion**

Green HRM aims to create a positive impact on the environment and thereby build the reputation of the firm by attracting and retaining young talents who look for green opportunities. The rising concept of Green HRM plays a significant part for the firms as it leads to development for the organization, people, and the environment. Green HRM leads to creating green awareness among existing and new employees and encourages them to participate in reducing the cause of environmental degradation by moving to greener initiatives. With people becoming increasingly attracted to greener objectives and putting in a substantial effort to conserve and maintain the environment, organizations have to revise their policies and framework to integrate environmental management into HRM. Organizations should inculcate environmentally sustainable concepts in the core functions of HRM - Green Recruitment, Green Performance Management, Green Training and Development, Green Rewards, and Compensation. Companies must encourage products, processes, designs, and technology to comply with the Green HR practices. They can include - green printing, recycling processes, carpooling, green payroll, flexible work schedules, e-filing, online training, etc. The limitation of the study includes the lack of a quantitative approach. Also, very few Indian companies take green initiatives into account.

## **7. Recommendation**

A systematic procedure should be introduced to examine and study the diverse approaches and practices the managers to take green initiatives.

Provide more focus on the role of employees in contributing to environmental management, which in turn has a positive impact on the firm's operating performance.

The concept of Green HRM should be more popularized in developing countries like India to combat the growing environmental issues.

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## **Investigating How AI and Machine Learning can be Leveraged to Enhance Cloud Security by Predicting and Preventing Cyber Threats**

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### **Abstract**

**Introduction:** Businesses are facing more cybersecurity issues as a result of their increased reliance on cloud computing. The increasing complexity and number of cyber threats are making it difficult for traditional security methods to keep up. As a result, machine learning (ML) and artificial intelligence (AI) have become prominent technologies with the potential to improve cloud security by improving threat detection, prediction, and prevention.

**Research Objective:** This study investigates the efficient use of AI and ML to anticipate and stop cyber threats in cloud environments. To ensure a more secure cloud architecture, the objective is to reduce risks like data breaches and system vulnerabilities.

**Methods:** Current AI and ML applications in cloud security are examined using a mixed-method approach, with an emphasis on important domains such as automated incident response, anomaly detection, and predictive analytics. The research assesses how well AI-driven security solutions perform in terms of accuracy, threat detection speed, and false positive reduction by analysing case studies and simulations of different technologies.

**Conclusion:** According to the report, AI and ML are essential for enhancing cloud security since they enable real-time threat identification and response. As new dangers arise, cloud systems are kept safe thanks to these technologies' constant learning and adaptation. The report emphasises how crucial it is to integrate AI and ML into cloud security frameworks in order to provide strong and prepared protection against changing cyber threats.

### **Keywords**

Cloud security, Artificial Intelligence (AI), Machine Learning (ML), Cyber threats, and Predictive analytic.

## **1. Introduction**

We currently live in a highly digitalised world with previously unheard-of efficiency and scalability due to advancements in cloud computing, which have revolutionised data processing, storage, and accessibility (Armbrust et al., 2010). Cloud architectures become more dynamic and sophisticated because of the integration of cloud services across several industries, making them extremely effective but also vulnerable to cyberattacks (Chen & Zhao, 2012), (S. Wang et al., 2021). Traditional security systems, built for static, on-premises environments, are unable to adequately safeguard these new, distributed, and dynamic architectures, which present substantial security concerns as cloud platforms expand (Fernando et al., 2013). This increases the demand for a flexible and agile security system that can maintain operational integrity and manage data security in the face of (Chu et al., 2024a).

When it comes to changing cloud security strategies between reactionary to greater predictive and preventive models, AI and ML have emerged as possible game-changers. AI-driven cloud security models enable enterprises to detect and address attacks in real-time with much more accuracy by utilising potent techniques like neural networks and deep learning, and real-time anomaly detection (Y. Liu et al., 2022); (Sarker et al., 2023). Technologies can uncover small irregularities that may be early warning signs for possible breaches by detecting behavioural patterns inside large databases. Organisations may secure assets and data more effectively by acting before threats completely materialise thanks to proactive detection capabilities (Jia et al., 2022) (Bhatnagar et al., 2018). By continuously improving their threat detection efficiency and adjusting to changing cyber threats, AI-based systems learn from every anomaly and occurrence, hence lowering the likelihood of security breaches (Papernot et al., 2016); (Egon, 2024).

Numerous techniques that improve threat detection and create a more robust security framework are examples of AI and ML applications in cloud security (Sarker et al., 2023). Among these, automated response mechanisms can proactively stop unauthorised activities before they worsen, and predictive algorithms keep an eye on user behaviour for indications of unauthorised access (Singh et al., 2024) (Chu et al., 2024b). An additional line of defence against breaches is provided by intelligent monitoring systems, which keep track of anomalous data flows and alert users to any departures from the norm (Xie et al., 2021); (Xie et al., 2021; Yao & García de Soto, 2024). Furthermore, by guaranteeing the security of sensitive data, AI-based solutions help organisations adhere to international privacy standards and promote regulatory



compliance. By balancing operational adaptability with security compliance, AI can help reduce the risks associated with data breaches.

However, integrating AI with cloud security does provide a unique set of difficulties. Assuring data privacy, reducing model bias, and maintaining openness in AI decision-making processes are examples of ethical and practical challenges (Lee et al., 2022); (de los Campos et al., 2013). Additionally, some organisations may find AI and ML systems too expensive, needing a large amount of computing resources for training and continuous maintenance (Hamid et al., 2024); (J. N. Liu et al., 2022). It's crucial to weigh the advantages of AI-enhanced security against ethical use. Thus, our study emphasises how crucial it is to use AI responsibly, considering the moral and practical difficulties associated with sophisticated applications of artificial intelligence in cloud security.

Overall, this paper will make the case that AI and ML are essential to creating a cloud security strategy that is future-proof and offers strong defences against extremely complex cyber threats (Xie et al., 2021); (Chandrasekaran et al., 2019). To demonstrate that companies with AI-driven solutions have a greater ability to protect their data assets and preserve their operations even in a digitally hostile environment, the paper will explore the technical applications and wider impact of AI in cyber security (Q. Wang et al., 2023); (Ajirlou et al., 2022).

The aim of this research is to investigate how AI and machine learning can be leveraged to enhance cloud security by predicting and preventing cyber threats. The study focuses on how the proactive threat detective characteristics of ML can address significant security challenges, including data privacy, integrity, and access control while building trust among cyber sector stakeholders. Additionally, this research aims to investigate cloud computing integration with existing ML and AI technologies to help mitigate risks related to data breaches and unauthorized access in the cyber industry.

## **2. Review of the Literature**

Cloud computing's explosive growth has had a big impact on IT infrastructures, and because of its ability to scale, flexibility, and affordability, it is now a popular choice for many businesses. But this change has also brought out new cybersecurity issues, especially since cloud platforms are extremely vulnerable to intrusions because of their dispersed architecture and reliance on internet access (A. Sharma et al., 2021) and (Yang et al., 2022) claim that cyber threats are targeting cloud settings more frequently and that standard security measures

are insufficient for these intricate systems. The results highlight the necessity of proactive, flexible security measures as attacks get increasingly complex.

(Xiong et al., 2021) showed that machine learning (ML) algorithms, like the detection of anomalies and behavioral analysis, can successfully detect unusual activity structures that could suggest cyber threats that could otherwise go unnoticed. AI and ML are emerging as potentially exciting technologies for bridging this gap. Their research demonstrates how ML algorithms can significantly lower the risk of data breaches and illegal access. In a similar vein, (Kumar et al., 2024) investigated adaptive deep learning methods that improve detection precision over time, which makes them particularly useful in security for cloud services, where new threats can appear quickly.

While malware detection and detection of intrusions (IDS) have historically been the focus of AI-based cybersecurity, new research has started to expand these abilities to the cloud environment. For instance, (Lu et al., n.d.) using neural networks to improve detection rates in intrusion detection systems (IDS) by demonstrating their ability to identify intricate patterns in network traffic. Notwithstanding these developments, most of the research has focused on conventional IT infrastructures, indicating the necessity for more investigation into AI/ML strategies catered to the security requirements of the cloud.

Several fundamental theories and frameworks that are essential to current research are used in the practical use of AI and ML in cybersecurity:

**2.1. Anomaly Detection Theory:** The theory of anomaly detection, a key concept in AI-driven security, employs algorithms to find departures from accepted behavioural norms. Because abnormalities frequently indicate possible risks, this is especially crucial in cybersecurity (Xu et al., 2020). This idea to cloud security analysis, demonstrating that algorithms such as Support Vector Machines (SVM) can quickly identify suspicious activity, allowing for timely reactions to possible threats.

**2.2. Behavioural Analytics:** This technique establishes baselines of typical conduct and identifies abnormalities using User and Entity conduct Analytics (UEBA). As stated in (Manuel et al., n.d.). This method is particularly helpful in instances of cloud computing, where it might be difficult to discern between malicious and legitimate activity due to frequent remote access. This strategy is particularly helpful in instances of cloud computing, where it might be difficult to discern between malicious and legitimate activity due to frequent remote access.

**2.3. Deep Learning and Neural Networks:** Convolutional neural network (CNN) and recurrent neural network networks (RNN), two types of deep

learning models, are renowned for their capacity to analyse enormous datasets and identify complex patterns (Feng et al., 2022). RNNs have been used to analyse sequential data logs, which are common in cloud systems, improving cyber threat prediction and prevention. Because it allows cloud security systems to constantly adjust to new attack techniques, this predictive feature is especially beneficial.

**2.4. Zero Trust Model:** According to this model, no device or user internal or external to the network should be taken for granted by default. Because it calls for constant monitoring and verification tasks that are ideal for machine learning algorithms this architecture fits in nicely with AI and ML applications (Smith, n.d.) shows how immediate assessment and authentication of all network items may be made possible by integrating AI with the zero-trust concept, improving security for intricate cloud settings.

Despite improvements to AI-driven security for the cloud, significant deficiencies remain in the study. The predictive power of machine learning and artificial intelligence models in security for the cloud is one noteworthy use. Few research has created models that can use predictive analytics to foresee attacks based on patterns in historical data, but many studies concentrate on recognising risks as they arise, (Miller & Zaccheddu, 2021) through enabling proactive instead of reactive measures, predictive analytics might revolutionise cloud security and increase the resilience of cloud infrastructures to new threats. Furthermore, more focus must be placed on how cloud security intersects with AI ethics and data privacy. Large datasets are frequently necessary for AI models to function well, which may be in violation of privacy laws like the GDPR (Gupta & Gupta, 2020). The significance of secure machine learning methods that safeguard user information while retaining security effectiveness, indicating that this is an essential field for further study.

Moreover, single-platform cloud settings are the exclusive domain of most of the AI-driven security research. Adaptable AI and ML models that can guarantee consistent security across many platforms are necessary because many organisations operate in hybrid setups or across several cloud providers. Finally, real-time adaption is still difficult. Although deep learning models are promising, real-time identification of threats in cloud systems may be hampered by their slow response times due to their large processing requirements (Khan et al., n.d.) highlighting the efficient real-time cloud security requires lightweight AI systems with quick threat response capabilities.

This survey of the literature highlights key theoretical frameworks, summarises recent findings on machine learning (ML) and artificial intelligence in cloud

security, and suggests areas for further study. AI-driven security solutions that are predictive, flexible, and privacy-conscious are more important than ever as cyber threats continue to change. By investigating the possibility of AI and ML to provide robust security solutions catered to the requirements of cloud computing environments, this article seeks to close these gaps.

### **3. Research Methodology**

This study adopts a descriptive research methodology that relies exclusively on examining existing literature, academic papers, case studies, and technical reports related to prevention of cyber threats. The focus is on exploring how investigating how AI and machine learning can be leveraged to enhance cloud security by predicting and preventing cyber threats. It provides an overall and systematic thinking on how ML and AI might be used to alleviate serious security threats in cyber sector. It is the outcome of reviewing literature and synthesizing it to collect available literature for the purpose of understanding the overall potential for integrated usage of ML, AI, and their limits. The study uses secondary data that accrues from peer-reviewed journal articles, research-based studies on cloud computing, ML and AI and their applications in cyber security studied with a view of extracting key findings, technological developments, and use case, relevant conference papers related to cloud security or prevention of data breach are reviewed for new developments and emerging trends, case studies or existing implementations of these in cyber sector and other cases are reviewed to understand how the practicality of cloud computing has been applied in real life to share secure data. This study also used technical white papers on industry reports and information from leading organizations, cryptographic mechanisms, and how they integrate with cloud systems, and Official reports on data security, The actual process of data collection involves systematically searching and retrieving literature from databases such as Google Scholar, IEEE Xplore, PubMed, SpringerLink, and Science Direct. The gathering of relevant studies is based on the following keywords and search terms: “Cloud Security, Artificial Intelligence, Machine Learning, Cyber Threats, Predictive Analytics”. Selection criteria involve studies that fall under the categories of both cloud computing and predictive analytics and research studies that are security, privacy, and trust-related issues specific to cloud-based cyber security systems. The data is analyzed by thematic content analysis that involves key themes explored within cloud integration, data privacy, and access control, challenges and limitations related to scalability, implementation, interoperability, and complexity in the cyber sector, and analysis of documented

case studies. A conceptual framework, based on the literature review, has thus been developed to show the interaction between ML and cloud environments in the cyber data-sharing context. Although the research is based on secondary data, ethical issues would reflect that the sources cited should be authentic and valid. Also, all the literature referred to is quoted appropriately, and due attention is taken to avoid misinterpretation of the findings reported so far. Therefore, this methodology is designed to provide an effective understanding of how ML and AI can enhance cyber security by analysing existing research. A systematic literature review and thematic content analysis would serve the study in its aim of unveiling the essential benefits, challenges, and future directions for predictive analytics in cyber sector.

Finally, creating synthetic data is an effective approach to replicate cyberattacks in a manner that closely resembles real-world while eliminating privacy and regulatory issues is the creation of synthetic data. Models can be developed on situations that might not be well-represented in the data that is currently available, including low-probability but high-impact attacks, by employing realistic but fake datasets. Security systems may now test against a variety of cyber-attack vectors without having to access real sensitive data thanks to this improvement in model accuracy and adaptability. Additionally, models may be evaluated in uncommon or harsh environments thanks to synthetic data, which is crucial for a thorough defensive strategy but may not be possible with traditional datasets.

In conclusion, artificial intelligence and machine learning models over cloud security become well-equipped to deal with a wide range of cyber threats by employing a multifaceted data strategy. To create a proactive, scalable, and resilient security system against known and unknown cyberthreats, they acquire the adaptability to identify both typical and distinctive attack patterns, identify changing strategies, and adjust to real-time cloud-specific conditions.

