

Indexing and Abstracting in Following Databases

1. Bowker: A ProQuest Affiliate



2. Crossref



978-93-91538-60-6

₹ 707, US \$14

Published by
AkiNik Publications,
#169, C-11, Sector - 3, Rohini,
Delhi-110085, India
Toll Free (India): 18001234070



Attribution-NonCommercial-ShareAlike
4.0 International (CC BY-NC-SA 4.0)

Peer Reviewed & Refereed

Research Trends in Management

(Recent Trends Opportunities and Challenge)

Volume - 9

CHIEF EDITOR
DR. K. THRIVENI KUMARI

CO-EDITOR
HEMA SINGLA



AKINIK PUBLICATIONS

Research Trends in Management

(Recent Trends Opportunities and Challenge)

Volume - 9

Chief Editor

Dr. K. Thriveni Kumari

HOD and Professor in MBA Department at Don Bosco Institute of Management Studies and Computer Applications, Bangalore, Karnataka, India

Co-editor

Hema Singla

Assistant Professor, B.M. Institute of Engineering and Technology, Sonipat, Haryana, India

**AkiNik Publications
New Delhi**

Published By: AkiNik Publications

AkiNik Publications

169, C-11, Sector - 3,

Rohini, Delhi-110085, India

Toll Free (India) – 18001234070

Phone No. – 9711224068, 9911215212

Email – akunikbooks@gmail.com

Chief Editor: Dr. K. Thriveni Kumari

The author/publisher has attempted to trace and acknowledge the materials reproduced in this publication and apologize if permission and acknowledgements to publish in this form have not been given. If any material has not been acknowledged please write and let us know so that we may rectify it.

© **AkiNik Publications**

Publication Year: 2021

Pages: 97

ISBN: 978-93-91538-60-6

Book DOI: <https://doi.org/10.22271/ed.book.1345>

Price: ₹ 707/-

Contents

Chapters	Page No.
1. Analisis Faktor-Faktor Yang Menentukan Wisatawan Melakukan Kunjungan Kembali Untuk Mencapai Sustainability Tourism Development <i>(Reni Yuliviona, Elfitra Azliyanti and Evi Susanti Tasri)</i>	01-17
2. Human Resource Information System: A Conceptual Framework <i>(Bikramjit Choudhury)</i>	19-32
3. Corporate Social Responsibility <i>(Dr. Gagandeep Kaur and Dr. R Gopal)</i>	33-49
4. Outlook of Organizational Citizenship Behavior (OCB) on Employees Retention <i>(Shaina Arora and Dr. Bhanupriya Khatri)</i>	51-72
5. Corporate Entrepreneurship <i>(Mahabub Musa Garba)</i>	73-88
6. Social Media: A Tool of Empowerment for Homemakers <i>(Sonali Sharma)</i>	89-97

Chapter - 1
Analisis Faktor-Faktor Yang Menentukan
Wisatawan Melakukan Kunjungan Kembali
Untuk Mencapai Sustainability Tourism
Development

Authors

Reni Yuliviona

Universitas Bung Hatta, Padang, Indonesia

Elfitra Azliyanti

Universitas Bung Hatta, Padang, Indonesia

Evi Susanti Tasri

Universitas Bung Hatta, Padang, Indonesia

Chapter - 1

Analisis Faktor-Faktor Yang Menentukan Wisatawan Melakukan Kunjungan Kembali Untuk Mencapai Sustainability Tourism Development

Reni Yuliviona, Elfitra Azliyanti and Evi Susanti Tasri

Abstract

The aims of this study was to analysis the determined of tourist to revisit intention to Gondorih beach which is located in West Sumatra Indonesia. Local tourist is the respondents of this study. The park attracts huge numbers of local visitors in public holidays. Purposive sample method was used to collect primary data where 100 questionnaires were distributed among respondents. The obtained data was analyzed through descriptive Analysis Technique and The Factor-Analysis model. The study findings indicated that nice view, unique destination, friendly, peaceful and cleaning are the top attraction influencing factors among visitors of Lawang Park. Beside religious freedom, availability of worshipping area; proper guidance to the visitors, cheap souvenirs and easy access to the public transportation are the concerning factors to the growing tourist to the Lawang park. The study findings indicated that visitors are well satisfied over the management and community.

Keyword: analisis factor, wisatawan, sustainability tourism development, kunjungan kembali

1.1 Latar belakang

Pariwisata berkelanjutan merupakan pariwisata yang mengundang semua pihak terutama anggota masyarakat untuk mengelola sumber daya dengan cara memenuhi kebutuhan ekonomi, sosial, dan estetika sambil memastikan keberlanjutan budaya lokal, habitat alam, keanekaragaman hayati, dan sistem pendukung penting lainnya. Destinasi wisata berkelanjutan tak hanya dapat menjaga lingkungan, sosial dan budaya, serta memberi dampak ekonomi lokal tetapi juga dampak ekonomi yang lebih besar, untuk nasional (Subadra and Nadra 2006). Industri pariwisata Indonesia menempati urutan ketiga sebagai penyumbang devisa Negara

terbesar setelah minyak bumi, gas dan ekspor manufaktur. Keberlanjutan destinasi wisata akan meningkatkan pendapatan masyarakat yang berada di sekitar objek wisata pada khususnya adan daerah pada umumnya (Mathew and Sreejesh, 2017) Selain itu, pariwisata juga mampu menghidupkan perekonomian masyarakat, baik dalam sektor jasa maupun industri barang-barang kerajinan (Pemeriksa and Republik 2016).

Sumatera Barat merupakan Provinsi yang berada di bagian barat tengah pulau Sumatera, memiliki dataran rendah di pantai barat, serta dataran tinggi vulkanik yang dibentuk oleh Bukit Barisan yang membentang dari barat laut ke tenggara. Garis pantai provinsi ini seluruhnya bersentuhan dengan Samudera Hindia sepanjang 375 km (https://id.wikipedia.org/wiki/Samudra_Hindia2019). Wisata alam dan budaya merupakan daya tarik wisatawan untuk berkunjung ke Provinsi ini. Destinasi wisata yang berkelanjutan perlu dioptimalkan untuk meningkatkan pendapatan daerah, salah satunya dengan meningkatkan kepuasan wisatawan sehingga dengan mengenali factor-factor apa saja yang menyebabkan wisatawan untuk memutuskan melakukan kunjungan kembali demikian akan timbul niat kunjung ulang wisatawan (Baker and Crompton 2000).

Tabel 1: Data Kunjungan Wisatawan Mancanegara dan Wisatawan Nusantara ke Sumatera Barat

Januari 2017-Desember 2019

Tahun	Nusantara	M mancanegara	Jumlah
2019	10852	5180	16032
2018	13814	4801	18615
2017	12978	8568	21546

Sumber: Badan Pusat Statistik Sumatera Barat tahun 2019

Berdasarkan pada tabel 1 yang di peroleh dari Badan Pusat Statistik Sumatera Barat tahun 2019. Jumlah wisatawan nusantara (wisnu) yang berkunjung ke Sumatera Barat melalui Bandara Internasional Minangkabau (BIM) bulan Desember 2019 mencapai 10852 orang mengalami penurunan 13,73% dibandingkan dengan bulan Desember 2018 dan bulan Desember 2017 juga mengalami penurunan 12,89%. Jumlah wisatawan mancanegara (wisman) yang berkunjung ke Sumatera Barat melalui Bandara Internasional Minangkabau (BIM) bulan Desember 2019 mencapai 5.180 orang, mengalami kenaikan sebesar 7,89% dibandingkan dengan bulan Desember 2018 dan terjadi lonjatan yang cukup signifikan pada tahun 2017. Seiring berkembangnya waktu, pariwisata memberikan sendiri tingkat kepuasan terhadap wisatawan sehingga akan timbul niat kunjung ulang wisatawan,

maka dari itu di perlukan tingkat pengukuran faktor-faktor yang menentukan wisatawan untuk berkunjung kembali sehingga pariwisata yang berkelanjutan dapat terjadi.

Salah satu Kota yang terdapat di Provinsi Sumatera Barat adalah Kota Pariaman. Kota Pariaman memiliki wilayah pesisir dan laut, luas wilayah darat keseluruhan 73,36km dan luas lautan 282,69 km² dengan 6 buah pulau-pulau kecil. Secara lokasi, wilayah Kota Pariaman ini diapit oleh Kabupaten Padang Pariaman dan Samudera Indonesia sehingga mempunyai kedudukan strategis, baik dari segi ekonomi maupun sosial budaya, dan juga diperkuat oleh dukungan aksesibilitas terhadap Kabupaten Padang Pariaman yang nantinya akanmendorong akselerasi peningkatan status perekonomian masyarakat Kota Pariaman yang akan datang. Letak geografis ini menjadikan pariwisata sebagai salah satu penyumbang dan fokus bagi pemerintah daerah saat ini. Hal ini tertuang dalam Visi Kota Pariaman yaitu mewujudkan kota yang menjadi kota tujuan wisata budaya islam dengan pengembangan program kota hijau.

1.2 Tinjauan pustaka

Niat berkunjung kembali wisatawan

Konsep niat mengunjungi kembali berasal dari niat perilaku. (Oliver, 1997) dalam (Bintarti and Kurniawan 2017) mendefinisikan niat perilaku diantaranya, niat membeli kembali dan *word of mouth* sebagai "situasi di mana segala sesuatu terhubung dalam suatu perilaku. Dari segi pariwisata, niat berperilaku adalah niat dari para pengunjung untuk mengunjungi kembali tempat wisata tersebut dalam setahun dan niatnya untuk sering berkunjung ke daerah tersebut (Baker and Crompton 2000). Faktor lain yang terlibat dalam evaluasi niat perilaku termasuk keinginan untuk merekomendasikan kepada orang lain dari mulut ke mulut. Niat mengunjungi kembali pengunjung ke tujuan wisata tertentu dapat dipengaruhi oleh atribut yang ada di daerah wisata itu sendiri, seperti upaya promosi dan berita yang menyebar tentang atraksi baru di daerah tujuan wisata tersebut.

Salah satu faktor terpenting yang mempengaruhi niat mengunjungi kembali dari pelanggan adalah kepuasan (Bigne *et al.*, 2001; Bowen, 2001; Kozak, 2001; Kozak dan Rimmington, 2000; Oh, 1999) dalam (Bintarti and Kurniawan 2017). Memuaskan pelanggan sangat penting karena memang begitu berdampak pada harapan dan niat pelanggan untuk mengunjungi kembali tempat wisata. (Baker and Crompton 2000) menunjukkan bahwa kepuasan memiliki dampak pada niat mengunjungi kembali.

Niat berkunjung kembali merupakan tindakan positif wisatawan sebagai respon setelah mengunjungi tempat tertentu yang dapat menimbulkan niat untuk mengunjungi kembali tempat tersebut (Anas, Sudarmiatin and Syihabudhin 2018). Niat berkunjung kembali merupakan efek positif yang mungkin dihasilkan dengan terciptanya citra destinasi yang baik, artinya harapan dan minat pengunjung terhadap tempat tersebut terpenuhi serta memberikan kepuasan dan niat untuk berkunjung kembali. Adapun yang dimaksud dengan niat adalah penilaian wisatawan yang berkaitan dengan kesesuaian untuk berkunjung kembali ke tempat yang sama atau wisatawan yang bersedia merekomendasikan tempat tujuan tersebut kepada orang lain. Menurut (Liu and Lee 2016) ada dua indikator yang dapat membentuk variabel niat berkunjung kembali yaitu: berkunjung dan merekomendasikan tempat.

Emosi positif atau negatif yang didapat konsumen merupakan hasil dari layanan yang mereka dapatkan dan perolehan dari jasa yang diterima. Hal ini mempengaruhi sikap konsumen terhadap produk atau layanan jasa tersebut. Memberikan komentar positif tentang produk atau jasa yang diterima, menyarankan hal tersebut kepada orang lain, menjadi pelanggan setia dari bisnis dengan melakukan perilaku mengunjungi kembali, membeli lebih banyak layanan dari bisnis dan setuju untuk membayar lebih adalah kemungkinan hasil niat perilaku positif konsumen. Membuat komentar negatif tentang bisnis, mengeluh tentang layanan yang diterima, tidak mau mengulangi lagi berkunjung ke penyedia produk atau jasa merupakan kemungkinan hasil dari niat perilaku negatif konsumen (Cakici, Akgunduz, and Yildirim 2019).

Konsep niat perilaku mewujudkan beberapa perilaku yang ditunjukkan oleh konsumen sebagai hasil evaluasi punjajual dan pengaruhnya cukup penting bagi sebuah bisnis. Selama beberapa dekade terakhir, niat mengunjungi kembali telah dipelajari secara luas dalam literatur pariwisata. Niat berperilaku seperti niat mengunjungi kembali bisa menjadi wakil yang baik untuk perilaku di masa depan. Jadi, jika niat perilaku bisa cukup diukur, kemudian perilaku wisatawan di masa depan dapat diukur diprediksi secara efektif. (Lin 2013). (Baker and Crompton 2000) mendefinisikan niat berkunjung kembali sebagai kemungkinan turis untuk mengulangi aktivitas atau mengunjungi kembali fasilitas/tujuan.

Ada banyak faktor yang mempengaruhi niat berkunjung kembali wisatawan. Pada penelitian ini menguji enam belas faktor yang mempengaruhi niat berkunjung kembali wisatawan. Keenambelas faktor ini akan diuji dan dilihat pengelompokannya sehingga dapat diketahui faktor yang mendukung pengembangan pariwisata yang berkelanjutan.

1.3 Metode penelitian

Metodologi pada penelitian ini menggunakan analisis faktor dengan metode PCA (*Principal Component Analysis*) yang mereduksi dan mengelompokkan data dan pada akhirnya dapat menginterpretasikan data. Responden pada penelitian ini adalah wisatawan domestik yang melakukan kunjungan wisata pada Pantai Gondariah Pariaman di era new normal ini pada bulan Juli 2020. Jumlah respondent pada penelitian ini adalah sebanyak Pengujian 100 orang wisatawan dengan metode *purposive sampling method*.

1.3.1 Responden

Tabel 2: Gambaran Umum Responden

Keterangan	Jumlah (orang)	Persentase (%)
Umur		
16 th - 25 th	55	55
26 th - 35 th	30	30
36 th >	15	15
Jumlah	100	100
Tempat Tinggal		
Padang	11	11
Pariaman	89	89
Luar Pariaman	0	0
Jumlah	100	100
Jenis Kelamin		
Laki-Laki	46	46
Perempuan	54	54
Jumlah	100	100
Pendidikan		
SD	3	3
SMP	15	15
SMA	58	58
D3	8	8
S1	14	14
Lainnya	2	2
Jumlah	100	100
Sumber Informasi		
Koran/Majalah	1	1
Teman/Saudara	78	78
Internet	14	14
Televisi/Radio	2	2
Brosur/Leaflet	1	1

Lainnya	4	4
Jumlah	100	100
Jumlah Kunjungan		
1x	40	40
2x	32	32
3x-4x	8	8
5x >	20	20
Jumlah	100	100
Lama Kunjungan		
1-2 Jam	14	14
2-4 Jam	38	38
4-6 Jam	30	30
6 jam >	18	18
Jumlah	100	100
Tingkat Kepuasan		
Ya	92	92
Tidak	8	8
Jumlah	100	100

Sumber: Tabulasi data (2020)

1.4 Analisis data dan pembahasan

1.4.1 Analisis faktor

Alasan digunakan analisis faktor dalam penelitian ini bertujuan untuk menentukan faktor-faktor apa saja yang melatarbelakangi masyarakat berkunjung ke daerah wisata Kota Pariaman, untuk melakukan analisis faktor maka tahap-tahap yang dilakukan untuk melakukan pengujian tersebut sebagai berikut:

1.4.1.1 Uji Independensi variabel dalam matrik korelasi

Dalam pemeriksaan asumsi kecukupan sampel dan korelasi antar variabel, berdasarkan hasil pengujian data melalui bantuan program SPSS ditemukan hasil sebagai berikut:

Tabel 3: Uji Independensi Variabel dalam Matrik Korelasi

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.850
Bartlett's Test of Sphericity	Approx. Chi-Square	1.155E3
	df	120
	Sig.	.000

Sumber: Analisis Data (2020)

Cara melihat kecukupan jumlah sampel adalah dengan melihat nilai Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO-MSA), apabila besar dari 0,5 maka secara keseluruhan jumlah sampel sudah mencukupi. Dari hasil olahan data terlihat bahwa nilai KMO-MSA adalah 0,850. ini berarti 0,850 besar dari 0,5. Artinya Asumsi kecukupan sampel sudah terpenuhi. Untuk melihat korelasi antar variabel yang cukup kuat adalah dengan melihat nilai signifikansi Barlett's Test of Sphericity, apabila nilainya kecil dari 0,05 maka secara keseluruhan korelasi antar variabel cukup kuat. Dari hasil olahan data terlihat bahwa nilai Barlett's Test of Sphericity adalah 1.155E3 dan sig. 0,000. Ini berarti 0,000 lebih kecil dari 0,05. Artinya Asumsi korelasi antar variabel cukup kuat sudah terpenuhi.

Menguji kedekatan antar variabel digunakan Measures of Sampling Adequacy (MSA), dimana nilai besar dari 0,5 berarti hubungan antar variabel sangat kuat, sedangkan apabila nilai MSA kecil dari 0,5 hubungan antar variabel tidak kuat atau harus diulang. Untuk melihat besar korelasi parsial, korelasi antara suatu variabel dengan dirinya sendiri harus kuat, sementara dengan variabel lain, justru harus kecil (Anti Image Correlation). Dari hasil olahan data (lampiran Anti-image matrices) terlihat bahwa tidak satupun korelasi kecil dari 0,5, maka analisis dapat dilanjutkan.

1.4.1.2 Ekstraksi faktor

Penentuan atau pemilihan teknik analisa faktor yang akan digunakan berdasarkan pada kemampuan teknik tersebut dalam menjelaskan data yang ada serta tingkat keakuratan model analisis, dalam penelitian ini dipilih model PCA (Principal Component Analysis) yang dikenal dapat memberikan nilai presentase kumulatif yang lebih akurat dibandingkan dengan menggunakan teknik yang lain. Dengan teknik PCA (lampiran Total Variance Explained) dapat diketahui bahwa nilai kumulatif persentase varian sebesar 74,889%. Hal ini menjelaskan bahwa teknik cukup tepat untuk menjelaskan data sebesar 74,89%. sedangkan sisanya 25,11% tidak mampu dijelaskan teknik ini. Dengan demikian nilai masih dipandang sudah mewakili dalam menjelaskan fenomena data yang ada karena nilainya sudah berada di atas 50%.