#### **4. Analysis and Findings**

By using advanced systems that recognise, adjust, and react to suspicious activity in real-time, the use of artificial intelligence and machine learning (ML) algorithms in security for the cloud has revolutionised the fight against cyberattacks. Because supervised machines such SVM & neural network networks (RNNs & CNNs) can analyse large datasets and identify patterns that point to security vulnerabilities, their use has proven successful. These models can precisely identify anomalies by using past data, making sure that even minute threat indications are not missed (Y. Liu et al., 2024). This discovered that

about 90 percent of harmful activity in cloud-based environments may be detected by deep learning algorithms, a significant development that bolsters their resilience and adaptability in changing cyber environments. Significant interest in the ongoing incorporation of AI technology into cloud security frameworks has been aroused by these discoveries.

Unsupervised learning algorithms, such as K-Mean Clustering and Autoencoders, provide an additional degree of protection by spotting anomalies that could indicate new or unusual cyberattacks. Without using labelled datasets, clustering techniques, for example, can be used to uncover trends or deviations that might suggest malicious intent by grouping data points with comparable properties. Since the efficiency of supervised models would be limited by the absence of specified labels, this is especially helpful in situations when attackers employ unique techniques. Cloud safety features become complete and more resilient to emerging threats by integrating these supervised as well as unsupervised techniques, enabling ongoing development.

Additionally, Generative Adversarial Networks (GANs) give AI-driven security a new level of complexity. GANs generate synthetic data that mimics intricate attack patterns that conventional security measures frequently overlook, such as those found in zero-day vulnerabilities (Arifin et al., 2024) demonstrate how GAN-enhanced models perform better than conventional security measures in low-frequency, significant-impact attack scenarios, highlighting their significance in the context of cloud security. The production of generated attack data is not only important for training models but also assists in stress-testing cloud computing systems towards rare but potentially destructive cyber assaults. Efficiency and accuracy are also crucial when assessing these AI-powered security solutions. For sequential and time-limited anomaly detection, models like Long Short-Term Memory (LSTM) networks yield better results, frequently exceeding 95 percent accuracy, although more conventional techniques like Random Forests and Gradient Boosting obtain high accuracy rates for binary classification tasks (92-94 percent). Because of this, they are extremely useful in identifying intricate patterns linked to advanced persistent threats (APTs), which can develop over time. Reducing false positives is still difficult, though, because too many alarms can overwhelm security professionals and make it more difficult to respond quickly. (Aljuaid & Alshamrani, 2024) The demonstration that deep learning models, such CNNs and RNNs, are better suited for cloud environments that demand a high level of alert accuracy since they can reduce the number of false positives by up to 30 percent when compared to decision trees.

Response time is another important component of these AI models' efficacy, particularly considering the massive volumes of data generated in cloud ecosystems. Intrusion Detection Systems (IDS) with AI enhancements can drastically cut down on detection times, enabling security teams to respond swiftly to threats (Reddy & Reddy, 2022). The AI-driven intrusion detection systems (IDS) could reduce detection times by 50 percent when compared to conventional rule-based systems. This is a critical improvement because prompt action frequently determines whether a breach can be mitigated or becomes a serious security event.

Examples from the real world further highlight how AI is revolutionising cloud security. Microsoft Azure Security Centre, for instance, uses machine learning models to track login trends and stop illegal access attempts instantly. In 2022, Microsoft released a case study that described how these models averted potential data leakage by proactively restricting unauthorised login attempts to intercept a brute force attack. IBM's QRadar tracks questionable network activity by combining supervised and unstructured models. In a case study from 2021, QRadar identified and prevented fraudulent IP addresses linked to a phishing effort, safeguarding private information for a financial institution (Sipola et al., 2023). As seen in a 2020 incident where AWS models identified and stopped a data exfiltration attempt, AWS also employs anomaly detection in its Elastic Compute Cloud (EC2) services, demonstrating the effectiveness of machine learning in averting complex intrusions.

These examples demonstrate how cloud security systems are becoming more effective and flexible thanks to AI and ML models. These models' self-learning and ongoing development capabilities allow them to proactively respond to emerging threats, establishing AI as a key component of contemporary cloud security plans. Cloud environments and the private information they contain will be protected as AI technology develops and is integrated into cloud security frameworks to provide scalable, proactive defences over a continuously changing threat scenario.

## **5. Discussion**

By offering a proactive, predictive strategy for thwarting cyberattacks, AI and ML have revolutionised cloud security. Conventional security techniques rely on pre-established rules and known threat signatures to function, such as firewalls and signature-based intrusion detection systems (IDS). Although somewhat successful, these conventional techniques frequently fall behind in the rapidly changing threat landscape of today, when hackers are always coming

up with new ways to get beyond static defences. AI and ML, on the other hand, benefit greatly from massive datasets and learning that is adaptive. Large volumes of cloud data can be analysed by machine learning models like Convolutional Neural Networks (CNNs) and Long Short-term Memory networks (LSTM) to identify minute patterns suggestive of possible dangers, such as attempts at data theft or illegal access (Y. Liu et al., 2024) (Xie et al., 2021). The detection time of these risks can be reduced by up to 50 percent with ML-driven systems, which is critical in cloud environments with big data volumes. AI-driven models are now a more dependable and robust choice for real-time threat identification because of their capacity to "learn" the behaviours of threats rather than merely search for well-known patterns.

AI and ML have drawbacks despite their advantages. One of the largest obstacles is the high computational cost. Training models especially complicated ones like GAN requires a lot of processing power and storage space, which can make the expenses prohibitive for smaller businesses. Large, high-quality datasets are also necessary for the models to succeed, but acquiring cybersecurity data can be challenging because of privacy concerns and the challenge of appropriately identifying cybersecurity data. This lack of data can result in either "underfitting," where models aren't advanced enough to identify complex threats, or "overfitting," where models become very particular and learn the peculiarities of the data used for training but struggle with novel scenarios. (Singh et al., 2024). False positives are another ongoing problem even while artificial intelligence algorithms are precise, they could identify innocuous anomalies as dangers. The efficacy of the system may be compromised if security teams become overloaded with false alarms and become desensitised to them.

Research is being done to make these models more adaptable, transparent, and efficient in the future. By distributing the computational load among cloud nodes, strategies like federation learning and computing at the edge seek to lower expenses while maintaining data privacy (Y. Liu et al., 2022). AI (XAI) is another topic of interest since it provides a means of increasing the transparency of AI's decision-making. Knowing the reasoning behind a cyber security model's decisions can help teams evaluate or even improve the model's behaviour and foster trust. Finally, models that can automatically adjust to new threats are being developed using reinforcement learning. Reinforcement learning, as opposed to static models, enables systems to change continuously, upgrading security protocols without human involvement. As these technologies advance, cloud security systems will surely benefit even more from AI and



ML's ability to keep up with the swift changes in cyberthreats, providing a future security framework that is adaptable, strong, and easy to use (Q. Wang et al., 2023).

## **6. Conclusion**

This study essentially examines how artificial intelligence (AI) and machine learning (ML) are radically changing cloud security, shifting it from passive defensive systems with static rules to flexible, adaptive systems that can recognise and react to new threats instantly. While they were effective in the past, traditional security techniques are simply unable to keep up with the rapidly changing cyber threats of today. The ability of AI/ML to analyse large datasets and gain insight from previous events highlights this change by enabling it to more quickly and precisely identify known and undiscovered danger trends. Models of supervised learning, unsupervised models, including algorithms for clustering and autoencoders, delve into unstructured data to find even the smallest anomalies, whereas CNNs and LSTMs are great at finding patterns in structured data. Together, these strategies play a key role in speeding up detection and reaction times, enabling nearly immediate danger response (Y. Liu et al., 2024); (Jia et al., 2022).

The ramifications are obvious: AI and ML have the potential to improve the responsiveness and resilience of cloud security. Advanced cyber attacks could be considerably lessened by a move towards proactive, AI-driven security. Better training and preparation are made possible by models such as Generative Adversarial Networks (GANs), which simulate uncommon attack situations that conventional models might overlook. Reinforcement learning models, on the other hand, raise the bar by automatically modifying security procedures in reaction to changing threats. Cloud security can effectively participate in an ongoing "arms race" with cyber criminals because this platform for continuous learning (Kim et al., 2021).

Notwithstanding these developments, several obstacles must be removed before AI's full potential in cloud security can be realised. The accuracy of the model is one of the main issues. False positives, in which harmless activity is reported as a security issue, can overwhelm security staff with pointless warnings, taxing resources and eroding system credibility. Additionally, AI models need to constantly adjust to new and changing threat strategies, which calls for a lot of high-quality, labelled data which can be hard to come by in the security field. Furthermore, because training these models demands a significant amount of processing power, computational efficiency is still an issue. By dispersing

processing loads among decentralised nodes, federation learning and computing at the edges present a viable option that can lower costs and enable enterprises of all sizes to deploy cutting-edge AI-driven security solutions (Q. Wang et al., 2023); (J. N. Liu et al., 2022).

These developments point to a future in which cloud security systems will be more accessible, user-friendly, and powerful. AI/ML-powered systems that are completely autonomous, scalable, and effective may provide a strong defence against intricate and dynamic cyber threats, laying a secure basis for digital information and applications in a variety of sectors. The next phase of cyber security will be drastically altered by the concept of AI-powered security, which presents cloud platforms as intelligent, independent ecosystems with the ability to identify and eliminate threats instantly. Establishing a proactive, adaptable security paradigm that runs smoothly at scale and provides unmatched protection in a world growing more interconnected would be the aim.

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## **The Role of Trade Union Activities in Fostering Job Satisfaction in Ghana's Mining Industry**

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### **Abstract**

**Purpose:** Generally satisfied employees are more productive than unhappy employees on average. However, this situation is different in Ghana's mining sector, as the sector attracts more than half of all foreign direct investment, yet mine workers express dissatisfaction over a variety of issues, including low pay and economic inequality, hazardous working conditions, and a lack of job security. Thus, this study investigates the role trade unions play in enhancing job satisfaction among employees in the Ghanaian mining industry and also delves into why Ghana's mining industry seems to be making socio-economic gains despite the apparent dissatisfaction of its employees.

**Method:** Qualitative content analysis was employed using over sixty studies published between 1965 and 2022 to create theoretical contexts and conclusions that expand on what is previously known about the role of trade union activities on job satisfaction among miners in Ghana.

**Result:** The study revealed that trade unions promote job satisfaction by pursuing non-traditional business interests such as human development advocacy for union members, job security for members, and educational and insurance facilities for family members of union members, among others, which are outside of their primary mandates of collective bargaining and grievance handling. Additionally, the survey revealed that, although Ghana's mining sector faces significant turnover as a

result of staff dissatisfaction, for every qualified worker who quits their job, a replacement is quickly made. This suggests an unceasing availability of labor for productivity in the mining sector, thus to some extent accounting for the socio-economic gains though its employees are unhappy.

**Contribution:** This study contributes to the literature on happiness economics as an element of the economic outcome by delving into the connection between the activities of trade unions and job satisfaction in Ghana's mining sector.

### **Keywords**

Trade union, Job satisfaction, Job dissatisfaction, Mining industry, and Safety.

## **1. Introduction**

The mining sector in Ghana contributes meaningfully to the national income of its economy (Bank of Ghana, 2022; Amponsah-Tawiah & Dartey-Baah, 2011), although estimates by the Danish Trade Union Development Agency (2020) depict that the very narrow mining sector, encompassing 0.8 percent of the entire employment share, was 14 percent of GDP by sector in 2018, which equaled US\$95,373 per employee per year. This scenario does not imply that returns from the Ghanaian mining sector largely meet the expected working conditions of employees in the sector, as working conditions in terms of safety and satisfaction in many mines remain poor (Emmanuel et al., 2018), thus making the connection between trade union participation and job satisfaction a critical space for examination as happiness or satisfaction may act as an element of economic outcome (Casinillo et al., 2021; Layard, 2006; Ulf-G, 2001).

The labor laws of Ghana permit workers to form and join associations of their choice without disapproval; however, there are a few exemptions; for example, military, police, jail administration, and other security staff are prohibited from exercising this right (Danish Trade Union Development Agency, Analytical Unit, 2020), as it is speculated that such unions may clothe the security system against the ordinary civilian. In essence, when such security agencies are loyal to their unions, the chances are that subsequently, they may be disloyal to the good of the public.

The participation of trade union membership in Ghana was around 500,000 in 2008 (Asamani et al., 2013) and rose to over 800,000 in 2019 (Ghana Labour Market Profile Report, 2020). Trade unions are also increasingly engaging in lobbying governments and their agencies for legislation that favors workers and their families (Befort et al., 2009). Better wages, flexible work hours, benefits, a conducive working environment, and security are among the expectations of trade union members that may contribute to their satisfaction. The Ghana Federation of Labor (GFL) and the Trades Union Congress of Ghana, under which the Ghana Mine Workers Union (GMWU) falls, are Ghana's two main



public trade unions. The Ghana Mine Workers Union (GMWU) had an enrollment membership of 16,047 as of 2020, with the aim of addressing concerns about welfare and satisfaction among miners in Ghana. A share of the primary motives confronting miners and their alliance with trade unions in Ghana are the instability of business, pervasive underemployment, low wages, general helpless working conditions, low government-managed retirement plans, and compensation disparities (Ghana Labour Market Profile Report, 2020). With this said, the underlying motivation for forming or joining unions is collective bargaining and reducing the power asymmetry between employers and employees. Unions can achieve equality, equity, fairness, and respect for human and workers' rights in this way, and there is strength in worker unity and collectivism (Ferne et al., 2002). Bryson et al. (2004) see's a negative relationship between trade union membership and job satisfaction, implying that dissatisfied union members would report job dissatisfaction regardless of their union status. Likewise, evidence from Laroche's (2017) survey on meta-analysis from studies published in academic journals indicates that unionization is negatively related to job satisfaction, although not in every country. On the contrary, Budd (2004) asserts that the union negotiates contracts and conditions with employers, keeping employee satisfaction high and protecting workers from unsafe or unfair working conditions. Job satisfaction is therefore related to motivation, productivity, work performance, and life satisfaction (Abuhashh et al., 2019). On the other hand, Artz (2010) holds a different opinion, concluding that salary and company culture did not significantly contribute to job satisfaction but that independent variables such as work-life balance, growth, and managerial support did.