1.4.1.3 Analisis total variance

Factoring (Total Variance Explained) digunakan untuk melihat berapa jumlah faktor yang optimal dalam menjelaskan varians ke 16 item, dan Eigenvalues untuk menunjukkan kepentingan relatif masing-masing faktor dalam menghitung varians ke 16 item yang dianalisis. Susunan Eigenvalues selalu diurutkan dari yang besar sampai kecil. Jumlah angka Eigenvalues

untuk ke 16 item adalah sama dengan, jumlah total varians ke 16 item. Angka Eigenvalues < 1 tidak digunakan dalam menghitung jumlah faktor yang terbentuk. Setelah dilakukan analisis dengan menggunakan analisa faktor dengan bantuan program SPSS ternyata dari 16 item atribut yang digunakan untuk mengetahui faktor-faktor yang melatarbelakangi masyarakat berkunjung ke daerah wisata Kota Pariaman, dari hasil pengujian data terlihat bahwa item-item tersebut dapat disederhanakan menjadi 4 faktor utama. Hal ini didasarkan dari nilai Total Variance yang dihasilkan dari 4 faktor tersebut lebih tinggi dari nilai yang dihasilkan faktor lainnya yaitu angka Eigenvalues > 1 seperti yang terlihat pada tabel 4.4 berikut ini:

Tabel 4: Penentuan Jumlah Faktor

Komponen	Total	Variance %	Cumulative
Faktor 1	8,029	50,181	50,181
Faktor 2	1,678	10,490	60,671
Faktor 3	1,233	7,707	68,378
Faktor 4	1,041	6,507	74,884

Sumber: Analisis Data (2020)

Berdasarkan hasil pengolahan data lewat batuan program SPSS seperti yang terlihat pada tabel 43 dimana faktor pertama memiliki total Eigenvalues 8,029 dan persentase nilai variance sebesar 50,181%. Pada faktor kedua memiliki nilai total Eigenvalues sebesar 1,678 dan persentase nilai variance sebesar 10,490%. Faktor ketiga memiliki total Eigenvalues 1,233 dan persentase nilai variance sebesar 7,707% dan faktor keempat memiliki total Eigenvalues 1,041 dan persentase nilai variance sebesar 6,507%.

1.4.2 Faktor matriks

Faktor matriks adalah hasil analisis faktor sebelum dirotasi. Faktor matriks berisi koefisien-koefisien faktor (faktor loading) yang dipakai untuk menyatakan variabel-variabel baku dari faktor tersebut. Koefisien faktor (faktor loading) yang memiliki nilai absolute lebih besar dari 0,5 menunjukkan bahwa antara faktor dengan variabel menunjukkan korelasi yang tinggi, dimana berdasarkan hasil penelitian ini faktor matrik yang berhasil dihasilkan terlihat pada tabel 4.4 berikut ini.

Tabel 5: Hasil Analisis Faktor Matriks

Faktor	Item	Nilai Loading	
Faktor 1	Item 2	Objek wisata yang unik	0,694
	Item 3	Keramahan masyarakat sekitar	0,730
	Item 4	Ketenangan berwisata	0,672

	Item 5	Berlimpahnya jumlah wisatawan	0,668
	Item 6	Kenyamanan dalam berwisata	0,658
	Item 7	Lokasi wisata yang bersih	0,760
	Item 9	Harga souvenir yang ditawarkan terjangkau	
Faktor 2	Item 8	Aksesibilitas lokasi	0,683
	Item 10	Tersedianya pemandu wisata	0,758
	Item 11	Tingkat keamanan yang baik	0,738
	Item 12	Angkutan umum yang menuju lokasi tersedia setiap saat	0,684
	Item 16	Tersedianya tempat parkir yang cukup dan aman	0,671
Faktor 3	Item 13	Tersedianya fasilitas restaurant dan rumah makan yang bersih	0,864
	Item 14	Tersedianya penginapan yang bersih	0,738
	Item 15	Tersedianya tempat ibadah yang cukup	0,609
Faktor 4	Item 1	Pemandangan yang indah	0,872

Sumber: Analisis Data (2020)

Dari hasil olahan data terlihat bahwa ke 16 item dapat dikelompokkan ke dalam 4 komponen atau faktor karena memiliki loading faktor $> 0,5$, dimana untuk komponen atau faktor 1 terdiri dari item 2, 3, 4, 5, 6, 7, dan 9, kemudian komponen atau faktor 2 terdiri dari item 8, 10, 11, 12, dan 16, selanjutnya komponen atau faktor 3 terdiri dari item 13, 14, dan 15, sedangkan untuk komponen atau faktor 4 terdiri dari 1.

Sedangkan untuk memperoleh struktur data yang sederhana dimana masing-masing faktor dapat menjelaskan variabel-variabel baku dari setiap faktor maka perlu dilakukan rotasi faktor varimax melalui iterasi convergent sebanyak 5 kali. Berdasarkan hasil yang ditemukan dari hasil rotasi dengan melihat *Rotated Component Matrix*, maka seluruh variabel sudah jelas ke komponen/faktor mana variabel tersebut masuk. Dari hasil rotasi matrik dapat dilihat pada tabel berikut ini:

Tabel 6: Rotasi Matriks

Faktor	Item	Factor	Nilai Loading
Faktor 1	Item 2	Kenyamanan	0,694
	Item 3		0,730
	Item 4		0,672
	Item 5		0,668
	Item 6		0,658
	Item 7		0,760
	Item 9		

	Item 9	Harga souvenir yang ditawarkan terjangkau		
Faktor 2	Item 8	Aksesibilitas lokasi	Sarana dan prasarana	0,683
	Item 10	Tersedianya pemandu wisata		0,758
	Item 11	Tingkat keamanan yang baik		0,738
	Item 12	Angkutan umum yang menuju lokasi tersedia setiap saat		0,684
	Item 16	Tersedianya tempat parkir yang cukup dan aman		0,671
Faktor 3	Item 13	Tersedianya fasilitas restaurant dan rumah makan yang bersih	Infrastruktur	0,864
	Item 14	Tersedianya penginapan yang bersih		0,738
	Item 15	Tersedianya tempat ibadah yang cukup		0,609
Faktor 4	Item 1	Pemandangan yang indah	Pemandangan	0,872

Sumber: Analisis Data (2020)

1.4.3 Interpretasi faktor

Berdasarkan hasil rotasi faktor pada tabel 4.5 terlihat ada 16 variabel / item yang memiliki nilai loading diatas 0,5 yang dikombinasikan ke dalam 4 faktor dengan total variance 62,797%. Pada dasarnya faktor loading mengidentifikasi korelasi antara variabel dengan nilai faktor yang dibentuk dimana interpretasi dari 4 faktor yang berhasil diperoleh di atas adalah sebagai berikut:

1. Faktor 1

Berdasarkan hasil pengujian analisis faktor dengan bantuan program SPSS terlihat dari persentase varian sebesar 50,181% lebih besar jika dibandingkan dengan faktor kedua dan ketiga. Hal membuktikan bahwa faktor-faktor yang mendukung faktor pertama ini adalah faktor-faktor yang sangat dominan dalam melatarbelakangi masyarakat berkunjung ke objek wisata Kota Pariaman. Faktor pertama yang di dukung oleh 7 item yang meliputi objek wisata yang unik, keramahan masyarakat sekitar, ketenangan berwisata, berlimpahan jumlah wisatawan, kenyamanan dalam berwisata, lokais wisata yang bersih, dan harga souvenir yang ditawarkan terjangkau. Dari ke 7 item yang tergabung dalam faktor satu ini memiliki range loading antara 0,658 hingga 0,760 artinya korelasi antara variabel dengan faktor tersebut berkisar antara 65,8 hingga 76%. Korelasi tertinggi pada variabel loasi wisata yang bersih sebesar 76% sedangkan korelasi terendah adalah variabel kenyamanan dalam berwisata sebesar 58,2%. Faktor loading mengindikasikan bahwa item lokasi wisata yang bersih dapat dipilih sebagai *surrogate item* (wakil dari faktor tersebut apabila dilanjutkan ke analisa multivariate).

2. Faktor 2

Selain ke 6 item tersebut masih terdapat lima faktor lagi yang melatarbelakangi masyarakat berkunjung ke objek wisata Kota Pariaman. Faktor Kedua tersebut dapat terlihat dari persentase varian sebesar 10,490% yang didukung oleh aksesibilitas lokasi, tersedianya pemandu wisata, tingkat keamanan yang baik, angkutan umum yang menuju lokasi tersedia setiap saat, dan tersedianya tempat parkir yang cukup dan aman. lima item yang ada dalam faktor dua ini memiliki range loading antara 0,507 hingga 0,758 artinya korelasi antara variabel dengan faktor tersebut berkisar antara 50,7 hingga 75,8%. Faktor loading mengindikasikan bahwa item tersedianya pemandu wisata dapat dipilih sebagai surrogate item (wakil dari faktor tersebut apabila dilanjutkan ke analisa multivariate).

3. Faktor 3

Faktor ke tiga yang melatarbelakangi masyarakat berkunjung ke objek wisata Kota Pariaman terlihat dari persentase varian sebesar 7,707% yang didukung oleh tersedianya fasilitas restoran dan rumah makan yang bersih, tersedianya penginapan yang bersih, dan tersedianya tempat ibadah yang cukup yang memiliki range loading 0,609 hingga 0,864 artinya korelasi antarvariabel dengan faktor tersebut berkisar antara 60,9 hingga 86,4%. artinya korelasi antara item tersedianya fasilitas restoran dan rumah makan yang bersih dengan faktor ke tiga adalah 86,4%. Hal ini mengindikasikan bahwa item tersedianya fasilitas restoran dan rumah makan yang bersih dapat dipilih sebagai surrogate item (wakil dari faktor tersebut apabila dilanjutkan ke analisa multivariate).

4. Faktor 4

Faktor ke empat yang melatarbelakangi masyarakat berkunjung ke objek wisata Kota Bukittinggi terlihat dari persentase varian sebesar 6,507% yang didukung oleh item pemandangan yang indah yang memiliki loading 0,872. Artinya korelasi antara variabel dengan faktor tersebut sebesar 87,2%. Hal ini mengindikasikan bahwa item pemandangan yang indah dapat dipilih sebagai surrogate item (wakil dari faktor tersebut apabila dilanjutkan ke analisa multivariate).

Tabel 7: Faktor yang Mempengaruhi Niat Berkunjung Kembali Wisatawan

Faktor	Item		Faktor
Faktor 1	Item 2	Objek wisata yang unik	Kenyamanan
	Item 3	Keramahan masyarakat sekitar	
	Item 4	Ketenangan berwisata	

	Item 5	Berlimpahnya jumlah wisatawan	
	Item 6	Kenyamanan dalam berwisata	
	Item 7	Lokasi wisata yang bersih	
	Item 9	Harga souvenir yang ditawarkan terjangkau	
Faktor 2	Item 8	Aksesibilitas lokasi	Sarana dan prasarana
	Item 10	Tersedianya pemandu wisata	
	Item 11	Tingkat keamanan yang baik	
	Item 12	Angkutan umum yang menuju lokasi tersedia setiap saat	
	Item 16	Tersedianya tempat parkir yang cukup dan aman	
Faktor 3	Item 13	Tersedianya fasilitas restaurant dan rumah makan yang bersih	Infrastruktur
	Item 14	Tersedianya penginapan yang bersih	
	Item 15	Tersedianya tempat ibadah yang cukup	
Faktor 4	Item 1	Pemandangan yang indah	Pemandangan

Sumber: Data diolah 2020

Dari tabel 4.5 dapat disimpulkan bahwa seluruh item yang berjumlah 16 item yang digunakan tercakup ke dalam 4 faktor. Ini menunjukkan bahwa tersebut merupakan faktor utama yang melatar belakangi masyarakat berkunjung ke objek wisata Kota Pariaman.

1.5 Pembahasan

Ada empat faktor yang dipertimbangkan masyarakat berkunjung ke objek wisata Kota Pariaman. Faktor pertama adalah kenyamanan yang meliputi objek wisata yang unik, keramahan masyarakat sekitar, ketenangan berwisata, berlimpahan jumlah wisatawan, kenyamanan dalam berwisata, lokais wisata yang bersih, dan harga souvenir yang ditawarkan terjangkau.

Faktor kedua adalah sarana dan prasarana yang didukung oleh item aksesibilitas lokasi, tersedianya pemandu wisata, tingkat keamanan yang baik, angkutan umum yang menuju lokasi tersedia setiap saat, dan tersedianya tempat parkir yang cukup dan aman. Hal ini merupakan strategi yang dilakukan pemerintah untuk menarik minat masyarakat berkunjung ke objek wisata Kota Pariaman.

Faktor ketiga yang mempengaruhi keinginan masyarakat berkunjung ke objek wisata Kota Pariaman adalah infrastruktur yang meliputi tersedianya fasilitas restoran dan rumah makan yang bersih, tersedianya penginapan yang bersih, dan tersedianya tempat ibadah yang cukup yang dapat menarik masyarakat berkunjung ke objek wisata Kota Pariaman.

Faktor keempat adalah pemandangan yang meliputi pemandangan yang indah yang membuat wisatawan betah berada di Kota Pariaman.

Metodologi pada penelitian ini menggunakan analisis faktor dengan metode PCA (*Principal Component Analysis*) yang mereduksi dan mengelompokkan data dan pada akhirnya kita dapat menginterpretasikan data tersebut.

Hasil pengolahan analisis factor pada tabel 2 memperlihatkan hasil pengolahan data terhadap 100 orang responden wisatawan yang berkunjung ke kota Pariaman. Pengolahan data menggunakan analisis faktor dengan metode PCA (*Principal Component Analysis*) dan dapat disimpulkan bahwa seluruh pertanyaan yang berjumlah 16 item yang digunakan tercakup ke dalam 4 faktor. Keempat faktor iniyaitu kenyamanan, sarana dan prasarana, infrastruktur serta pemandangan merupakan faktor utama yang melatar belakangi wisatawan ingin berkunjung kembali ke objek wisata Kota Pariaman.

Faktor pertama adalah kenyamanan meliputi objek wisata yang unik, keramahan masyarakat sekitar, ketenangan berwisata, berlimpahan jumlah wisatawan, kenyamanan dalam berwisata, lokais wisata yang bersih, dan harga souvenir yang ditawarkan terjangkau. Faktor kedua sarana dan prasarana yang didukung oleh item aksesibilitas lokasi, tersedianya pemandu wisata, tingkat keamanan yang baik, angkutan umum yang menuju lokasi tersedia setiap saat, dan tersedianya tempat parkir yang cukup dan aman. Hal ini merupakan strategi yang dilakukan pemerintah untuk menarik minat masyarakat berkunjung ke objek wisata Kota Pariaman.

Faktor ketiga yang mempengaruhi keinginan masyarakat berkunjung ke objek wisata Kota Pariaman adalah infrastruktur yang meliputi tersedianya fasilitas restoran dan rumah makan yang bersih, tersedianya penginapan yang bersih, dan tersedianya tempat ibadah yang cukup yang dapat menarik masyarakat berkunjung ke objek wisata Kota Pariaman. Faktor keempat adalah pemandangan yang meliputi pemandangan yang indah yang membuat wisatawan betah berada di Kota Pariaman.

1.6 Kesimpulan dan saran

1.6.1 Kesimpulan

Terbentuk empat faktor yang mempengaruhi niat berkunjung kembali wisatawan yaitu pertama faktor kenyamanan yang terdiri dari item objek wisata yang unik, keramahan masyarakat sekitar, ketenangan berwisata, berlimpahnya jumlah wisatawan, kenyamanan dalam berwisata, lokasi wisata yang bersih dan harga souvenir yang ditawarkan terjangkau. Faktor kedua yaitu sarana dan prasarana yang terdiri dari item aksesibilitas lokasi, tersedianya pemandu wisata, tingkat keamanan yang baik, angkutan umum

yang menuju lokasi tersedia setiap saat serta tersedianya tempat parkir yang cukup dan aman. Faktor ketiga adalah infrastruktur yang terdiri dari tersedianya fasilitas restaurant dan rumah makan yang bersih, tersedianya penginapan yang bersih serta tersedianya tempat ibadah yang cukup. Sementara Faktor terakhir adalah pemandangan yang terdiri dari pemandangan yang indah.

1.6.2 Saran

Saran yang dapat diberikan dari hasil penelitian ini adalah, untuk meningkatkan niat wisatawan berkunjung kembali di Pantai Gondorih adalah dengan meningkatkan aspek kenyamanan seperti menciptakan ketenangan ketika berwisata dan menjaga kebersihan daerah sekitar pantai. Pada sarana dan prasarana dapat meningkatkan aksesibilitas ke daerah wisata, disediakan pemandu wisata dan tempat parkir yang luas dan aman. Pada infrastruktur diharapkan dapat menambah jumlah penginapan, restoran dan tempat ibadah yang lebih banyak dan layak bagi wisatawan. Serta yang terakhir dapat memastikan pemandangan selalu terjaga baik di sekitar Pantai.

References

1. Baker Dwayne A, John L Crompton. Quality, Satisfaction and Behavioral Intentions. *Annals of Tourism Research*. 2000; 27(3):785-804.
2. https://id.wikipedia.org/wiki/Samudra_Hindia. “Samudra Hindia- Wikipedia Bahasa Indonesia, Ensiklopedia Bebas”, 2019.
3. Mathew Paul V, Sreejesh S. Impact of Responsible Tourism on Destination Sustainability and Quality of Life of Community in Tourism Destinations. *Journal of Hospitality and Tourism Management*. 2017; 31:83-89.
4. Pemeriksa Badan, Keuangan Republik. Kementerian Pariwisata Tahun, 2016, 31.
5. Subadra, Nengah I, Nyoman Mastini Nadra. Dampak Ekonomi, Sosialbudaya, Dan Lingkungan Pengembangan Desa Wisata Di Jatiluwih-Tabanan. *Manajemen Pariwisata*. 2006; 5(1):46-64.
6. Baker Dwayne A, John L Crompton. Quality, Satisfaction and Behavioral Intentions. *Annals of Tourism Research*. 2000; 27(3):785-804.
7. Bintarti Surya, Ergo Nurpatria Kurniawan. A Study of Revisit Intention: Experiential Quality and Image of Muara Beting Tourism Site in Bekasi District. *European Research Studies Journal*. 2017; 20(2):521-37.