Job satisfaction is essential for the growth and survival of all organizations (Lange, 2021). As per Owusu (2014), the idea of job satisfaction has been quite possibly the most explored concept in social science studies, as employee satisfaction is exceptionally attractive for any association, institution, or body that needs to be significant in its market sphere (Aryaa et al. 2023). Siang (2015) depicts job satisfaction as the feelings one has in regard to one's work and how cheerful one feels about that work. This can be influenced by many factors, for example, organization strategies and relational connections. Holland (2018) expressed that job satisfaction is known to impact trade union representatives and their members. On the other hand, unsatisfied workers are known to have lower efficiency levels, more occupation stress, and higher turnover rates. This suggests that satisfied workers may have an inspirational perspective toward work, which prompts the best job outcomes, while disappointed workers have a negative attitude toward work, which yields low performance in general. This stance is affirmed in research conducted by Sgroi

(2015) in collaboration with the Social Market Foundation and the University of Warwick's Centre for Competitive Advantage in the Global Economy, which revealed that generally satisfied employees are 12 percent more productive than unhappy employees on average. The situation is however different in Ghana (*see Appendix A*) as the sector attracts more than half of all foreign direct investment (International Council on Mining Metals, 2016) yet mine workers raise concerns about low wages and economic inequality, unsafe working conditions, lack of job security and exploitative contracts among others (Owusu, 2020; Mensah, 2019; Tetteh, 2021). Also, the mining sector in Ghana generates more than one-third of all export revenues (*see Appendix B*), making it the largest tax-paying sector in Ghana (Bank of Ghana, 2022) yet experiences high levels of burnout and isolation among mineworkers often due to long working hours in remote job locations away from family and friends (Asamoah, 2021) leading to work-life balance adverse repercussions (Ibeh et. al., 2023; Bharathi et al, 2018; Ramachandran et. al, 2012; Boohene et. al., 2012). This study therefore looks at why Ghana's mining industry seems to be making socio-economic gains yet its employees are unhappy (Victor et al., 2018; Coffey, 2013) and ultimately explores the role of trade union activities in fostering job satisfaction among miners in Ghana.

## **2. Research Methodology**

The study employs qualitative content analysis from over sixty studies published between 1965 and 2022 to create theoretical contexts and conclusions that expand on what is previously known about the role of trade union activities on job satisfaction among Ghanaian miners.

### **Theories under Job satisfaction**

Job satisfaction refers to how happy a person is with their employment. Affective (emotional) and cognitive (evaluative) components can be used to measure this.

Affect theory (Nahar et al., 2013) - This theory's central tenet is that job happiness is determined by the gap between what an individual wants and what they have.

The basis of dispositional theory (Staw et al., 2005) is that job happiness is, to some extent, a personal characteristic that differs from person to person.

Equity theory (Adams, 1965; Walster and Walster, 1973) - This theory is based on the idea of justice; for example, if two people with the same qualifications and tasks receive pay raises, one of them may feel unsatisfied.

The basis of the discrepancy theory (Higgins, 1999b) is that someone who is unable to fulfill their obligations will feel dissatisfied, and vice versa.

The two-factor theory by (Frederick Herzberg, 1968; Hackman et al., 1976) is on the premise that motivational elements like recognition and success increase

productivity while hygienic factors like compensation and supervision reduce employee unhappiness.

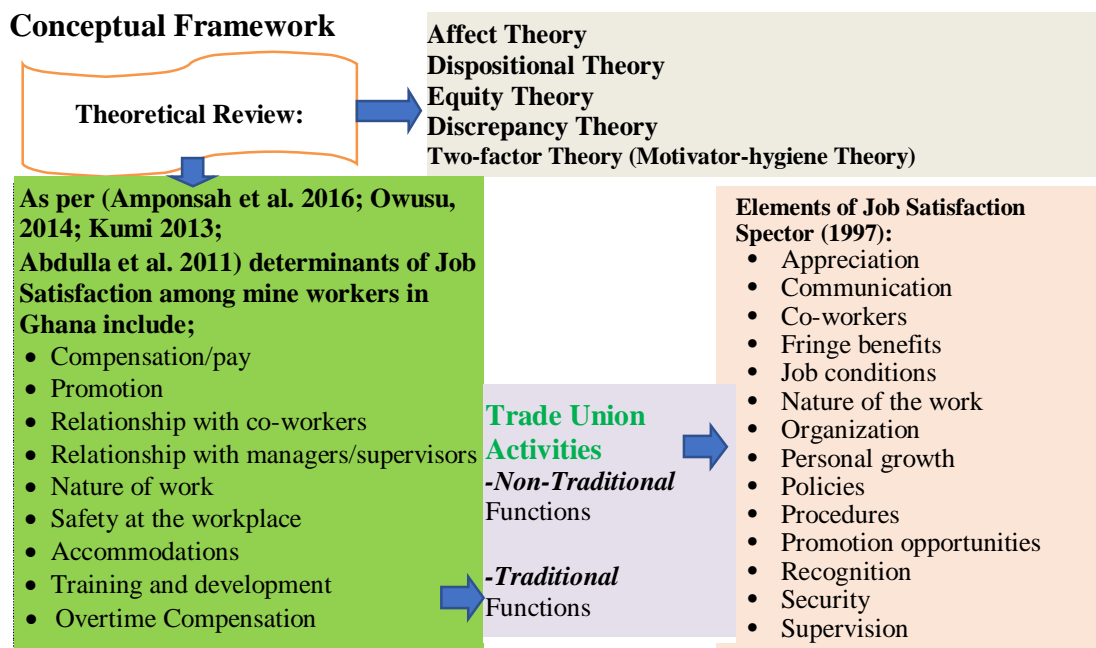
### Theories under Trade Union Role

According to Poole (1986), a trade union is a group of employees who are dedicated to "maintaining or improving the conditions of their employment," such as securing better wages and benefits, bettering working conditions, raising safety standards, establishing complaint procedures, creating policies governing employees' status (such as policies governing promotions and just-cause termination requirements), and enhancing and protecting workers' bargaining power.

**Sectional Bargainer:** This outlines the interests of a specific group of employees at the national, industry, and plant levels. Examples include multiple unions, craft unions, white-collar unions (Gary-bobo et al, 2014)

**Business Oriented Role:** In this capacity, unions represent both workers' and the organization's interests. They believe that the fate of their members and the organization are inextricably linked, and they swim or drown together (Mahadevan, 2001).

**Unions as Change Agents:** In this case, unions take the initiative and drive change rather than allowing it to be driven by them (Milner et al, 2017).



Source:- Author Compilation

**Figure 1:- Conceptual Framework of Trade Union Role in Fostering Job Satisfaction in the Ghana's Mining Industry**

Figure 1 presents the interconnection between variables emanating from theories and empirical studies and how these variables are further linked to the activities of trade unions in the mining sector.

The following connections can be postulated considering the conceptual framework in Figure 1:

- Proposition 1: Non-traditional functions of trade unions enhance Job satisfaction in the Ghanaian mining industry
- Proposition 2: Traditional functions of trade unions enhances Job satisfaction in the Ghanaian mining industry

### **3. Result and Discussion**

#### **Contribution of Trade Union Activities in Fostering Job Satisfaction**

According to Molina et al. (2016) and Molina (2008), the importance of trade unions cannot be overstated. Based on this premise Rutherford et al. (2019) argue that trade unions are a significant contributory instrument to staff retention. According to Owusu (2014), the determinants of job satisfaction among mine workers in Ghana include compensation or pay, promotion, relationship with co-workers, relationship with managers or supervisors, nature of work, safety at the workplace, accommodations, training and development, and overtime compensation. Further, according to Victor et al. (2018), the overall satisfaction of an employee with his job is the result of a combination of factors, and financial compensation is only one of them. This affirms an investigation by Abdulla et al. (2011) and Rabbanee et al. (2012), which showed that wages, an unsafe workplace, poor correspondence, inadequate coordination, favoritism on examinations and special issues, high duty on compensations, poor well-being, and security strategies, among others, are causes of dissatisfaction in the workplace. However, an inquiry by Tshivhase et al. (2018) and Owusu (2014) gives an interesting view on the matter by indicating that "work dissatisfaction in the Ghanaian mining sector does not just rely upon low compensation; it additionally relies upon out-of-line advancement practices, particularly where advancement depends on "whom you know" or one's connection with somebody in the workplace."

Further, a study by Anning-Dorson et al. (2021; Owusu, 2014; Kumi, 2013) showed that trade unions through the GWMU have become influential in the Ghanaian mining industry through activities such as collective bargaining, research and planning, training and education, policing employment contracts, leading strike actions for safer and better living conditions, and engaging in public advocacy to advance their workers' interests. The GMWU, on the other

hand, emphasizes a non-traditional business interest in improving worker satisfaction (GMWU, 2020, 2022). For instance, a classic is the Golden Pride Savings and Loans Company Limited, set up to offer adaptable financial instruments and monetary cautioning to meet the financial necessities of union members and their relatives (GMWU Report, 2020).

Furthermore, the GMWU provides job security for their members, a long-term local region financial strengthening project for miners' spouses by offering them monetary assistance that helps their families, educational services for the staff's children, and so on.

Kumi (2013) discovered that trade unions have become influential in the Ghanaian mining industry at the moment because they play extremely important roles in regions such as workers' wage exchanges, debate goals, professional stability, and advancements. Furthermore, the Ghana TUC provides strategic interventions to its members for appropriate labor market arrangements, training, and information dissemination. Likewise, Ghana's trade unions have been supporting the sanction of ILO Convention 158, which directs that a worker's work not be ended without reason (TUC, 2016). Also, Ghanaian trade unions have consistently supported social exchange as one of the critical pillars of a decent work plan, while opposing CEOs' attempts to coerce laborers and governments to recognize work adaptability and pay freezes as debilitated work principles. An examination by Owusu (2014) likewise found that discussion was high on the plan, clarifying why there has been practically zero mechanical agitation seen in the Ghanaian mining area, taking everything into account. Kumi (2013) sets this degree of accomplishment for procedural equity set up by the associations. The method permits representatives to differ on choices or decisions made by CEOs. This advancement, among others, has prompted mining companies to develop tools that allow representatives to appeal decisions that affect them. As a result of demonstrating certified responsibilities and genuine authority, mining organizations have advanced worker fulfillment. This has incited numerous managers inside the mining business space to extend regard for and comply with representatives' privileges in the work environment.

### **Unceasing Availability of Labor in Ghana's Mining Sector**

Ghana's mining sector is one of the largest contributors to its economy, providing employment for thousands of workers both directly and indirectly. Despite the challenges associated with the industry, the supply of labor remains consistent, driven by socioeconomic, demographic, and structural factors. Ephraim & Ephraim (2016) assert that unfortunately, after spending huge sums

of money going through the human resource cycle of attracting, developing, motivating, and managing performance, it is regrettable that most mining companies are unable to retain their employees as they leave. Similarly, Amponsah-Tawiah et al. (2016) and Oppong (2013) argue that in Ghana, employees pose a completely new set of challenges, especially in the mining sector, where there is a high labor turnover and frequent accident manifestations. It has therefore become more difficult to retain employees as the pools of talent are tapped out. On the issue of high turnover among miners, the GMWU (2021) found that for every standard worker who resigned between 2016 and 2021, the same role was filled by a non-standard worker with inferior employment conditions. One of the key drivers of labor availability in Ghana's mining sector is economic necessity. For many individuals, mining represents a reliable source of income, especially in rural areas where economic opportunities are limited. The mining sector serves as a safety net for those struggling to meet basic needs. Armah and Aidoo (2020) argue that the poverty prevalent in Ghana's mining communities compels many individuals to seek employment in the sector, even under suboptimal conditions.

#### **4. Conclusion**

The study cites trade union activities significantly increase job satisfaction among employees in the Ghanaian mining industry because they demonstrate sincere commitment to advancing members' needs by pursuing non-traditional business interests such as human development advocacy for union members, job security for members, and educational and insurance facilities for family members of union members, among others, which are outside of their primary mandates of collective bargaining and grievance handling. Thus, to some extent, job satisfaction is directly linked to the productivity of customer-centric companies and non-customer-centric companies like the mining sector. Furthermore, the Ghanaian mining sector faces significant turnover, but for every qualified worker who quits their job, a replacement is quickly recruited. This suggests an unceasing supply of available labor for productivity in the mining sector. This could, among other things, account for why the mining industry seems to be making socio-economic gains although its employees are unhappy. It is recommended that trade unions in the Ghanaian mining industry seek and deploy strategies that ensure that adequate safety devices and other good working conditions are made available by mining companies in Ghana. Additionally, trade union leaders can provide more awareness of non-traditional business interests such as insurance schemes, financial support for their

members, and procedural expectations in submitting complaints for collective redress.

## **7. Funding Information**

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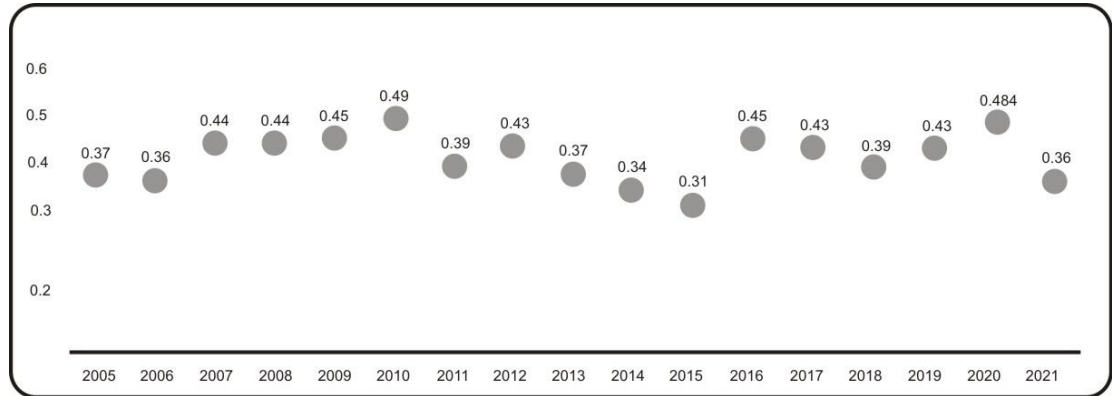
#### APPENDIX- A

**Table1:- Socio-economic Contributions of Mining Sector**

Socio-economic Contributions	2016 (US\$)	2017 (US\$)	2018 (US\$)	2019 (US\$)	2020 (US\$)	2021 (US\$)
Education	1,295,078	2,262,953.86	1,625,156.61	1,625,356.11	1,705,345.45	2,492,048.62
Health	1,185,726	1,617,814.33	694,869.06	1,096,898.85	2,481,194.57	1,395,946.04
Electricity	396,225	407,087.71	353,329.42	367,372.19	257,132.64	246,847.23
Roads	3,295,488	7,771,834.66	15,109,280.32	14,607,694.71	9,312,134.50	5,523,933.29
Water	343,497	395,808.93	495,698.12	168,210.33	293,234.52	2,109,355.04
Housing	508,729	88,258.81	414,773.93	290,734.58	196,093.10	448,062.02
Agro-Industry		27,702.10	2,053.39	3,344.07	150,862.73	67,540.73
Agriculture	54,097	219,998.67	819,221.70	626,102.46	452,070.68	683,101.64
Sanitation	208,555	235,058.29	133,275.00	195,450.38	137,201.44	225,821.02
Resettlement Action Plan	3,380	2,111,615.41	21,681.27	28,695.55	4,084.27	3,232,355.06

Source:- Ghana Chamber of Mines (2022)

**APPENDIX-B**



*Source:-* Bank of Ghana (2022)

**Figure 2:- Share of Mineral Receipts in Total Exports (2005–2021)**

## **A Study of Tourist Problem in Agra**

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### **Abstract**

Tourism is not always just for enjoyment, amusement, physical energizing, or mental renewal. Additionally, it is a potent tool for ending unemployment, eradicating poverty, encouraging communication between civilizations, and providing pathways for the mingling of diverse traditions streams. This study emphasizes the government policies and initiatives for promoting tourism in the state. They are concerned with the Agratourism industry in all conceivable dimensions for fostering the growth of tourism in the country. So, it underscores the importance of stakeholder collaboration and community engagement in implementing effective solutions to the tourist congestion problem. By involving local communities, government agencies, tourism industry stakeholders, and conservationists in decision-making processes, Agra can foster a sense of ownership and collective responsibility towards managing tourism sustainably. This paper explores the problem faced by the tourists of Agra with the help of previous research. The study revealed that most of the respondents agreed with the problem and the null hypothesis has been rejected. Thep-value is 0.00, which is less than 0.05 which indicates there is a significant difference in the perception of tourists regarding problems.