8. Cakici A Celil, Yilmaz Akgunduz, Oya Yildirim. The Impact of Perceived Price Justice and Satisfaction on Loyalty: The Mediating Effect of Revisit Intention. *Tourism Review*. 2019; 74(3):443-62.
9. https://id.wikipedia.org/wiki/Samudra_Hindia. Samudra Hindia- Wikipedia Bahasa Indonesia, Ensiklopedia Bebas, 2019.
10. Lin, Chung Hsien. Determinants of Revisit Intention to a Hot Springs Destination: Evidence from Taiwan. *Asia Pacific Journal of Tourism Research*. 2013; 18(3):183-204.
11. Mathew Paul V, Sreejesh S. Impact of Responsible Tourism on Destination Sustainability and Quality of Life of Community in Tourism Destinations. *Journal of Hospitality and Tourism Management*. 2017; 31:83-89.
12. Pemeriksa Badan, Keuangan Republik. Kementerian Pariwisata Tahun, 2016, 31.
13. Subadra, Nengah I, Nyoman Mastini Nadra. Dampak Ekonomi, Sosialbudaya, Dan Lingkungan Pengembangan Desa Wisata Di Jatiluwih-Tabanan. *Manajemen Pariwisata*. 2006; 5(1):46-64.

Chapter - 2
**Human Resource Information System: A
Conceptual Framework**

Author

Bikramjit Choudhury

Assistant Professor, Department of Commerce, Karimganj
College, Karimganj, Assam, India

Chapter - 2

Human Resource Information System: A Conceptual Framework

Bikramjit Choudhury

Abstract

Technology has shaped the human life better than ever. Invention of computers has given impetus to human growth and has modernised human civilisation. This is primarily because of the fact that computers are being used in each and every aspect of our life and managerial decision making is one such area of its application. In management, the introduction of Management Information System (MIS) has made it easy for the modern-day managers to solve complicated managerial problems. One of the types of MIS useful in HR record keeping and decision making is Human Resource Information (HRIS). This HRIS has made it easy for the HR managers to store, analyse, to retrieve and to disseminate information concerning human resources of an organisation. This HRIS is thus used as an important tool for HR decision making. Therefore, through this chapter an attempt is being made to study the various aspects of HRIS with respect to its meaning, development, objective, benefits, application, its functions, design, etc. Finally, this chapter gives glimpse about computerised HRIS, lists out various HRIS software to be installed to enable the HRIS in an organisation and certain limitations associated with the operation of HRIS.

Keywords: MIS, HRIS, information, decision, HR manager, HR software HR record keeping

Introduction

Changes are inevitable and an organisation is not an exception to this truth. These changes bring complexities which must be encountered for survival and growth. Modern technological world is bringing so many changes in every aspect of our lives and Human Resource Management is also influenced by it. Those days are gone when decisions about the future could be based on guesswork and gut feeling. Now we need to collect concrete information in order to make future events more manageable than

before. Information is the key to decision making and makes the decision maker/manager resourceful. Thus information is now regarded as one of the vital resources of a successful organisation. Moreover, the human resource professionals need considerable amount of data and information about human resources of an organization to study the HR aspects of it and also to solve HR problems. Earlier the system of HR record keeping is not suitable for fulfilling the demands for a lot of information about people and jobs. Therefore a comprehensive data system becomes necessary to fulfill the HR informational needs of an organisation. This gives rise to the evolution of Human Resource Information System (HRIS).

Meaning and Definition

Human Resource Information System (HRIS) is a computerised, integrated system designed to acquire, store, maintain, analyse, retrieve, and distribute Human Resource information concerning an organisation's human resources.

Human Resource Information System is primarily responsible for acquisition, developing, compensating and maintaining the firm's workforce. Human resource information system supports activities such as identifying potential employees, maintaining complete records on existing employees, and creating programs to develop employees' talents and skills ^[1].

According to Hendrickson, "HRIS can be briefly defined as integrated systems used to gather, store and analyse information regarding an organisation's human resources.

According to Tannenbaum, "HRIS as a technology-based system used to acquire, store manipulate, analyse, retrieve, and distribute pertinent information regarding an organisation's human resources.

According to Kovach *et al.*," HRIS as a systematic procedure for collecting, storing, maintaining, retrieving, and validating data needed by organisation about its human resources, personnel activities and organisation unit characteristics".

Thus, HRIS is a cross between Human Resource Management and Information Technology. It is a software solution to perform the HR functions of an organisation. The goal of the HRIS is to maximize capacity, accuracy and reliability by merging different parts of human resource management such as payroll, benefits management, employee engagement and training, streamlining the processes and transforming it into a less capital-intensive system ^[2].

Development of HRIS

In the period of 1945-60, when the concept of Human Capital was first recognised, the functioning of HRIS was not information technology driven. During 1960-80 HR departments have become an integral part of the core activities on an organization. At that time HR departments have become one of the most important users of computer's resources for collecting, storing and processing HR information of an organisation. Despite that, only useful in transactional information are being processed by HRIS. The new era of HRIS had begun with the large-scale use of computers and the commercial use of internet during the last twenty years of the 20th century. At that phase, the companies started to use HR information for strategic management. HRIS became highly relied system in the decision-making process about human capital even in small and medium enterprise. Since then the HRIS assumed the objective of generating information for decision making on human resources. The very basis of the functioning of HRIS are databases which are used for collecting, storing, searching and manipulating data on employees and other data related to human resources. Typical HRIS includes personal information about employees, information on income, information of various types of training, etc.

In modern times the HRIS can be seen as the backbone of the company and it has to meet the needs of all stakeholders in the company.

Three main user groups HRIS are:

- 1) HR professionals and people directly involved in HR department.
- 2) Management of the company.
- 3) Employee. Each of these groups has unique interest in the use of HRIS ^[2].

Objectives of HRIS

Some of the common objectives of HRIS in are as follows:

- 1) To make the desired information available in the right form to the right person and at the right time.
- 2) To supply the required information at a reasonable cost.
- 3) To use the most efficient methods of processing data.
- 4) To plan to meet the personnel needs of the business.
- 5) To plan and control personnel programs.
- 6) To provide necessary security and secrecy for important and/or confidential information.
- 7) To keep the information up-to-date ^[1].

Moreover, Venkata Ratnam and Srivastava have stated three purposes of the HRIS:

- 1) To store data and information data and information for each individual employee for ready reference.
- 2) To provide a basis for decision making in day-to-day personnel issues, (e.g. grant of leave) also for planning, budgeting, implementing and monitoring a host of human resource functions.
- 3) To supply data/returns to government and other public ^[3].

Advantages/benefits of HRIS

A sound HRIS can offer the following advantages

- i) Clear definition of goals.
- ii) Reduction in the amount and cost of stored human resource data.
- iii) Availability of timely and accurate information about human assets.
- iv) Development of performance standards for the human resource division.
- v) More meaningful career planning and counseling at all levels.
- vi) Individual development through linkage between performance, rewards and job training.
- vii) Higher capability to quickly and effectively staff project teams for problem solving.
- viii) Implementation of training programmes based on knowledge of organisational needs.
- ix) Ability to respond to ever changing statutory and other environment.
- x) High status for the human resource function due to its capability for strategic planning within the total organisation ^[4].

Alastair Evans has listed the following potential benefits that can be derived from HRIS:

- 1) Computerization of personnel records offers an option to be considered when personnel functions are facing conflicting pressures to provide more information which at the same time cut back on administrative overhead costs. As the costs of computer hardware falls relative to the costs of employing clerical staff, so the adoption of computerized systems is becoming increasingly cost effective.
- 2) A reduction of one-third in time taken to process new employees.

- 3) Savings of between 55 and 90 per cent of the time taken to provide routine information by manual methods.
- 4) Clerical savings of over 600 hours per year in providing data to patrol, over 800 hours per year in preparing weekly reports and almost 500 hours per year in preparing monthly, quarterly and annual reports.
- 5) Improved accuracy of data which is updated at regular intervals, such as pay, personal records, etc. ^[3]

Need/importance of HRIS

The manual records system is found inadequate and insufficient to meet the information requirements of a modern business organisation particularly about conduct personnel research and personnel audit, human resource accounting and human resource planning. In other words, the difficulty in maintaining and the shortcomings of manual records system can be stated as the basic reasons as the need for HRIS.

Hemendra Verma, a software consultant, conducted a survey and highlighted the need for HRIS for the following purposes:

- 1) It was found that there is very little time allotted in handling information in respect of the HR function, may be because of time required to handle the abundant information.
- 2) There is a lack of information about human resources in the industry at all levels.
- 3) HRIS would help achieve equality in areas like promotion, transfer, nomination, etc.
- 4) HRIS helps settle employee's dues in time, in respect of provident fund, retirement, gratuity and earned leave compensation, etc.
- 5) Once the profile of a person is entered in the computer, retrieving the information becomes easier and also involves less costs and lessens chances of errors information interchangeably ^[3].

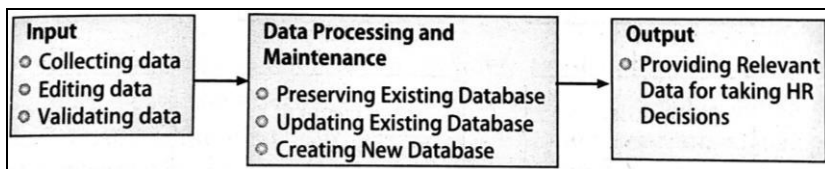
Apart from the above the others reasons due to which the need for HRIS is felt are pointed out below:

- 1) Large organisations employ a very large number of people. It becomes necessary to have an effective information system to tackle the personnel problems.
- 2) In case of organisations which are geographically dispersed, every office requires timely and accurate information for manpower management.