### **Keywords**

Tourism, Government Policies, Government Initiatives, Tourist's Problems, and Tourism exchange.

### **1. Introduction**

The Taj Mahal, one of the most famous and breathtaking structures in the world, is in Agra, which is in the northern Indian state of Uttar Pradesh on the banks of the Yamuna River. This historic and culturally diverse city welcomes millions of visitors from all over the world every year. The increased number of visitors is good for the local economy, but it also brings with it a set of difficulties known as the "Tourist Problem". The sheer volume of visitors, especially to the Taj Mahal, prompts worry about crowd control, the effect on the environment, the strain on the infrastructure, and the general experience of

tourists. Resolving the tourist issue has become critical as Agra works to strike a balance between the advantages of tourism, the preservation of its historical assets, and the welfare of its citizens. There are numerous aspects to this issue, including waste management, heritage site preservation, traffic congestion, and socioeconomic effects on the neighbourhood. The city must find a careful balance between fostering tourism to boost the economy and preserving the natural and cultural heritage that makes Agra a special place to visit as it looks for sustainable solutions. In this regard, comprehending and resolving Agra's tourism issue is essential to the city's long-term health as well as that of its citizens and the millions of tourists who come to take in its architectural and historical wonders. This research calls for a thorough analysis of the difficulties Agra faces as well as creative solutions in the form of laws and policies that would allow tourism and the preservation of the city's natural resources to coexist peacefully. "Tourism encompasses the activity of journeying for leisure, recreation, or the exploration of novel destinations. It entails immersing oneself in diverse locales, appreciating their cultural richness, heritage, and natural splendour, while partaking in a variety of activities designed for relaxation and enjoyment. Tourism is an important industry globally, contributing significantly to the economy of many countries. However, it also faces several problems, and understanding its importance helps in addressing these problems effectively. Tourism plays a crucial role in driving the Indian economy, serving as an essential pillar for its economic growth and development. The central and state governments recognize the value of the tourist sector. A tour is a component of education. India is a very old nation. Historical landmarks and archaeological riches and remnants can be found across the nation. Consequently, citizens of many countries Arrive in India. Every year, there are numerous beautiful landscapes, historic sites, and locations to visit. The tourism industry has been a significant contributor to India's GDP and economic growth. It plays a crucial role in generating revenue, employment, and foreign exchange earnings for the country. Here are some key contributions of the tourism industry to India's GDP and growth:

**Contribution to GDP:** Tourism contributes directly to India's GDP through various sectors such as hospitality, transportation, travel agencies, and food services. It also has indirect impacts on related industries like agriculture and retail. According to data available up to my knowledge cutoff date in September 2021, tourism's direct contribution to India's GDP was around 6-7 percent at that time.

**Foreign Exchange Earnings:** For India, tourism is a major source of foreign exchange revenues. The money that international visitors spend on lodging, meals, travel, and other services goes towards the nation's foreign exchange reserves. India has been attempting to boost its foreign exchange gains from tourism in recent years.

**Job Creation:** In India, the tourism sector employs many people and provides employment possibilities for a wide range of occupations, including hotel personnel, tour guides, drivers, and craftsmen. It is an essential sector for lowering unemployment and poverty since it generates both formal and informal jobs.

**Economic Diversification:** Through its support of diverse enterprises, ranging from local handcraft merchants to huge hotel chains, tourism fosters economic diversification. By diversifying the economy, one can lessen reliance on a particular industry and improve economic stability.

**Infrastructure Development:** India has spent in enhancing its road system, airports, and public transport to better serve tourists. These expenditures have aided in regional development in addition to benefiting tourists.

## **2. Government Schemes for Tourism**

**Swadesh Darshan:** Since the Ministry of Tourism launched the Swadesh Darshan Scheme in 2015, 76 projects have been approved. The programme has been updated by the Ministry considering the thorough assessment. Under the motto "vocal for local," the redesigned programme, Swadesh Darshan 2.0, seeks to realize India's full potential as a tourist destination to achieve "Aatmanirbhar Bharat." With the support of institutional and policy reforms, Swadesh Darshan 2.0 represents the evolution of the Swadesh Darshan Scheme into a comprehensive mission to create sustainable and responsible tourism destinations. This mission encompasses tourism and related infrastructure, tourism services, human capital development, destination management, and promotion.

**Assistance to Central Agencies for Tourism Infrastructure Development:** The development of tourism infrastructure in well-known tourist destinations may provide the required critical mass for the organization to meet its objectives and produce additional socioeconomic benefits for the local community. It may not be possible to develop the tourism infrastructure at all significant tourist destinations holistically through CFA to the States/UTs because many potential destinations are under the jurisdiction or control of central agencies like ASI, Port Trusts in India, ITDC, etc. The overall development of places of tourist

interest under their control may not be possible through their resources and may require a convergence of resources.

**Release of Funds:** Each of the two instalments that make up the first instalment is equal to 50 percent of the total amount of Central Financial Assistance at the time of approval.

**Central Financial Assistance to Information Technology (IT):** The Indian government's Ministry of Tourism has recently made major IT-related advancements to better serve travellers. The following objectives guide these initiatives: Better tourist facilitation will motivate the state tourism departments to launch significant IT projects to enhance tourist information and services and to promote and advertise their travel offerings. Increased effectiveness at the Ministry Headquarters and the Government of India's tourism offices. A company known as Central Funding Assistance was established to help the State and UT governments adopt the widespread use of information technology in their marketing, promotion, and advertising campaigns for their tourism-related goods and services.

### **3. Prashad**

Under the Ministry of Tourism, the Indian government launched the programme in 2014–2015. The PRASAD programme stands for Pilgrimage Rejuvenation and Spiritual Augmentation Drive. The goal of this programme is to create and identify pilgrimage sites throughout India to enhance the religious tourism experience. Its priorities, plans, and sustainably integrate pilgrimage sites to provide a holistic religious tourism experience. Religious travel is a major factor in the growth of domestic travel. To fully realize the potential of pilgrimage tourism, the government must collaborate with other stakeholders to develop the selected pilgrimage locations in an all-encompassing manner. The goal of the PRASAD programme is to lay the groundwork for the expansion and advancement of religious tourism in India.

### **4. Review of the Literature**

**Roodbari, H., & Olya, H. (2024)** An integrative framework to evaluate impacts of complex tourism change initiatives. This study also advances Mitchell et al. (1997) stakeholder salience model by including a new attribute of 'sustained perceived value' to introduce a new classification of 'determined stakeholder'. Due to the complexities of tourism change initiatives, CRESA suggests considering stakeholders' sustained perceived value to be engaged throughout the change initiatives. We used the complex social phenomenon of



sustainable development of smart tourism to showcase the application of CRESA in developing impacts on society.

**Kumar, N., Kumar, S., & Gupta, N. (2023)** Role of Gastronomy in tourists' Overall Experience: A Psychological Study of Agra. In this study, the findings may serve as suggestions for the nation's hospitality and tourism sectors as well as for operators of tourist destinations as they position their strategies for attracting gastronomy visitors in diverse regions.

**Srivastava, S., & Srivastava, S. (2020)** Agra tourism: challenges and opportunities. In the age of the internet, potential tourists can easily compare the facilities of the different tourist places in the world and expect better facilities. These problems and expectations have created vast opportunities for the government, companies, and entrepreneurs to create both traditional and modern economy businesses that can improve the facilities for tourists. This paper is based on a survey whose objective was to find out the nature of problems faced by tourists and tourism facility providers along with solutions to the problems. The paper identifies and analyzes the problems and suggests solutions keeping in mind the stakeholders of Agra and its monuments.

**Chawla, C., & Jain, V. (2017)** The study titled "Problems and Prospects of Tourism Industry in India - With Special Reference to Uttar Pradesh" highlights various potential tourist attractions in the state of Uttar Pradesh, along with available job and self-employment opportunities. The study has focused on both the state's problems and tourism prospects. The study also highlights the concepts that are most effective in drawing tourists, despite the numerous factors that affect whether travelling to the state is practical.

**Ranga, M., & Pradhan, P. (2017)** The paper "Pilgrimage Tourism Marketing Strategy: Special Reference to Destinations of Uttar Pradesh" highlights the various aspects of tourism in the state. The study highlights the effects of tourism on pilgrimage that had not been looked at in earlier research. The study highlights the state's cultural resources and legacy, which also attracts many visitors who come to worship and others who want to learn about different religious communities. The report also highlights the difficulties travellers face on pilgrimages to sites, such as inadequate transportation. The study also identifies the factors that promote religious travel, which provides numerous opportunities to experience the state's richness via pilgrimage.

**FCCL, & MRSS. India (2016)** released a paper titled "Uttar Pradesh: Changing Perspective," which discusses the state's long and turbulent history as well as its temples and holy sites to provide information about the state's tourism industry from an inbound perspective. The drawbacks of increasing the

number of tourists and visitors to the state are also discussed in this essay. This report also highlights the policies and initiatives implemented by the state government to facilitate tourism, as well as the factors proposing the growth and development of the state's tourism industry.

**Mishra, R., Shukla K.K., & Ahluwalia S.I. (2016)** The research on the "Development and Scope of Tourism Sector in Uttar Pradesh" highlights the abundant and unique religious culture in the region. It also sheds light on challenges faced by tourists, including insufficient infrastructure, limitations in transportation infrastructure (such as roads and railways), and connectivity issues across different modes of transportation. Despite these challenges, the report identifies numerous opportunities for the city to attract visitors from both within the nation and across the globe.

**Rawat, S. V. (2015)** According to the author of the report "UP foreign tourist arrival may cross 2.8 Mn by 2017," the state is growing in popularity among both domestic and international tourists, and it is also producing a lot of job prospects. Along with the potential for investment from the public and private sectors in the hospitality sector, the state should also make use of the chance to raise money through indirect and direct tax collections.

## **5. Objective of the Study**

- To determine the problems encountered by the visitors during their visit to selected places in Uttar Pradesh.

## **6. Hypothesis of the Study**

There is no significant difference in the perception of tourists regarding problems.

## **7. Research Methodology**

### **Research Design**

For the present study, a descriptive and analytical research design has been used along with a quantitative research approach.

### **Selection Criteria**

The study focuses on the problems encountered by tourists during their visits to prominent landmarks such as The Taj Mahal, Mehtab Bagh, Agra Fort, Fatehpur Sikri, and Akbar's Tomb.

**Table 1:- Data Collection**

Particular	No. of Respondent
Questionnaire administrative to respondents	750
Respondent who response	360
A respondent who does not respond properly	270
<b>Individuals who perceive problems</b>	<b>120</b>

*Source:-* Calculating by Author

The present study comprises a total sample of 120. A self-administered questionnaire was utilized to obtain the primary data for the current research. There are two sections to the questionnaire. The respondents' demographic data is included in Part A, while problems that have been identified in the literature are covered in Part B. The respondents must react by selecting one of the options using the Likert scale approach, which indicates whether they view that specific issue as a problem during their visit to the site or not.

## 8. Data Analysis and Interpretation

**Table 2:- Reliability Test**

Cronbach's Alpha	N of Items
0.766	10

*Source:-* Author's Compilation by SPSS

For testing the reliability of the questionnaire, Cronbach's alpha tested 120 respondents. The value of Cronbach's alpha of the questionnaire comes out to be 0.766, which is considered reliable.

**Table 3:- Socio-Demographic Profile of Tourists**

Socio-Demographic Variables		Frequency	Percentage
Age	Less than 25	0	0
	25-35	120	100
	35-45	0	0
	45-55	0	0
	Above 55	0	0
Gender	Male	57	47.5
	Female	63	52.5
Educational Qualification	High School	0	0
	Graduate	2	1.66
	Postgraduate	30	25
	Higher Education	26	21.66

<b>Socio-Demographic Variables</b>		<b>Frequency</b>	<b>Percentage</b>
<b>Employment Status</b>	Student	46	38.33
	Private Employee	36	30
	Government Employee	0	0
	Retire	2	1.66
<b>Income</b>	Nil	0	0
	10000- 20000	63	52.5
	20000- 30000	10	8.33
	30000- 40000	12	10
	Above 40000	35	29.166
<b>Marital status</b>	Married	34	28.33
	Unmarried	86	71.66
<b>Religion</b>	Hindu	113	94.166
	Muslim	5	4.166
	Sikh	2	1.66
	Others	0	0

*Source:-* Author's Compilation by SPSS

To examine the socio-demographic characteristics of the participants, we have computed descriptive statistics across various dimensions, and the findings are elaborated in Table 2. The age of the Maximum respondent is 100 percent Falling in the category of 25-35 years. Among tourists, there were 47.5 percent male respondents and 52.5 percent were female respondents. In terms of educational background, the maximum number of respondents, 21.66 percent, have a Higher Education degree. Whereas 25 percent of respondents have a Postgraduate degree and the rest of the respondents related to Graduation 1.66 percent. Among the respondents 71.66 percent respondents have been unmarried and the rest 28.33 percent were married. If talk about their religion, then the maximum number of respondents who follow Hinduism is 94.166 percent And only 5.826 percent of respondents follow other religions. Only 38.33 percent of respondents are students, 30 percent have private jobs and 1.66 percent are engaged in different other activities.