- 3) Nowadays, salary packages are becoming very complex consisting of many allowances and deductions. Information system is needed to store information.
- 4) An employer has to comply with several labour laws. A proper information system would store and retrieve data quickly and correctly enabling the employer to comply with statutory requirements.
- 5) With the help of HRIS, employee records and files can be integrated for fast retrieval, cross referencing and forecasting. The system should be oriented towards decision making rather than towards record keeping ^[2].

Components/functions of HRIS

- 1) **Input function:** The input component involves the establishment of processes and procedures to gather the necessary data, entering the collected data into the system after proper editing and validation to ensure its reliability. Therefore, the input component provides the capabilities needed to enter information into the HRIS. This includes the procedures required to collect the data. Details as to who collects data, when and how data are processed need to be specified.
- 2) **Data processing and maintenance function:** After the data are processed by the input function, they enter the data maintenance stage. It updates and adds new data to the existing database. The data maintenance component preserves existing database provided by the input component and updates it with new data that is brought into the system. It also creates new databases which are relevant for effective management of human resources.
- 3) **Output function:** The output component makes available the relevant data which can be used by the HR executives for taking decisions on HR matters (e.g., training, transfer, promotion, pay raise etc.) and preparation of reports required to be filed for fulfilling statutory obligations ^[1, 4].



Designing of HRIS

Designing of HRIS is not a single step exercise. It is a mechanism which integrates the various aspects of human resource management to a computer system for generating and providing timely information for solving HR problems. Thus, to design HRIS an organisation may adopt the following steps:

- 1) **Planning of system:** Planning of Human Resource Information System requires identification of objectives of the system. This further requires a clear formulation of objectives of the organisation; spelling out of the activities required to be carried out, work relationship patterns and their sequence, and above all the defining of the boundaries of the system. This step involves the description in generalised terms of the course of action and the limitations within which the system has to be designed.
- 2) **Designing the system:** At this stage, the flow of information is structured in such a manner that it is economical and matches with the information needs of managers. It is important to mention that HRIS as a sub-system of Management Information System (MIS) does not require a separate design. However, designing HRIS may require developing preferred processing techniques for desired data set by managers at different levels.
- 3) **Systems engineering:** In this step, a detailed study of engineering components and their cost effectiveness is made. Recommendations about the system are then made to the top management.
- 4) **Execution and actualisation (implementation):** This is the stage when the HRIS is actually set up. Employees are imparted with necessary training so as to gather the required skills to handle the system effectively. Besides, facilities are increased and upgraded; procedures are properly streamlined with an objective to integrate the HRIS with various organisational components.
- 5) **Measurement of performance and feedback:** It involves measuring the performance the System, its continuous evaluation and modification. It is necessary that the system should be continuously reviewed in the light of changes in the environment both within the organisation and outside the organisation. Necessary steps will have to be taken to modify the human resource information system in the wake of these changes. This step is also required to solve the human problems in system design and control.

For this purpose, it is necessary to make the people throughout the organisation aware of the advantages of the Human Resource Information System ^[4].

Utility/uses/applications of HRIS

Human resource information system can be applied in almost each and every aspects of the human resource management. Has the various uses of HRIS in an organisation can be outlined with the help of the following points:

- 1) **Personnel administration:** One of the basic uses of Human resource information system is related with the task of recording personal information of the employees concerned with recording their name address date of birth marital status date of joining the organization, etc.
- 2) **Salary administration:** Another utility of HRIS can be attributed to its use in providing report on salary administration of the employees containing information like- salary, benefits, pay increase, proposed increase in salary, etc.
- 3) **Employee leave and absence:** HRIS can also be used in tracking and controlling the leave and absence of employees. This is done by maintaining a leave history of each employee.
- 4) **Skill inventory:** HRIS can also be applied in recording employee skills and monitoring skill database which will be helpful to identify employees with necessary skills for promotions.
- 5) **Medical history:** HRIS can also be applied to maintain occupational health data required for industrial safety purposes, accident monitoring and so on.
- 6) **Performance appraisal:** HRIS can also be applied for maintaining performance appraisal data to have a proper basis for promotion, transfer, training, etc.
- 7) **Manpower planning:** HRIS is also useful for manpower planning purpose. It keeps information of organisational requirements in terms of positions. It also helps the organisation to forecast its future manpower requirement.
- 8) **Recruitment:** HRIS helps in the recruitment process of an organisation in a significant manner by recording the details of activities involved in employee recruitment.
- 9) **Career planning:** By providing information regarding employee skills, HRIS facilities advancement of employees. In this way HRIS also helps in planning for succession.

- 10) **Collective bargaining:** HRIS can also provide up to date, relevant and required information, facts and figures to facilitate collective bargaining ^[1, 2, 5].

Computerised HRIS

A computerized HRIS is designed to monitor control and influence movement of people from the time they joined the organisation till the time they decide to leave the organisation. A computerized HRIS according to Chandrasekhar consists of following 8 subsystems:

- 1) **Recruitment information:** It includes information such as advertisement module, applicants profile, appointment and placement data.
- 2) **Personnel administration information:** It comprises of personal needs of an employee concerning- leave, transfer, promotion, increment, etc.
- 3) **Manpower planning information:** It offers data that could help human resource mobilization, career planning, succession planning and various inputs for skill development.
- 4) **Training information:** It provides information for designing course material, arranging need based training and appraising the training program.
- 5) **Health information:** It consists of data relating to health, safety and welfare of employees.
- 6) **Appraisal information:** It consists of performance appraisal information that serves as inputs for promotions, career and succession planning.
- 7) **Payroll information:** It provides data regarding wages, salaries, incentives, allowance, fringe benefits, deductions for provident fund, etc.
- 8) **Personal research information:** It is a data bank about employee attitude, turnover, absenteeism, which may be used for different types of analysis to know and understand the employee better ^[1, 2].

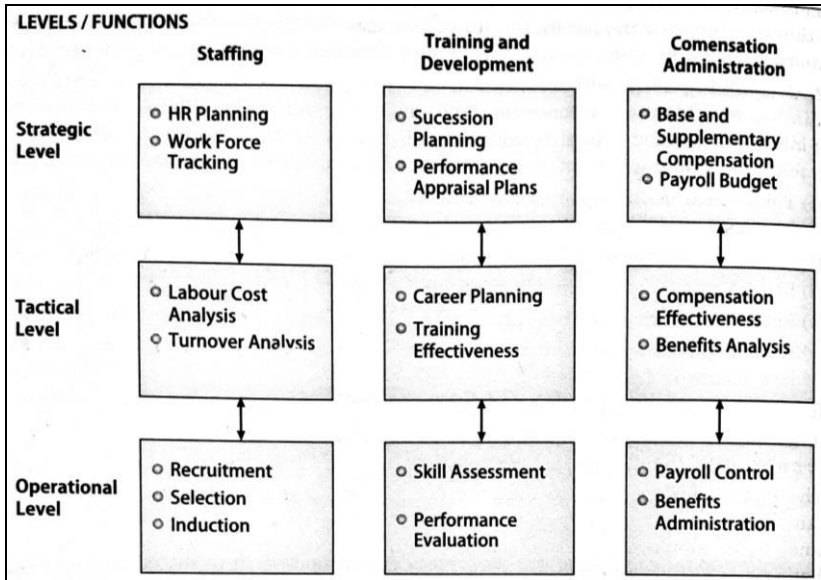
HRIS softwares

- 1) **ABRA Suite:** for human resources and payroll management.
- 2) **ABS (Atlas business solutions):** General Information, Wages information, emergency information, Reminders, Evaluators, Notes customer information, Documents and photos, Separation information.

- 3) **CORT: HRMS:** applicant tracking, Attendance tracking and calendars, Wage information, Skills tracking, Reports-to information, Status tracking, Job history tracking, Cost center tracking, Reviews and tracking, mass update and change tools etc.
- 4) **HRSOFT:** Identify and track senior managers, assess management skills and talents, generate a wide range of reports, resumes, employee profiles, replacement tables and succession analysis reports, identify individuals for promotion, skills shortages, unexpected vacancy, discover talent deep, competency management, career development, align succession plan etc.
- 5) **Human resource micro systems:** sophisticated data collection and reporting, flexible spending accounts, compensation, employment history, time off, EEO Qualification, Applicant/Requisition Tracking, Position Control/Succession planning, Training Administration, Organization Charts, HR Automation (eNotification and eScheduler, HRIS-Pro Net (employee/managerial self-service) and Performance Pro (performance management).
- 6) **Oracle-HRMS:** Oracle iRecruitment, Oracle Self-Service Human Resource, Payroll, HR Intelligence, Oracle Learning Management, Oracle Time and Labour.
- 7) **Peoplesoft:** Enterprise eRecruit, Enterprise Resume Processing, Enterprise Services Procurement, Workforce Planning, Warehouse.
- 8) **SAP HR:** Human Capital Management (HCM) for Business, All-in-One Rapid HR.
- 9) **Spectrum HR:** iVantage® and HRVantage®. iVantage is a Web-based HRIS product designed for organizations with up to 10,000 employees.
- 10) **Vantage HRA:** Point-and-Click' report writing, internal Messaging System for leaving reminders to yourself, to someone else or to everyone using HRA-very useful for benefit applications, disciplinary actions, special events, employee summary screen for basic, leave (Absenteeism) and salary/position history, skills and training module, leave tracking module ^[2].

HRIS at various levels

HRIS requirements of the three basic functions of HRM viz, Staffing, Training and Development and compensation administration at the strategic, tactical and operational levels of the organisation is shown in the following figure:



HRIS at various levels

The personal information about the employees of an organisation is contained in HRIS and it is very much important to have security of this information against unauthorised access, use or dissemination. Tactical and strategic information systems are the two basic systems of HRIS. Tactical system includes job analysis and design, recruitment, training and development and employee compensation. Strategic system includes information systems that support human resource planning and human resource tracking. Some tactical human resource information subsystems are: job analysis and design system, recruiting system, compensation and benefits system and career planning system. The important strategic human resource information sub-systems are: human resource planning system, succession planning system, compensation system, etc. ^[1]

Limitations of HRIS

Although HRIS provides so many advantages to the organisation but still it is not free from certain limitations. Some of these limitations are stated below:

- 1) In order to enable the HRIS the organisation need to incur huge costs in terms of money and manpower requirements.
- 2) Proper implementation of HRIS needs expertise in computer skills.

- 3) There will be mismatch between the data provided by the HRIS and the data required by the manager if the personnel operating the system are not competent enough in and implementing HRIS desired lines.
- 4) Computers cannot replace human efforts. This is because in order to have the better processing of the inputs, the input must be of superior quality and also in order to interpret the output the need for human resource is inevitable.
- 5) Absence of continuous updating of HRIS makes the information useless. As such there is a need continuous updating which involves cost and time ^[3, 5].

Conclusion

Decision making is the basic function of every manager, but efficient and effective decision needs accurate information at the right time. An HR manager is confronted by a number of complicated problems to be solved for proper utilisation of human resources and for solving such problems as and when they arise, he need to resort to technology driven HRIS. However, for enabling HRIS, an HR manager must acquire proper knowledge of all the aspects of HRIS and must also successfully integrate all the HR functions with it.

References

1. Dr. Chhabra TN, Chhabra S Monika. Essentials of Human Resource Management. 2nd Revised Edition, Re-print-2017, Sun India Publications, New Delhi-110002, 17.1-17.10, 2017.
2. Gupta Shashi K, Joshi Rosy. Human Resource Management (Texts and Cases). 7th Revised Edition, Kalyani Publishers, New Delhi-110002. 2016; 43:2-43, 12.
3. Dr. Khanka SS. Human Resource Management (Text and Cases), 1st Edition (Re-print-2008), Chand S & Co. Ltd, Ram Nagar, New Delhi-110055, 2008, 384-389.
4. Dr. Gupta CB. Human Resource Management (Text and Cases), 16th Thoroughly Revised Edition, Sultan Chand and Sons, Daryaganj, New Delhi-110002. 2015; 35:9-35, 13.
5. Pattanayak, Biswajeet. Human Resource Management, 5th Edition (22nd Reprint), PHI Learning Private Limited, Delhi-110092, 2018, 48-55.

Chapter - 3

Corporate Social Responsibility

Authors

Dr. Gagandeep Kaur

Associate Professor, D.Y Patil Deemed to be University,
School of Management, CBD Belapur, Navi Mumbai,
Maharashtra, India

Dr. R Gopal

Director, HOD, Ex-Dean, D.Y Patil Deemed to be University,
School of Management, CBD Belapur, Navi Mumbai,
Maharashtra, India

Chapter - 3

Corporate Social Responsibility

Dr. Gagandeep Kaur and Dr. R Gopal

Abstract

Organizations do not operate in isolation. Accompanied by their employees and consumers, they also coordinate with other business houses, government, local authorities and the general public. All these are the stakeholders, not shareholders. Stakeholder would be any people or groups who are positively or negatively affected by a organisation. They could be people who are within the organisation or people outside of the organisation. Businesses nowadays recognise the importance of both community relations and environmental sustainability. Businesses can opt to work on issues (social, environmental, and developmental) relating to the product or service they deal in, in addition to working on the product or service directly for profit. Every organisation recognises the importance of image in the long term, and CSR activities provide them with a platform to improve their credibility in the eyes of their stakeholders.

Keywords: corporate social responsibility, organisations, stakeholders

1. Introduction

Meaning of corporate social responsibility

CSR (Corporate Social Responsibility) is a strategy that helps the businesses be responsible to society. This includes the public's financial, legal, and ethical exceptions to a corporation. It is a holistic business idea that promotes long-term success by offering financial, social, and environmental benefits to the community. It is a process with the goal of assuming corporate social responsibility and acting on this through various CSR activities. CSR attempts to make a positive difference by contributing to a variety of social concerns affecting consumers, institutional publics, society, and anybody else in the public eye who could be designated a stakeholder. It's a method of giving back to the community where you work and live. CSR entails running a firm in a legal, ethical, and commercially as well as socially responsible manner. It is a business strategy that promotes social development by offering

financial and social assistance to all members of the public. CSR is a broad topic with numerous definitions and applications.

Some of the most important definitions

Howard Bowen defines CSR as: “It refers to the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society”.

Archie B Carroll offers the following definition: “The social responsibility of business encompasses the economic, legal, ethical and discretionary expectations that society has of organisations at a given point in time”.

CSR, like every other notion, is a work in progress. Previously, it was referred to as any other extracurricular activity not related to the company's economic, technical, or legal needs. CSR is now more accurately defined as a strong feeling of social responsibility toward the general population.

In India, a change to the Company Act-Section 135, enacted in 2013, made it obligatory for corporations to spend at least 2% of average net earnings on CSR over the three fiscal years immediately preceding or succeeding the fiscal year in question. This rule, however, does not apply to all businesses. This act applies to firms with a net worth of Rs 5 billion or more, a revenue of Rs 10 billion or more, or a net profit of Rs 50 million or more in any given financial year. Companies with the aforementioned earnings must devote 2% of their average net profit to CSR efforts. This measure was taken to ensure that large corporations with large profit margins take CSR seriously and be held liable if they do not. Different companies implement CSR activities in a number of ways. Educational and health promotion programmes are among the most popular CSR initiatives. An in-house foundation with employees volunteering is also a popular activity because it attracts a lot of media coverage. Issues such as homosexual rights, eradicating elephantiasis illness, and cleft palate are less commonly employed because they are particularly specialised in terms of demographic audience, limiting the impact of a CSR activity to a single location or community.

Benefits of CSR

Corporate social responsibility (CSR) has become an important aspect of today's business culture. It is far more than a law or a directive. It gives life to the so-called “corporate” CSR ensures a company's overall growth and excellent reputation. When it comes to the external benefits of CSR on a broad

scale, it can offer short-term job possibilities by community-based activities such as the construction of a local park or a sports centre. Farmlands and cultivating programmes are highly valued in places where there is a lack of plantation or when climatic circumstances are adversely affecting the plantation. Recycling is also favourably regarded by the public because it aids with trash management and the environment.

Employees and other internal publics are eligible for measurable improvements. CSR serves as an enhancement to everyday work and gives employees a sense of purpose while doing their normal jobs, in addition to attracting and maintaining the best talent in the business. CSR also aids in corporate sustainability, competitive advantage, and simpler compliance with regulatory duties.

CSR has even more advantages which are as follows

- 1) Public image companies that demonstrate their engagement to various CSR activities are seen as more compassionate than those who do not. However, it is important to note that simply undertaking CSR efforts is insufficient. Corporates must ensure that the general public acknowledges them and only then can their reputation improve. That's all there is to it. Everyone wants to be associated with anyone who has a good reputation. If given the option, a client will choose to purchase from someone who really contributes to society. Connecting with NGOs through cash donations, staff volunteers, product/service donations, and publicising their support can help a company build a positive image. In a brief, well-planned CSR actions improve a company's public image and customer relationship.
- 2) Exposure to the media exposure to the media One should increase awareness of your initiatives if you want a public response. The CSR activity will not attain its maximum potential if no one is aware of the commitment a company is making in CSR activities. CSR may provide a great media platform for a company. CSR activities that are strategically organised receive a lot of media attention and have excellent media connections. CSR may provide a great social platform for a company. CSR activities that are skilfully organised receive a lot of media attention and have excellent media connections. And, as we all know, media stories convey a more positive picture than commercials. Nevertheless, the company should be aware that while in the spotlight, the media will scrutinise all previous work and future endeavours. In a nutshell, a well-thought-out CSR programme is the key to positive media attention and depiction.

- 3) **Retention of Employees** All employee wants to work for a company that cares about ethics. It is beneficial to job performance and holistic growth. For an employee, being connected with a name that has strong values and is known for its dedication to society is motivating. And happier workers produce greater results and happier workers produce greater results. And happier workers produce greater results. In today's business environment, it also aids in staff retention. To be more specific, CSR aids in attracting and maintaining top people in the industry.
- 4) **Attract and Maintain Investors** are those who contribute funds to a company; without investors, nobody can prosper. Those who donate money want to know how their money is spent. Investors demand not only a solid business plan and revenues from the corporation, but also a long-term CSR strategy. They recognise that in the long run, profit isn't the only factor that important in business. When a company is involved in a cause and inspires its employees to participate, it encourages the shareholder to go the extra step and improves future relationships. Investors are more likely to put their money into companies that provide security not only to their employees but also to their customers. That suggests the investor is more interested in companies that are socially responsible.
- 5) **Support from the community the society**, in addition to the internal and external publics, plays a vital part in any specific business. Businesses recognise that even after completing all legal requirements, operating effectively will be extremely impossible without community involvement.