**Analysis of Major Problems and Problems Faced by Tourists, Visiting their Destinations in Uttar Pradesh**

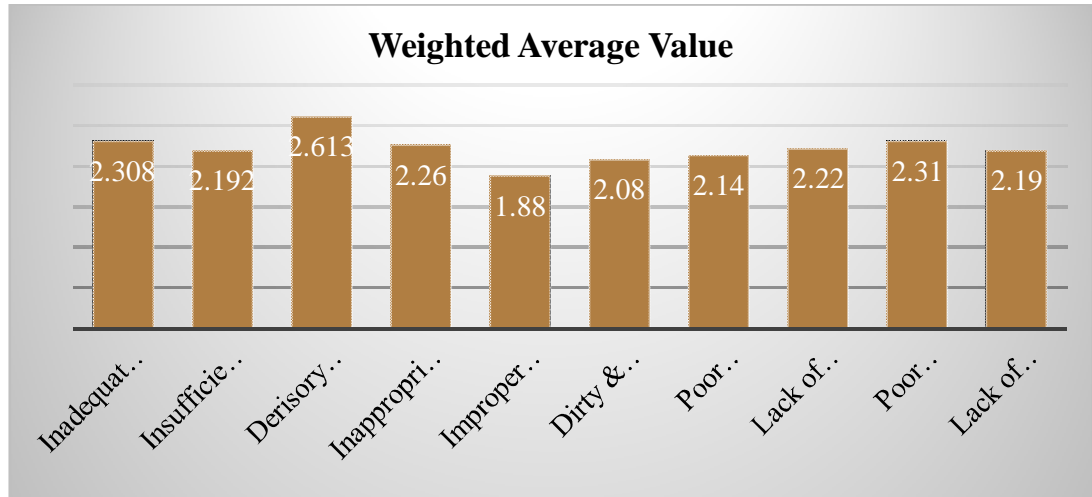
**Table 4:- Description of Problems Faced by Tourists**

S. No.	Variable		Frequency	%	Product	Wav
1	Inadequate rail and road infrastructure for assistance in tourist areas	(SA)	24	20	480	2.308
		(A)	58	48.33	2803.33	
		(N)	15	12.5	187.5	
		(D)	23	19.17	440.83	
		(SD)	0	0	0	
2	Limited accessibility and inadequate air and rail connectivity to various tourist destinations	(SA)	27	22.5	27	2.192
		(A)	61	50.83	122	
		(N)	19	15.83	57	
		(D)	13	10.83	52	
		(SD)	0	0	5	
3	Derisory of room availability in hotels	(SA)	13	10.83	13	2.613
		(A)	47	39.17	94	
		(N)	34	28.33	102	
		(D)	23	19.17	92	
		(SD)	2	1.67	10	
4	Lack of suitable facilities for featured food outlets, including a shortage of quality restaurants with proper hygiene standards at the location	(SA)	37	30.83	37	2.26
		(A)	41	34.17	82	
		(N)	19	15.83	57	
		(D)	20	16.67	80	
		(SD)	3	2.5	15	
5	Inadequate maintenance and cleanliness of public restrooms at tourist destinations	(SD)	52	43.3	52	1.88
		(A)	46	38.33	92	
		(N)	8	6.67	24	
		(D)	12	10	48	
		(SD)	2	1.67	10	
6	Dirty & untidy surroundings at tourist location	(SA)	37	30.83	37	2.08
		(A)	55	45.83	110	
		(N)	14	11.67	42	
		(D)	9	7.5	36	
		(SD)	5	4.167	25	
7	Poor waste management system	(SA)	31	25.83	31	2.14
		(A)	55	45.83	110	
		(N)	26	21.67	78	
		(D)	2	1.67	8	

S. No.	Variable		Frequency	%	Product	Wav
		(SD)	6	5	30	
8	Lack of safety measurements for tourists	(SA)	33	27.5	33	2.22
		(A)	48	40	96	
		(N)	19	15.83	57	
		(D)	17	14.17	68	
		(SD)	2	1.67	10	
9	Poor healthcare facilities	(SA)	29	24.17	29	2.31
		(A)	47	39.17	94	
		(N)	24	20	72	
		(D)	18	15	72	
		(SD)	2	1.67	10	
10	Insufficient range of activities at sites of national significance	(SA)	31	25.83	31	2.19
		(A)	52	43.33	104	
		(N)	22	18.33	66	
		(D)	10	8.33	40	
		(SD)	4	3.33	20	

Source:- Primary Data

The study's main goal is to understand the problems confronted by tourists while they are visiting Agra District sites. Problems have been identified for this purpose from the current literature, and respondents were asked to Strongly Agree, Agree Neutral, Disagree, or Strongly Disagree responses. From the analysis of the responses, it has been found that the Weighted Average Value of an inadequate rail and road infrastructure is 2.308, followed by insufficient avenue, connectivity via air and rail to numerous traveler locations is 2.192, Derisory of rooms availability in hotels is 2.613, Inappropriate facility of featured food outlets with proper hygiene and quality restaurants at location is 2.26, Improper and untidy public toilets at tourist locations is 1.88, Dirty & untidy surrounding at tourist location is 2.08, Poor waste management system 2.14, Lack of safety measurement for tourists is 2.22, Poor health-care facilities is 2.31, Lack of activities in places of national importance is 2.19. From the above analysis, researchers concluded that most of the respondents of the study agreed with the problems faced by them during their visit.



Source:- Primary Data

**Figure 1:- Bar Chart of Different Weighted Average Values Faced by Religious Tourists**

**Table 5:- KMO & Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.782
Bartlett's Test of Sphericity	Approx. Chi-square	584.662
	df	45
	Sig.	0.000

Source:- Author's Compilation by SPSS

The Kaiser-Meyer-Olkin (KMO) Test measures the suitability of data for factor analysis by assessing sampling adequacy. In this case, the KMO index is 0.782, which exceeds the acceptable threshold of 0.6, indicating the data is suitable for factor analysis. Additionally, Bartlett's Test of Sphericity requires a p-value less than 0.005 to confirm the adequacy of correlations among variables for factor analysis. Here, the p-value is 0.000, signifying a high level of correlation between the variables, making them appropriate for factor analysis.

**Table 6:- Total Variance Explained**

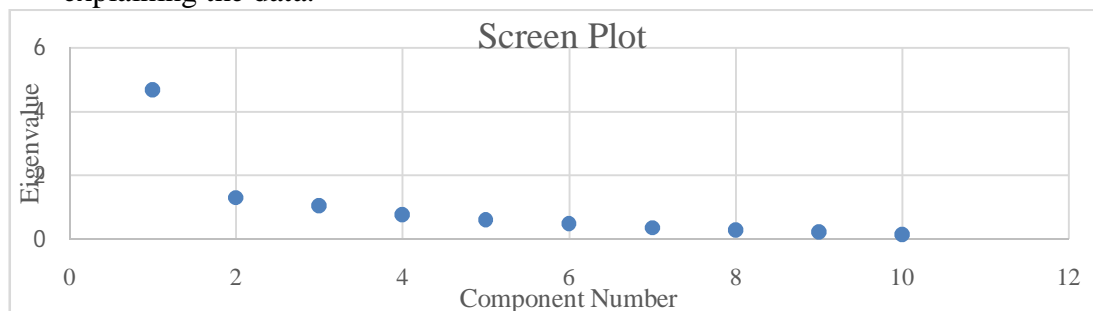
Component	Initial Eigenvalues			Loading			Rotation Sums of Squared Loadings		
	Total	% of variance	Cumulative %	Total	% of variance	Cumulative %	Total	% of variance	Cumulative %
1	4.691	46.911	46.911	4.691	46.911	46.911	2.920	29.202	29.202
2	1.309	13.088	59.999	1.309	13.088	59.999	2.243	22.432	51.635
3	1.052	10.523	70.522	1.052	10.523	70.522	1.889	18.887	70.522

Component	Initial Eigenvalues			Loading			Rotation Sums of Squared Loadings		
4	0.778	7.781	78.303						
5	0.613	6.129	84.433						
6	0.501	5.014	89.447						
7	0.368	3.679	93.125						
8	0.297	2.965	96.091						
9	0.237	2.370	98.460						
10	0.154	1.540	100.000						

Source:- Author's Compilation by SPSS

### Extraction Method: Principal Component Analysis

The table shows that the total variance explained by the first component is 4.691, by the second component is 1.309, and by the third component is 1.052. The Eigenvalues for the components, which measure the variance each factor accounts for, are all greater than 1. This indicates that the original 10 variables can be effectively reduced to 3 factors. These three factors together capture a significant amount of the total variance, confirming their importance in explaining the data.



Source:- Author's Compilation by SPSS

**Figure 2:- Screen Plot**

In the screen plots, the X-axis represents the components, and the Y-axis shows the corresponding Eigenvalues. Only components with Eigenvalues greater than 1 should be considered. There are three such components, with Eigenvalues of 4.691, 1.309, and 1.052. The component with the highest Eigenvalue, 4.691, is the most significant, followed by the other two. These three factors are crucial to the study because they each have Eigenvalues greater than 1 and collectively account for the maximum variance.



**Table 7:- Rotational Component Matrix**

Enablers	Component		
	1	2	3
Inadequate maintenance and cleanliness of public restrooms at tourist destinations	0.894		
Dirty & untidy surroundings at tourist location	0.851		
Poor waste management system	0.724		
Derisory of room availability in hotels		0.864	
Lack of suitable facilities for featured food outlets, including a shortage of quality restaurants with proper hygiene standards at the location		0.683	
Insufficient range of activities at sites of national significance		0.718	
Inadequate rail and road infrastructure for assistance in tourist areas			0.622
Limited accessibility and inadequate air and rail connectivity to various tourist destinations			0.920
Lack of safety measurements for tourists			0.58
Poor healthcare facilities			0.578

Source:- Author's Compilation by SPSS

Extraction method: Principal Component analysis

Rotational method: Varimax with Kaiser Normalization

**In Component 1**, The communalities for the given variable such as CP5 were 0.894, CP6 was 0.851 and CP7 was 0.724 all the communality values were more than 0.50.

**In Component 2**, Only three variables are considered i.e., CP3, CP4 & CP10 who were having the value of 0.864, 0.683 & 0.718 respectively.

**Component 3**, CP 1, CP2, CP8 and CP9 values were 0.622, 0.920, 0.58 & 0.518 respectively. No variable was removed from the analysis because the value lies below the criteria of 0.50.

Next, it's essential to analyze the pattern of factor loadings to identify variables with complex structures. A complex structure occurs when a variable shows high loadings or correlations (0.40 or higher) on more than one component. Variables that exhibit loadings on only one component are considered to have a simple structure. If a variable shows a complex structure, it should be excluded from the analyses.

**Table 8:- Rotated Component Loading and Variance for Factor 1 : Negligence**

Factor 1	Variable	Rotated Component Loadings	% of Variance	Eigenvalue
Negligence	Inadequate maintenance and cleanliness of public restrooms at tourist destinations	0.894	46.911	4.691
	Dirty & untidy surroundings at tourist location	0.851		
	Poor waste management system	0.724		

Source:- Author's Compilation

The factors indicate that the eigenvalue of 4.691 is associated with variables related to problems. From all three components, Factor 1 has significant loadings on the variables: assistance with the maintenance and cleanliness of public restrooms at tourist destinations (0.894), dust and untidy surroundings (0.851), and poor waste management systems (0.724). These combined variables can be summarized with the word "Negligence."

**Table 9:- Rotated Component Loading and Variance for Factor 2 : Inadequacy**

Factor 2	Variable	Rotated Component Loadings	% of Variance	Eigenvalue
Inadequacy	Derisory of room availability in hotels	0.864	13.088	1.309
	Lack of suitable facilities for featured food outlets, including a shortage of quality restaurants with proper hygiene standards at the location	0.683		
	Insufficient range of activities at sites of national significance	0.718		

Source:- Author's Compilation

From Component 2, the tables show an eigenvalue of 1.309 with a variance of 13.088 percent. This component, labelled as "Inadequacy," has significant loadings on the variables: room availability (0.864), lack of suitable factors for restaurant hygiene (0.683), and insufficient range of activities at sites (0.718)

**Table 10:- Rotated Component Loading and Variance for Factor 3 : Deficiency**

Factor 3	Variable	Rotated Component Loadings	% of variance	Eigenvalue
Deficiency	Inadequate rail and road infrastructure for assistance in tourist areas	0.622	10.523	1.052
	Limited accessibility and inadequate air and rail connectivity to various tourist destinations	0.920		
	Lack of safety measurements for tourists	0.58		
	Poor healthcare facilities	0.578		

Source:- Author's Compilation

Factor 3 represents an eigenvalue of 1.052 with a variance of 10.523 percent. This factor, related to "Deficiency," has the highest loadings on limited accessibility and inadequate air and rail connectivity (0.920) and the lowest on poor healthcare facilities (0.578).

**Table 11: Chi-square Table of the Respondent**

S.No.	Variable	P Value
1	Inadequate rail and road infrastructure for assistance in tourist areas	0.00
2	Insufficient avenue, and connectivity via air and rail to numerous traveller locations	0.00
3	Derisory of room availability in hotels	0.00
4	Inappropriate facility of featured food outlets with proper hygiene and quality restaurants at the location	0.00
5	Improper and untidy public toilets at tourist locations	0.00
6	Dirty & untidy surroundings at tourist location	0.00
7	Poor waste management system	0.00
8	Lack of safety measurements for tourists	0.00
9	Poor healthcare facilities	0.00
10	Lack of activities in places of national importance	0.00

Source:- Author's Compilation by SPSS

**H<sub>01</sub>- There is no significant difference in the perception of tourists regarding problems.**

The Chi-square test outcome reveals a p-value of 0.00, which is less than the significant level of 0.05. As a result, the null hypothesis ( $H_0$ ) has been rejected, this indicates that there is a significant difference in the perception of tourists regarding problems.

## **9. Conclusion**

In Uttar Pradesh's economy, tourism has its contribution and impact that significantly contributes to the state's GDP. Agra is known as the 'City of Taj'. Therefore, the importance of the tourists visiting Agra places is more. Every year tourists visit the Taj Mahal, Mehtab Bagh, Agra Fort, Fatehpur Sikri and Akbar Tomb, and several people come to Agra from different states. Therefore, the government must focus more on the development of these destinations and provide all the facilities to the tourists. It will not only help in infrastructure development but also help to boost the economy of the state. Also, the administration and management of the destination should be proper, so that many people enjoy the beauty of these destinations and create a good image of the state. Further, it has been identified that the unavailability of proper infrastructure and hygiene is the biggest problem for the tourist and other aspects which have been identified is that the tourist destination required proper attention from the local authorities and the government.

## **10. Future Implementation**

A study on the tourist problems in the Agra district can influence the development and management of the tourism industry because in Agra there is in Taj Mahal is part of the seven wonders so, the importance of the tourists in Agra increases. Some potential future implication of this study is policy development, Government authorities can use the information to create policies that address the specific problems identified, inappropriate facilities of proper hygiene and restaurants at location, dirty and untidy surroundings at tourist locations, quality of the study and the other is infrastructure investment so, here Government of India (GOI) identified infrastructure deficits as a major challenge, it lead to increase investment this might include improving road, public transport and so on and the study may suggest way to market of Agra as a tourist destination highlighting its unique attraction and address any negative perception. Effective management of tourist flows can drive urban revitalization efforts, spur economic growth, and create employment opportunities in sectors beyond traditional tourism. Furthermore, by decentralizing tourist activity and promoting the development of alternative tourism circuits, Agra can foster more

inclusive and equitable urban development, benefiting peripheral areas and reducing the pressure on central tourist hotspots. By reducing overcrowding and improving the management of tourist flows, Agra can enhance the livability of the city for residents, minimize disruptions to daily life, and mitigate social and cultural tensions arising from tourism-related activities. Engaging local communities in decision-making processes and promoting cultural exchange can also foster greater social cohesion and mutual understanding among residents and visitors alike. In summary, A study can have far-reaching implications for the future development and management of the tourism destination. It can influence policies, marketing strategies and community engagement efforts to create a better improvement of these destinations.

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## **PTPDM Policy Implications and Implementation Challenges Pertaining to Continuous Professional Development (CPD) for Basic School Teachers in Ghana**

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### **Abstract**

**Purpose:** This paper investigates into the policy implications and implementation challenges of the Pre-tertiary Teacher Professional Development and Management (PTPDM) policy framework for teachers in Ghana. The study touches on the multifaceted implications, and challenges encountered in implementing Continuous Professional Development (CPD) initiatives for teachers in Ghana as stipulated in the PTPDM policy document.

**Method:** The study, which is a qualitative research approach, uses the phenomenological design to explore actual experiences and teachers' thoughts in connection to the PTPDM policy. With the aid of semi-structured interviews with teachers and head teachers, in addition to the analysis of the contents of the PTPDM policy document, the paper seeks to bring to light the diverse complexities of the PTPDM policy implementation, throwing more light on barriers, facilitators, and socio-cultural contexts that define the effectiveness of CPD initiatives. Thematic analysis was used with the goal of identifying relevant themes, patterns, and personal interpretations of the policy by the participants involved.

**Results:** The findings of this paper point out crucial insights into the challenges that educators face in benefiting from CPD as stipulated in the PTPDM policy, shedding more light on the implications of the policy, resource constraints, pedagogical hurdle, and institutional barriers.

**Contribution:** This paper contributes to an in-depth view of the challenges faced, and the implications emerging from the PTPDM policy, with insights for policy

reform, and improvement in creating a sustainable professional development among teachers in the Ghanaian educational system.

## **Keywords**

Pre-tertiary Teacher Professional Development and Management (PTPDM), Continuous Professional Development (CPD), Policy framework, Training, and Education.

## **1. Introduction**

While most teachers are trained to be equipped with certain pedagogical skills before joining the teaching fraternity, it is no secret that such pre-skills which teachers bring on the job cannot last them their entire time in the profession. This is because the world as we know now, keeps advancing, and new set of skills are always needed to face it (Boohene et al., 2017; Barnes et al., 2024) which teachers are no exceptions. For this reason, continually upgrading one's knowledge and skills cannot be taken for granted. Continuous Professional Development (CPD), is a key tool which when used appropriately, can have positive impact on educational outcomes. Thus, with the aid of CPD, educators get equipped with ongoing skills, knowledge, and approaches that are needed to adapt to the dynamic educational era we find ourselves in, which in effect, develops teachers' competencies: thereby, positively affecting their choices of teaching methodologies, and eventually enhancing educational outcomes. CPD does not conform to formal education alone, but goes beyond to include learning experiences such as workshops, conferences, self-directed learning, mentoring, in-service training, and professional learning communities.

The educational sector of Ghana, like many other countries, places much emphasis on student learning outcomes, and connects that to teachers' competencies. Right from the basic to tertiary, policies of varied kinds that advocate for support for learners are put in place to aid learners to feel comfortable to achieve their best. Such of these policies include Free Compulsory Universal Basic Education (FCUBE), which provides tuition free, textbooks free, feeding free, and in some communities, uniform free for all kindergarten one (1) to basic six (6) pupils; tuition, and textbooks free for all basic seven (7) to basic nine (9) learners. Another of the policies in place to support learners also include the Free Senior High School (FSHS) policy, which like the FCUBE, provides everything, including tuition, text and exercise books, uniforms, and feeding (which also extends to day students) freely for all senior high school learners.



The above is just a couple of the policies that indicate the educational sector of Ghana's full support for learners' comfort in order to achieve their best. Even though the performance of learners is always tied to teachers' command over the respective subjects they teach in Ghana's educational system, and the Ministry of Education acknowledges the importance of the teachers continuous professional development, with teachers attending workshops being very common in the setting, there had not been any specific policies formulated to give clear details concerning Teacher Continuous Professional Development until in 2012, when the Pre-tertiary Teacher Professional Development and Management (PTPDM) was enacted. Due to the less attention that had been directed towards teacher CPD in Ghana (Kadingi, 2006; Asare, Mereku, Anamuah- Mensah & Oduro, 2012), the impact of the PTPDM, which could have otherwise helped teachers to acquire more skills, and knowledge to inform their instructional choices for quality teaching also is clearly non-existent (Atta & Mensah, 2015).

Pre-tertiary teachers of Ghana include all teachers who teach at kindergarten, primary, junior high, and senior schools, both mainstreams, and special schools throughout the country. These teachers, according to the Ministry of Education's (MoE) categorization, include both professionals and non-professionals who are all found in the various public schools executing the duties of teachers. Professional teachers include those trained to be equipped with knowledge in both content and methodology by the various Colleges of Education (CoE), and two education universities in the country. On the other hand, non-professional teachers, according to the MoE, encompasses all personnel's who teach in the education system with certificates other than education certificate. These people, per the MoE's description, go beyond to include even Senior High School (SHS) leavers. From the above description of who falls under the pre-tertiary teacher group, it is clear that the various schools in the Ghanaian educational system is teeming with all sort of teachers, and thus, the need to look into the policy that guides their continual learning to keep up with the changing world.

## **2. Review of the Literature**

Varied researches have brought to light the importance of continually equipping teachers with more, and current skills and knowledge while they are still on the job. This has led many educational sectors all over the world to provide avenues for CPD in order to make their education systems better (Guskey, 2000; Guskey & Yoon, 2009). According to Asabere-A. et al. (2018), CPD is not only needed

with Ghana's educational sector to enhance teaching quality, and learning outcomes, but to also address all kinds of challenges confronted in almost all Ghanaian classrooms. Similarly, Opoku A. (2013) also advocated for collaborative learning environments among Ghanaian teachers, through CPD initiatives that foster the said collaboration, knowledge sharing, and collective responsibility for positive impact. These initiatives, should not comprise of just lectures, and talks given by professionals and mentors, but should go beyond to include pre-training programmes, mentoring, adding more value, and follow-up learning (Hassan, 2013). With the aid of teacher CPD, the bridge that is created as a result of the disassociation between theory, and content learnt in training colleges verses the actual happenings in the classroom is mended (Jarvis & Algozzine, 2006). Thus, always enhancing teachers' professional competencies, using teacher-centred approaches where specific needs of the teachers are prioritized, is essential to improving teachers' skills, and abilities which in effect, can positively impact students' learning achievements (Moyle, 2007). There are other researches that have equally established a link between teacher quality and learning outcomes of students; there lationship between in-service training and learning achievements of students (An grist & Lavy, 2001; Darling-Hammond et al., 2005; Rivkin, Hanushek, Kain, 2005; Rockoff, 2004). Ghana has been facing the problem of poor academic performance of students for quite some time, and as stated earlier, has had numerous policies in place to help better students' learning outcomes. However, regardless of the many researches that have proven the link between teachers' competencies, and students' learning outcomes, much attention has not been paid to the PD of teachers in the country in the sense that there had not been a coherent policy framework to guide the implementation of teachers' CPD plans and practices in spite of the country's commitment to improving teacher quality.

### **Overview of the Pre-tertiary Teacher Professional Development and Management (PTPDM) Policy**

In 2012, the policy document which backs teachers' CPD, the Pre-tertiary Teacher Professional Development and Management (PTPDM) was launched in Ghana, but revised in 2018. The revised policy based its grounds on Act 774 of the 2008 Educational Act of Ghana. The Act 778 had the aim of improving the quality of education across the country in order to produce sound individuals who have the needed knowledge, skills, values, aptitude, and attitude to excel every where, particularly, in teaching. Aside the 2008 Educational Act, the PTPDM policy 2018 also draws its legitimisation on Ghana's Education Strategic Plan (ESP) 2010-2020, which had Pre-tertiary Education as one of its

focal areas, and emphatically stated skill improvement, enhancement of quality education, and indicated that the PTPDM policy recognises INSET and professional standards as the basis for teacher PD. This policy, was introduced to deal with issues in connection with teacher development and management of pre-tertiary education in Ghana, with key emphasis on teacher development, and management in Ghana, and according to the MoE (2012), the policy had come at the right time since the quality of education, particularly, at the pre-tertiary levels was very low. Among other related teacher development and management issues the policy sought to address were: Competency Based Professional Standards, Teacher Professional Development Programmes and Activities, Pre-service Teacher Education and Training (PRESET), In-service Education and Training (INSET; Licensing, Teacher Appraisal, Teacher Database, Career Structure and promotion respectively. Most of these are the responsibilities of the National Teaching Council (NTC) as stipulated by the policy document. Per the policy, teachers are to be promoted no longer based on the number of years they have served, but based on their professional development which to some large extent, has a link to the number of CPD programmes they have involved themselves in within the specified years, which according the NTC of Ghana, is supposed to be every three (3) years.

Also, the PTPDM policy 2018 spells out its core objectives as:

- Providing a regulatory framework to manage, and develop teachers into highly proficient practitioners
- Providing a career structure based on evidence of professional teaching, and growth of the teacher.

All the above aims, according to the policy framework, was the nation's commitment to international policies on teachers, and the teaching profession. Among these international policies that the framework points out include:

The Sustainable Development Goals (SDGs): goal four (4); The ILO/UNESCO (1966) guiding principles on teachers and teaching's aspects which aligns with Ghana's teacher development and management policy includes:

- Policy governing entry into preparation for teaching should rest on the need to provide society with an adequate supply of teachers who possess the necessary moral, intellectual and physical qualities, and who have the required professional knowledge and skills
- The status of teachers should be commensurate with the needs of education as assessed in the light of educational aims and objectives; it should be recognized that the proper status of teachers and due public regard for the profession of teaching are of major importance for the full realization of these aims and objectives

- Authorities and teachers should recognize the importance of INSET designed to secure a systematic improvement of the quality and content of education and of teaching techniques
- Teachers should be provided time necessary taking part in INSET programmes
- Authorities, in consultation with teachers' organizations, should promote the establishment of a wide system of INSET, available free to all teachers;
- Teachers should be given both the opportunities and the incentives to participate in courses and facilities and should take full advantage of them
- Promotion should be based on the objective assessment of the teacher's qualifications for the new post, by reference to strictly professional criteria laid down in consultations with teachers' organizations
- Professional standards relating to teacher performance should be defined and maintained with the participation of the teachers' organization.

**(ILO/UNESCO Recommendations Concerning the Status of Teachers, 1966; p 21-24)**

The PTPDM policy 2018 spells out a capacity building system for teachers which is based on the Competency Based Professional Standards throughout their entire professional life-circle. In connection to that, the TD framework within the PTPDM policy states that all kinds of activities planned for CPD, and all teacher professional development programmes and activities should be designed to make sure that they are:

- **Fit for Purpose** — programmes and activities should equip teachers to meet specific demands of teaching and the management responsibilities that go with these demands
- **Relevant to National Needs** — programmes and activities should be designed to reflect the aims and objectives of pre-tertiary education in Ghana.

The professional standards on which the capacity building system was based are divided into three significant domains with each having its own subs as follow:

- 1. Professional Values and Attitudes**
  - 1.1 Professional Development
  - 1.2 Community of Practice
- 2. Professional Knowledge**
  - 2.1 Knowledge of Educational Frameworks and Curriculum
  - 2.2 Knowledge of Learners

### **3. Professional Practice**

#### **3.1 Managing the Learning Environment**

#### **3.2 Teaching and Learning**

#### **3.4 Assessment**

With the standards, teachers are at the different levels of their career, given clear indications of what they are expected to value, know, understand, and do, pertaining to their levels. Thus, according to the policy document, a teacher must be able to meet all three standards to be deemed competent. Although the PTPDM policy was launched in 2012 in response to finding solutions to the problem of quality teaching, and poor learning outcomes at the basic schools as suggested by prior educational reforms including that of the Education Review Committee (2002); Adami-Issah, Elden, Forsen, and Schrofer Report (2007) and the Ministry of Education Report (2010), it took as long as 2018 before it was fully implemented. From 2014 to 2018, the policy went under numerous reviews in order to develop a framework for its institutionalisation. This was done by the MoE, Ghana Education Service (GES), NTC, and with the help of Japan International Cooperation Agency (JICA). The JICA was consulted for assistance because Japan Government had contributed significantly over the years to raise the standards of Mathematics, and Science in basic Education. The testing of the policy started on a pilot base with districts from five different regions in the country. The results of the piloting activities led to the revision of the policy document twice: 2014 & 2017, which was finally approved in 2018. In between the revisions, the policy framework guide was developed in 2016, based on the pilot activities, and in addition to end-line survey, terminal evaluation, amid discussion with stakeholders. However, in order for all public schools across the country to be affected by the policy, there was the need for an implementation plan which was developed, and approved in 2017.

In order to make contributions to the realisation of the PTPDM policy in Ghana, JICA took personnels in MoE, GES, NTC, Human Resource Management Division (HRMD), Teacher Education Division (TED), National INSECT Unit (NIU), and directors from the piloted districts to training in Japan to better understand the in-service teacher training policy in Japan. Aside that, personnels from these categories were also sent by JICA to other countries like Zimbabwe, Malaysia, and Kenya with the same aim. However, even after its implementation, much progress has not been seen in the enhancement of teachers' CPD in the country as the policy framework which is supposed to guide the organisation and define what comes together to make teacher CPD does not clearly stipulate those elements.

### **3. Research Methodology**

The phenomenological approach used to assist in going deeply into individual experiences, allowing for rich understanding of how the PTPDM policy was seen, and experienced by teachers. With the aid of this approach, a more human-centric insights of the policy strengths and challenges, which goes beyond mere documentation was the focus of the usage of this approach. (Smith, J. A., Flowers, P., & Larkin, M. (2009).

#### **Data Collection Method**

The PTPDM policy 2018 document content and semi-structured interviews with some teachers, and head teachers were used to gather information.

#### **Data Analysis**

The transcripts of the interviews conducted, and in addition to the contents of the PTPDM policy framework was analyzed with the aid of thematic analysis, where recurring themes, patterns, and discrepancies concerning the implementation challenges, and implications of the policy were identified. Also, with the aid of triangulation, cross-referencing of data was made to ensure validity and reliability.

#### **Themes Identified**

The participants from which data was collected through interview included 20 professional teachers from different schools in the country, with 10 being females, and the other half being males. Among these teachers, were 2 newly trained teachers, and the rest, having served for more than 10 years. Apart from 1 of the newly trained who held diploma of education certificate, 15 of the rest of the teachers had bachelor of education, and 4 held master's in education. Through transcription of the interviews, coupled with the content analysis of the PTPDM policy framework, the themes that surfaced from the data included the perceptions that teachers had in relation to the PTPDM policy, challenges in the PTPDM policy implementation, teacher development, and students' learning outcomes, stakeholder recommendations, all of which are described below.

#### **Teachers' Perceptions of the PTPDM Policy**

From the interviews, about 90 percent of the teachers knew of the existence of the policy framework, and its goals. However, questions relating to the execution of initiatives to realise the goals of the policy were not welcomed with positivity from the educators. For example, most of the teachers answered that they had not been participating in structured CPD activities as often as they should, giving range of reasons including time limitation, activity relevance hindrance, and money related issues since teachers were asked to pay for almost

all the off-school CPD activities they engaged in. With regards to the school based CPD activities, the schools are made to bear the cost in terms of finding resource persons, and materials for such activities. On the other hand, teachers who want to go for further studies to add more to their professional knowledge can only do so through distance education since after first degree, pre-tertiary teachers are not given study leave with full financial support from their employers.

Through the interviews, it was found that, the few times teachers involved themselves in structured CPD activities were in the form of workshops organised by the district education office or NGOs, and school-based INSET. According to about 95 percent of the participants, they rather felt comfortable going to their colleagues for assistance and advise to better their instruction in their own time, and without paying for it than to sit for hours at a paid workshop which its content cannot help them in their classroom instruction. One teacher, when asked why they didn't attend those structured CPD programmes, quizzed, "what, as a Mathematics teacher, do I gain from paying any amount of money at all, and sitting through a workshop that teaches 'phonetics'? How does my knowledge in 'phonetics' make me a better Mathematics teacher to assist my students to understand, and pass Mathematics?" Another participated teacher, also lamented on their desire to enroll in a master's programme full time since they could not combine distance studies with the teaching workload at the same time, but had not had the courage to do so because they knew once they did so, they would be taken off the very payroll that could assist them financially during their programme.

### **Challenges in the PTPDM Policy Implementation**

Analysis of the policy document brought out the failure of the policy to state precisely what can be categorised as teacher CPD, with no clear guidance on how CPD activities to be organised. The interviews brought to light resource limitation, especially, that of time, finances and infrastructure. Since CPD programmes are mostly organised while the learners are still in school, it becomes difficult for educators to leave the learners on their own, and attend such activities. Again, most of the schools do not have a separate hall or room for the organisation of such programmes, and as a result, use classrooms for school-based CPD activities such as PLC/CPLC activities. as a result, it was found that during such times, the leaners whose classrooms would be used would have to be outside, playing.

Another constraint was the technology literacy and accessibility. It was discovered that virtual PLC activities had been rolled out nationwide, but most teachers are not able to access because of technical know-how.

### **Teacher Development and Students' Learning Outcomes**

From the policy content analysis, it was discovered that the intention of the PTPDM policy was to enhance teaching quality, and consequently the learning outcomes of the students. However, from the interviews conducted, it was only piloted schools which were given much support in terms of resources to test the effectiveness of the policy that had seen positive impact of the policy in the development of their teachers and its reflection on students' learning achievements. Thus, apart from those selected schools that were used during the testing of the policy, not that much difference had been seen in other schools across the country due to the inconsistency in the implementation of the policy. Therefore, there is still disparities in students' learning outcomes across the country.

### **Stakeholder Recommendations**

From analysis of the interviews, most of the participated teachers suggested for adequate funding to back the implementation, and smooth execution of the policy. With enough financing, they believed, would give every teacher the chance to enroll in the kind of CPD activities that could benefit them. Others also recommended for regular review of the policy to identify shortcomings, and introduce new elements that could aid to provide services for matching the evolving challenges, and giving realistic approaches to solving actual problems.

## **4. Discussion**

As stated in the policy framework document, the purpose of the PTPDM is to improve teaching quality for better learning outcomes, but putting the PTPDM policy aims, and the experiences of the participated teachers against each other, it is clear that there is a huge policy gap between the stated objectives and the actual provisions for implementation, leading to discrepancies in execution. Thus, even though the policy recognises teacher CPD as a vital element in promoting teacher quality which in effect can positively impact instructional delivery, the findings from this study put the policy's emphasis on teacher CPD as a mere documentation. The finding on the perceptions, and experiences of the participated teachers in connection to the policy analysis point out there's a lot to be done both in the policy itself, and in its implementation. For example, concerning the policy itself, CPD activities must be categorised clearly, with its organizational structure, and support specified boldly. This, I believe, will make educators informed about the different options available to them through which they can upgrade their skills and knowledge according to their preferences without feeling like being forced to do what they don't want to do. Also, in redefining what makes CPD activities in the policy, informal engagements on professional issues among colleagues should be considered, and a way of



categorising it as part of CPD activity in the policy should be adopted. This is because, as found from this study, most of the teachers preferred seeking their colleagues' help as they found it more useful than going to structured CPD activities. According to prior researches, unstructured CPD activities positively impact instructional practices highly than structured ones (Abonyi et al., 2020; Mendez et al., 2017). Also, the study identified the issue of activity relevance which needs to be addressed. Per the PTPDM policy, all teacher PD programmes are supposed to be competency-based ones, so that its assessment can match the content offered. This is to say that such programmes should be able to cater for the needs of any group of teachers in question. Therefore, generalising CPD activities for all teachers, where just a section may benefit from such activities seem to go contrary to the policy specification. Teachers should be given enough information about structured CPD activities that are organised prior to the organisation time, and be given the liberty to choose which activities they think can benefit them, and which ones cannot in order to decide which ones they will attend, and which they will not. This, I think should be stipulated clearly in the policy document. The relevance of every CPD activity is to add extra value to what already exists within the teacher. Therefore, if teachers are forced to attend CPD activities which do not bear any correlation to their teaching fields, what then, will they have achieved at the end of the said activity? Further review of the policy, should consider the fact that educators have different needs based on their fields of specialisation; hence, the need to feed these different needs accordingly, rather than collectively, except in some instances where the need for generalization is called for. Furthermore, the study found out there is issues with time in connection to assessing CPD activities. Analysis of the policy content stated such activities would not affect instructional hours, since all CPD programmes would be organised after instructional hours, which is when schools have closed. This, the study finds problematic in many instances. All of the teachers interviewed confirmed that the Professional Learning Community (CPL) activities they go to, which is every week on school basis for Primary Teachers, and cluster basis for Junior High School Teachers took place within instructional hours. This, according to them is due to the fact that after spending eight hours in school, going to sit for another two hours for such activities when they had to go and also pick their wards who had also closed from schools was too much for them. Most of these participants complained of their wards being left standard on such days when they were not able to go early to pick them from schools, or their bus stops. Apart from CPL activities, participants also said most other INSET activities organised for them both inside, and outside the schools took them away from the classrooms which affects instructional hours. Thus, because professional development programmes are important, there's the need to make sure teachers

go to these activities with full concentration to be able to learn without thinking of what may be happening in their absence either in the classroom, or their homes; hence, efforts should be made to adjust the timing of CPD programmes. Another important finding worth discussing is the organisation of structured CPD activities for money as pointed out by most of the participants as a hindrance to their involvement in the activities. Even though the content analysis of the PTPDM policy found it stated clearly that in its commitment to the 1966 guiding principles on teachers and teaching of ILO/UNESCO, “Authorities, in consultation with teachers’ organizations, should promote the establishment of a wide system of INSET, available free to all teachers”, participants made it known that they pay for almost all the structured CPD activities that are organised for them. Also, from the content analysis of “Project for Supporting Institutionalisation of the Pre-tertiary Teacher Professional Development and Management Policy”, JICA recommended that if there was going to be money involved before teachers can assess activities for their continuous professional development at any point in time, then the cost should be a shared one, so that teachers do not shoulder the responsibility alone. However, mandatory, and other structured CPD programmes that teachers are made to go they bear the cost by themselves. As a result of having to pay for such activities, many teachers opt not to attend which is a challenge to the full realisation of the policy’s goal. It was discovered from the study that most teachers who pay for such trainings do so in the name getting points which plays an important role in their promotions under the PTPDM policy. Most who did not partake in paid INSETs see such programmes as an excuse for providers of such activities to collect their monies rather than actually train them in anything meaningful since there were some teachers who paid for such programmes without attending, but at the end, got the required points attached. In documentation, the policy spells out a lot, but on the actual grounds, not much is happening. One may ask, what is the essence of the policy framework when it does to set out to do what it was meant for?

## **5. Conclusion**

The PTPDM policy 2018 of Ghana that supports the CPD of Ghanaian pre-tertiary teachers is a good thing, that has the potential of changing the educational sector as it sets out to equip teachers with current skills, and knowledge at every step of their career in order to go to the classrooms with dynamic instructional approaches that can positively impact on learning outcomes. However, for this to happen, teachers must be given the help, and push in diverse ways including funds, designing of relevant programmes, their views being listened and attended to, enabling environments, among others so that they can fully engage in the activities for the greater good.

## **6. Recommendations**

Having linked professional development to promotion is a good thing, but there should be enough sensitisation for teachers to fully understand the need for their continuous development rather than engaging in such activities with the notion of getting more points in order to partly prepare them for their promotions. Also, there should be a way to assess teachers on the programmes they have attended as this can help to curb the situation where those willing to pay for INSETs do so without physically or even virtually being at the training places, but still get points because they paid for the programme. The study recommends that the same resources that were pumped in during the testing of the policy with the selected/ piloted districts should be continued now that there is a nationwide implementation. Thus, there's a call for adequate budget for the smooth running of the policy. Also, continuous revision of the policy is recommended in order to clearly provide details on the different kinds of CPD activities available to teachers, and the kind of support that exist for such programmes.

In order to make CPD programmes effective, efforts should be made to include on the various schools' time tables such activities where teachers will not have to make any personal compromises, or leave learners behind in order to attend such programmes. For example, one very Wednesday of the week that teachers are to attend CPL nationwide, it can be captured on the various time tables, so that learners can be closed early for the teachers to also have time to engage in their own learning activities. Stakeholders, especially, teachers' inputs should be collected and considered when designing CPD activities for them.

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## **Understanding the Conflicting Domains of CSR in the Business World: An Ethical Perspective**

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### **Abstract**

Corporate Social Responsibility (CSR) arguments typically revolve around two main perspectives.

Thinkers of the one perspective argue that individuals or organizations should prioritize engaging in CSR primarily because it is their moral duty to promote and enhance the well-being of humanity and the environment. especially when they have resources to assist both people and the government; thinkers with opposing perspectives argue that individuals or organizations may choose not to engage in CSR initiatives, asserting that the primary goal of any business organization is to maximize profits and divert resources towards other objectives undermines investor interests. These conflicting viewpoints create a seemingly irreconcilable divide, potentially fueled by ambiguities surrounding the definitions and perceptions of CSR. Corporate Social Responsibility is often understood as the voluntary adoption of responsibilities that extend beyond mere economic and legal obligation. Still, the examples of CSR appear to be diverse and multifaceted. At times, it involves utilizing corporate resources to address social issues; at other times, it focuses on charitable contributions. Furthermore, CSR can include efforts focused on promoting employee well-being and enhancing the quality of life within the workplace. Conversely, people's perception of CSR tends to be dual in nature: it is seen both as a moral obligation and as a strategic business move. Business professionals working in the corporate world and elsewhere perceive CSR as a moral endeavor to help a lot of people and the environment. Still, it is also perceived to function simultaneously as a business strategy to promote the organization's economic interests.

In this paper, we argue that it is essential to better understand the distinct domains of CSR's definition and perception, both separately and in relation to each other. Misunderstandings or confusion between these two aspects could pose significant risks to the ethical application of CSR practices in both the business world and society.

## **Keywords**

Corporate Social Responsibility (CSR), Definitions of CSR, Perceptions about CSR, CSR in Marketing strategy, and Moral endeavor.

## **1. Introduction**

Corporate Social Responsibility (CSR) is often confused by its definitions. It is confusing that, As Kitchin correctly pointed out, At one moment, it seems to involve the engagement of non-governmental organizations (NGOs), then it shifts to charitable donations, and shortly after, it appears to focus on the ethical treatment of employees. One minute, NGOs seem to be in control, and the next, accountants are involved in selling 'reputation assurance.' (Kitchin, 2003, p. 312). It is also considered a complex concept that is hard to define. (Viererbl & Koch, 2022, p. 5) Although the role and responsibilities of business organizations in society have been a topic of discussion for centuries, we are not discussing whether corporations have responsibilities. Or what kind of responsibilities businesses have? Primarily because whenever the debate on CSR arises, it is generally assumed that most people support CSR as an essential initiative for social benefits. However, we will strictly focus on the definitions of CSR mainly because businesses nowadays are actively participating in CSR activities; yet, the practices that are going on under the name of CSR either misrepresent the very idea of CSR, or there is an ambiguity in understanding what CSR is.

In this paper, we will briefly discuss different definitions of CSR and analyze the various practices that have been going on under the name of CSR. However, there are numerous definitions of CSR. However, we will concentrate on those definitions of CSR that have, as per the market need, evolved over a period and understand how CSR initially began as a 'business morality' and later developed into a 'marketing strategy.' We will also analyze the perceptions associated with CSR and address an important question, i.e., is CSR a business strategy or a moral endeavor? At the conclusion of this paper, we will make the

case that it is imperative to develop a thorough grasp of the opposing fields of definitions and perceptions of corporate social responsibility (CSR), both independently and in connection to one another, as any misunderstanding of these two facets of CSR may endanger the morally sound application of CSR in the corporate sector and in society at large.

## **2. Definitions of CSR**

It is not easy to define CSR as most definitions provide specific interpretations or perspectives of the concept tailored to particular operational contexts and circumstances. There are many ongoing debates surrounding CSR, including the challenge of defining it. (McWilliams et al., 2006, p. 8) A significant milestone marking the beginning of the modern CSR era is the 1953 publication of Howard R. Bowen's book 'Social Responsibilities of the Businessman.' In this book, Bowen used the term (SRB) instead of CSR, i.e., Social Responsibilities of the Businessman. He asserts that a businessperson's responsibility is to adopt policies, make decisions, and take actions that align with the goals and values of society. This perspective does not imply that business professionals must relinquish their right to critique societal norms or advocate for their improvement. On the contrary, given their substantial power and influence, they might even have an obligation to do so. However, it is understood that, as contributors to society, they should respect its accepted values and avoid prioritizing their personal values over those of society. (Bowen, Howard R. (Howard Rothmann), 1953, p. 6) He further defined social responsibility as 'Public Responsibility,' 'Social Obligation,' and 'business morality.' This perspective demonstrates that CSR or SRB has been grounded in social values since its inception. For profit-making, one must not override societal values or prioritize personal values over those upheld by society.

In his article 'The Growing Concern over Business Responsibility' (1960), William Fredrick defined the Social Responsibility of Businessmen as 'businessmen should oversee the operation of an economic system that fulfills the public's expectations. This implies that the economy's resources should be used in a way that production and distribution contribute to improving overall socio-economic welfare. Ultimately, social responsibility entails adopting a public stance regarding society's economic and human resources and committing to ensuring that these resources are employed to serve broader societal goals rather than merely advancing the limited interests of individuals

or private entities. (Frederick, 1997, p. 7) In the 1950s, three fundamental ideas about CSR began to take shape: the manager's role as a public trustee, the balancing of competing demands for corporate resources, and corporate philanthropy, which involves businesses supporting worthy causes. Over time, CSR has progressed from basic charitable activities to structured practices and strategic approaches.

However, in his most influential article, *The Social Responsibility of Business is to Increase its Profits* (1970), Milton Friedman argued, to claim that a corporate executive has a "social responsibility" as a businessman implies acting in a manner that might not align with the interests of their employers—if the term is taken seriously and not as mere rhetoric. In *Capitalism and Freedom*, he describes this notion as a "fundamentally subversive doctrine" within a free society. He argues that in such a society, the sole social responsibility of a business is to utilize its resources and engage in activities that maximize profits, provided it adheres to the established rules of the game—operating through fair and transparent competition, without deception or fraud. (Friedman, 2007, p. 6)

Abigail McWilliams and Donald Siegel, in their article, *Corporate Social Responsibility: A Theory of the Firm Perspective*. (2001) defined CSR as, 'With so many conflicting goals and objectives, the definition of CSR is unclear. They define CSR as initiatives that aim to promote social welfare beyond the firm's interests and legal obligations. This definition emphasizes that, in their view, CSR entails actions that surpass mere compliance with the law. (McWilliams, 2016, p. 117)

Matten and Moon, in their article *Implicit and Explicit CSR: A Conceptual Framework for a Comparative Understanding* (2017), defined CSR as 'the idea that it reflects the social imperatives and the social consequences of business success. CSR, along with its related concepts, encompasses well-defined and transparent policies and practices adopted by corporations to demonstrate their commitment to broader societal welfare. However, the specific form and focus of this responsibility are ultimately determined by the corporation itself. (Matten & Moon, 2017, p. 405). They added that CSR is a multifaceted concept that intersects with areas such as business ethics, corporate philanthropy, corporate citizenship, sustainability, and environmental responsibility. It is a dynamic and evolving idea shaped by the specific social, political, economic, and institutional context in which it operates. (Aminu et al., 2016, p. 2)



Lantos defines CSR as involving an obligation rooted in the implicit "social contract" between businesses and society, requiring firms to address society's long-term needs and desires while maximizing positive outcomes and minimizing the negative impacts of their actions on the community. (Geoffrey P. Lantos 2001, p.16)

Interestingly, one of the most well-known efforts to define CSR is based on ground breaking research by Archies. B. Carroll, famously illustrated in his iconic 'conceptual pyramids.' Archie B. Carroll, in his article, A three-dimensional Conceptual Model of Corporate Performance (1979), defined CSR as The social responsibility of business that encompasses economic, legal, ethical, and voluntary initiatives designed to meet the expectations of stakeholders. (Carroll, 1979, p. 3) Carroll postulated that CSR was a pyramid of company responsibilities based on economic, legal, social, and ethical responsibilities; at the base of the pyramid, we have financial responsibility, which has to do with providing goods and services like what you need, not necessarily what you can afford in society. The justification is that companies need to be commercially viable to meet the profit entitlement of shareholders, pay wages said out high in other countries, and provide goods at a reasonable price for consumers. Liability is concerned with the legal duty of companies to adhere to business laws and regulations to safeguard society from tarnishing accusations about corporate malfeasance and ethical misjudgment. Furthermore, the moral obligation ranks higher than economic and legal obligation as it is based on organizations should not be forced but instead obliged in most instances to maintain an interest in their stakeholders and take care. Hence, they do not harm society through their business activities. Therefore, a responsible philanthropic, corporate action would refer to corporate contributions that involve improving the life conditions of employees or any segment of the local or global society at work accompanied by the idea that one serves others.

Alexander Dahlsrud's article, How Corporate Social Responsibility is Defined: An Analysis of 37 Definitions, 2008, argued that there is less confusion in defining CSR and more in how CSR is understood and implemented within specific social and contextual settings. He states, "The CSR definitions describe a phenomenon, but fail to present any guidance on managing the challenges within this phenomenon. Thus, the challenge for businesses lies not in defining CSR, but in understanding how CSR is shaped within a particular context and

how to incorporate it into the development of business strategies.’ (Dahlsrud, 2008, p. 6)

Considering all these definitions, over periods, definitions of CSR have evolved; however, what is unclear is the practices that are going on under the name of CSR. In the following sections, we will discuss a few practices that are going on under the name of CSR as a marketing strategy. If CSR is genuinely a social and moral endeavor, why has it become a marketing tool? If it is genuinely intended for the betterment of society, then why is CSR being used to fulfill an end, i.e., profit?

Susan Njeri Wamitu, in his article, *Corporate Social Responsibility: Intentions and Practice* (2014), argued that ‘The modern-day business has almost capitalized on CSR, to create awareness that it exists, advertised its goods and services, and demonstrated how philanthropic it is. CSR is more of an advertising sideshow where the media plays an important role in ensuring that all and sundry notice that “we give back to society.” (Wamitu, 2014, p. 116). He also contended that “The largest corporate giving programs are primarily driven by strategic or commercial interests, with the main motivations being the desire to gain a larger market share, enhance public image, and boost employee motivation and competition within the labor market. Therefore, over the years, a corporation's brand and public image have increasingly become CSR’s focal point, providing support to look good and drive-up sales. (Ibid, 2014, p. 116)

He provided certain opinions that should be considered while initiating CSR activities. He said CSR implementation should not affect those with a relationship with the organization. These include Employees, Shareholders, Customers, and the Government. Employees are one of the key stakeholders in an organization, and one who is easily forgotten is the employee in terms of salaries and wages, bonuses, incentives, etc., to save enough money for CSR. (Ibid, 2014, p. 123) Shareholders are often left without their due share from organizations, as these companies justify their low dividends by highlighting their extensive CSR activities. While organizations prominently display their charitable efforts through CSR, shareholders receive minimal dividends. Companies also owe customers quality goods and services, safety, and value for their money. Some organizations compromise on quality to save for CSR. It is expected to observe that the money used in CSR activities is still received from the same customer who enjoys it. (Ibid, 124). Ferrel asserts that fundamentally CSR is a self-serving agenda for some organizations and a mere gimmick for

others. Organizations demonstrate social responsibility to the government by fulfilling their commitments related to taxes, licensing, registration, and conducting legal business honestly, among other obligations.

Arli et al.'s (2019) study involving participants from the USA and Australia reveals that corporate hypocrisy and consumer skepticism have a significant impact on the perception of CSR and the company's reputation. (Arli et al., 2019, p. 706) They further stated that "CSR activities that are divided into visible (e.g., directed at customers) and credible (e.g., directed at the community) orientations may have negative consequences, fostering a perception that the organization's CSR motives are self-serving" (Ibid, 2019, p. 708). The general concern is that companies engage in CSR solely for their own benefit, using it merely as a business strategy. (Ibid, 2019, p. 708)

The overarching cry is that companies only act in CSR for their self-interest and can do nothing else but use CSR as a business strategy. The question arises: Is CSR a business strategy or an ethical or moral endeavor?

### **3. Perception of CSR: CSR as a Business Strategy or Moral Endeavor?**

While some authors advocate for firms to engage in social responsibility without seeking rewards, others argue that it is unethical to undertake actions without benefiting from them. These view points often stem from agency theory, which asserts that managers, as agents of stockholders, should prioritize maximizing financial gains to serve their principals. In his article, *The Boundaries of Strategic Corporate Social Responsibility* (2001), Lantos discussed three categories of CSR: ethical, altruistic, and strategic. Ethical CSR (preventing social harm) is mandatory; for publicly-held businesses, Altruistic CSR (engaging in charitable activities at the potential expense of shareholders) is not legitimate, and companies should restrict their philanthropy to strategic CSR (initiatives that benefit both society and business). He concluded that strategic CSR is good for business and society. (Geoffrey P. Lantos 2001, p 2) According to Lantos, CSR should concentrate on two key aspects. They were first, preventing harm and injuries that may arise from business operations—and second, achieving strategic business objectives.

CSR has also been characterized as a mechanism for enhancing corporate reputation and brand image. When Carroll talks about the philanthropic responsibilities of companies, he specifically mentions that philanthropic

responsibility is more discretionary or voluntary for businesses. However, in today's world, companies with the same charitable responsibilities are using it as a tool of business strategy to gain maximum profit.

Geoffrey Lantos suggested three CSR types: ethical, altruistic, and strategic. He contends that ethical CSR is a moral obligation that transcends beyond a business's financial and legal obligations to include its moral obligation to prevent harm or social injury, even if there is no apparent benefit to the business. (Lantos, 2002, p. 206) Consequently, corporations should bear a moral obligation towards individuals or groups who may experience actual or potential harm as a result of their actions. He equates Ethical CSR with Carroll's Philanthropic CSR. (Ibid, 2002, p. 206) Carroll also talks about ethical CSR. Let us first understand Carroll's ethical and Philanthropic CSR. Archie B. Carroll, in his article, 'Carroll's Pyramid of CSR: Taking another Look' (2016), discusses Economic, legal, ethical, and Philanthropic CSR in detail. He argues that Ethical CSR means organizations should adopt activities, norms, standards, and practices that, while not legally mandated, are still expected. A key aspect of this ethical expectation is that businesses should adhere to the "spirit" of the law, not merely follow its literal requirements. (Carroll, 2016, p. 3) One expectation is that businesses should operate fairly and impartially, even in the absence of specific legal requirements or mandates. Ethical responsibilities, therefore, involve activities, standards, policies, and practices that society expects or prohibits, even if they are not formalized in law. These expectations seek to hold businesses accountable and responsive to a broad spectrum of norms, values, principles, and standards, ensuring they respect what consumers, employees, owners, and the community regard as consistent with safeguarding stakeholder's moral rights. Philanthropic responsibilities encompasses all forms of charitable contributions made by businesses. It includes voluntary or discretionary activities that, while not a literal responsibility, are generally expected by the public today. The scope and nature of these philanthropic efforts are at the discretion of the business, driven by a desire to engage in social activities that are not mandated by law or typically required from an ethical standpoint.

According to Henry Mintzberg, in its purest sense, social responsibility is advocated for its inherent value, as it represents the noble way for corporations to conduct themselves. (Mintzberg, 1983, p. 3) The firm anticipates no return from its CSR activities, choosing to be socially responsible simply because it is

the noble way for corporations to act. Mintzberg contended that CSR could only endure and should be practised in its purest and most genuine form—as an ethical stance without expecting returns. For him, CSR involves firms taking actions beyond self-interest and greed to benefit society. Geoff Moore further suggested that using CSR to enhance profitability effectively harnesses virtue in service of greed. According to Moore, ‘the best way of assuring that firms behave in socially responsible ways is by not exploiting, owning, or dehumanizing us or appealing to our baser instincts while meeting the economic ends they are there to serve. (Moore, 2003, p. 43) He posited that there exists a conflict between social and economic pursuits, and by embracing social responsibility, firms aim to mitigate this conflict. Moore advocates for the establishment of a genuinely socially responsible company. He refers to this as ‘the virtuous firm,’ which prioritizes external rewards like profits only to the extent necessary to foster and uphold excellence in business practices. Moore argued that for CSR to be appropriately integrated into business operations, it should not be used to prioritize increased profitability, as doing so would be unethical.

Campbell Jones further argued that Campbell Jones also contended that business ethics would inevitably disrupt the seamless functioning of business. (Derrida, 2017, p. 234) Furthermore, ‘Ethics is valuable to the business in terms of minimizing risk, or at least of the public perception of risk (Ibid, 2017, p. 234). He explains Derrida's "philosophy of giving into business ethics," stating "For a gift to be a gift, there must be no reciprocity, return, exchange, counter gift, or debt". The same philosophy applies to CSR as well; for him, if being socially responsible entails "giving back" to society, once a firm quantifies the returns or strategises the ethics behind its actions, it ceases to embody the essence of true giving. As a business entity, if I contribute to society in any form, I should not expect a return (in business terminology, return is equated with profit). Any business organization must contribute to the betterment of society without any expectations. Therefore, according to Jones' arguments, firms must view CSR as an ethical position rather than to gain strategic advantage to be considered socially responsible.

#### **4. Conclusion**

After all this, what can we conclude? If there is one thing that can be said with certainty, it is that the language and politics of CSR is a messy business.

Meanings are constantly contested while certain corporations and civil society organizations cynically try to appropriate the language of responsibility. Some see CSR as a natural evolution of enlightened business morality, while others see it as a cynical abandonment of ethical pretensions. Some regard CSR as a tool for business against politics, while others see it as a tool for business by and for politics. But, as this history has hopefully shown, there is no simple answer: the politics of CSR are indeed as messy and as important as the politics of business itself.

Whatever the definition, the assumptions behind CSR were that businesses did not have unilateral control over society and that firms had responsibilities towards their communities beyond the profit strivings seen as the only legitimate reason for their existence. The trajectory of CSR today often blurs the distinction between social responsibility and strategic marketing. Some critics have argued that many CSR campaigns are driven more by burning corporate reputations and increasing profit margins than realising social welfare. This calls into question the ethics of the actions undertaken under the banner of CSR. Furthermore, the debate around CSR as a ‘business strategy’ versus CSR as a ‘moral endeavour’ adds another layer of complexity. Though some scholars and practitioners treat it as a strategic tool that can help firms gain a competitive advantage and manage the squeeze of different stakeholders, others argue that CSR should be practiced based on ethical imperatives and social obligations. The polarization of how CSR should be understood and practiced (especially in different contexts) should raise a red flag. Businesses must approach CSR with a critical balance between ethics and strategy, filtering instrumental interests and seeking business interventions that fulfil society’s expectations.

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