Theory of stakeholders

Let's have a look at the numerous theories that have been developed academically around the topic of CSR in this section:

A stakeholder is someone who has an interest in the company. The greater the stakes, the greater the risk. When it comes to business, at stake simply means at danger. To summarise the Stakeholder Theory, persons whose lives are impacted by a corporation or business have a right and obligation to engage in its direction. Stakeholder theory, according to many thinkers, is a glorified version of CSR. Instead than focusing on the inside, it begins with the outside world. It refers to all of the people and communities who will be impacted by the business, either directly or indirectly. This idea discusses who are genuine stakeholders, their rights and other issues. Also, what kind of expectations they might have from a specific company.

Let's have a look at an example: A particular factory in a nearby town generates waste on a daily basis, which must be carefully disposed of. Factories have a moral and legal obligation to do so Corporate Social Responsibility for the sake of environmental and public wellbeing. However, according to the stakeholder paradigm, it all begins with the community, with the people living near the factory. They may be harmed by waste if it is not properly disposed of. The surrounding community has a right to a healthy and clean atmosphere. As a result, they are stakeholders in the hospital and can demand appropriate medical waste disposal. If we look at it solely from the standpoint of work, they have no claim to the hospital because they are not directly connected to it. They do, nevertheless, have a moral claim to be a part of the consideration process when it comes to medical waste disposal.

This is the most crucial aspect of the idea.

People who are impacted by a business become involved as stakeholders and have a participation in decision process.

Now the question is, "Who Really are the stakeholders?" Well, that varies from company to company the list of stakeholders could be the following:

- Proprietors (individual or shareholders).
- Employees.
- Customers and probable customers.
- Suppliers and probable suppliers.
- People living the town.
- Financial institutions.
- Government.
- Competition.

If we observe and think carefully, we can see that everybody is a stakeholder in some way. Because we all share the same air and land, everything that has the capacity to influence us in any way is a stakeholder. This gives people the ability to question and seek clarification from any business in the area at any time. Stakeholders, on the other hand, are defined as persons who are directly affected by business decisions. For example in the tragedy that takes place in a particular factory, everyone was a stakeholder who lived in that particular city and surrounding areas. When it came to the compensation, it was only given to people who were visibly affected by it and not to everyone who was present in that city on that day.

2. CSR history

CSR's inception

The Industrial Revolution introduced vast manufacturing and, with it, the necessity for enterprises to keep and maintain labour. The firms then looked after their employees so that productivity could be improved and profits could be enhanced. This could be viewed as a corporate choice to boost output or an initiative to benefit stakeholders. Philanthropy began to emerge in the 1800s. However, distinguishing between an individual master's desire to do good and a profit-generating business choice by the owner proved difficult. The business houses did a great deal of wonderful work. However, it was never formalised and viewed as philanthropy or social duty. It was frequently regarded as a charitable, religious, or employee-friendly gesture. The majority of the activities were promoting the arts, constructing religious structures, or making grants to educational institutions, among other things.

CSR, as we understand it today, came into existence in the 1950s, according to many scholars. Bowman, Howard In 1953, he wrote the book 'Social Responsibilities of the Businessman,' which highlighted many pertinent concerns and discussed business and business owner social responsibility (SR). One question that was and continues to be significant is: "What societal duties can business people properly be asked to assume?" He was the first to try to define the terms CSR and SR, which were previously used interchangeably. Bowman talked on how business has become much more powerful and having a larger part in decision-making, and that with that power comes societal responsibility. He also stated that CSR is not a one-size-fits-all solution to all social issues. Nevertheless, this period was characterised by more talk than action. This was the era when corporations began to embrace the concept of corporate social responsibility.

Attempts to compel corporations to implement CSR strategies began in the 1980s and 1990s. It was an attempt to simplify the entire process and hold corporations responsible. At the 1992 Earth Summit, 48 corporations stepped ahead willingly to offer an example of environmental commitment. This measure was taken to encourage more people to volunteer for social causes.

Though it took a while for corporations to realise the importance of CSR as a critical image-building exercise. When a large corporation was founded in 1995, After being accused of endangering the environment, the company was forced to take drastic measures. Many corporations realised that they needed to cover it up and began to take steps to do so. CSR can help you retain your image and increase public trust. CSR has attained the zenith of its significance in today's world.

Corporates recognised the importance of CSR not just for the benefit of stakeholders, but also for the long-term viability of their organisation.

CSR is gaining momentum in India

India was the first country to employ legislation to make corporate social responsibility compulsory. To make it feasible, the new Company Act of 2013 was enacted.

However, India's willingness to engage in CSR is indeed not new, and has a long history of charity. With the rise of the Economic development and global corporations, CSR has developed in terms of definition, scope, and reach.

It originated as a form of corporate philanthropy or generosity. Rather than possibly the best CSR activities, the motivating motive was mostly religious or traditional.

Donations to temples or food for the poor dominated the charitable trend. It was more about providing assistance only when it was required, rather than on a daily basis. And the majority of philanthropic or charitable action was directed by caste, religion or political ideology.

When India became a mixed economy and Public Service Undertakings (PSUs) were formed after independence, the private sector was not at the forefront of CSR. New labour and environmental legislation were enacted, and this set the tone for CSR in India. Businesses became more bold in the 1990s to explore beyond standard CSR efforts. They'd begun to see it as a managerial procedure. They began to regard CSR as a long-term corporate strategy.

This line of thought and strategy to CSR was aided by globalisation and economic liberalisation. When it comes to emerging business marketplaces, India is a key player, with a slew of new companies launching each year.

Both Indian-owned enterprises and multinational corporations did a lot of socially conscious activities. The majority of the programs or activities, however, persisted for the sake of the name and did not reflect the actual spirit of CSR. Some did it solely for the purpose of gaining publicity and media attention. In India, CSR had yet to mature to its full potential.

3. Publics for CSR

The Federal government

The government guidelines and a corporation's CSR operations are inextricably linked. Government policies have a significant impact on the economy & Companies are regulated. Government regulations governing

business state that any corporate practises must not harm the public or the environment. Organizations should coexist with the general people and their surroundings.

The government enacts legislation to monitor both conduct and operations in order to ensure the following.

- Businesses that break the law may face a monetary fine or another type of penalty.
- Governments provide firms with a variety of benefits and privileges in exchange for them adhering to regulations and rules. According to several research, a large number of enterprises have reaped additional benefits by following to government laws.

Finally, governments retain power over firms in order to protect the interests of stakeholders and shareholders. People's interests could be misused by money-minded businesses if certain restrictions and rules are not in place. Furthermore, these policies shield the company against public misbehaviour and illegal involvement.

The government uses policies to try to strike a balance between profit-making and corporate social responsibility.

There are some complaints and counter-arguments to the government's meddling in CSR policies. Some criticise the entire notion of CSR, claiming that it is the government's job to assure society's progress. Businesses exist to make money, not to benefit the general public. Critics of CSR raise concerns about CSR's connection to the fundamental type of business (profit) and questionable reasons for participating in CSR initiatives (only because of law) furthermore, concerns about deception and inauthenticity

In today's society

What does CSR mean for society?

We've looked as to how corporate social responsibility enhances a company's image. Now we'll talk about the value of CSR from a societal standpoint. Is CSR just a more ethical word for PR/marketing, or does it genuinely bring about real change? When it concerns to CSR initiatives, studies demonstrate that a company should focus on a beneficial outcome rather than media attention. In the long run, genuine CSR participation may attract new customers, ensure loyalty, and strengthen brand recognition.

Nevertheless, many corporations, according to the opposing viewpoint, employ CSR solely to profit financially from such obligations, regardless of

the social benefits. As a result, CSR activities fall short of their potential social impact, because aiding the community was never the corporate goal to begin with. As per the contrary opinion, many firms use CSR only to earn monetarily from such commitments, irrespective of social advantages. As a result, CSR efforts fall short of their prospective social impact, owing to the fact that helping the society was never the corporate purpose in the first place. Corporates success and Value creation is also a success for the local community when successful CSR activities are implemented. With higher compensation and facilities, a successful company may hire more workers from the local population. CSR initiatives are the most effective approach for a company to make a direct contribution to society and the general public. Most of the time, when deciding on a cause or location to support, a company chooses something that may be linked to their core business. For example, a restaurant company could donate all of its unsold food to an orphanage or individuals living on the streets. Businesses that choose to make positive contributions to the community benefit the company in the long run. Almost all corporations now use CSR programmes to gain benefits such as increased revenue, a valuable brand identity, and devoted customers.

4. CSR Process

Let us begin by recognising that there is no such thing as a standard or "one-size-fits-all" CSR plan. Every plan or procedure is unique to the company, its needs, community, and current circumstances. These plans could also be amended at any time if necessary. In terms of focus and scope of effort, each strategy will be unique.

We'll now go over the basics of planning, developing, and implementing CSR activities. The formula for this approach is simple: prepare, implement, assess, and enhance.

Below is a framework that was created with the intention of being flexible so that businesses can alter and adjust it as needed.

- Conduct a thorough examination of the company's existing situation and actions.
- Identify and engage important stakeholders.
- Find out about the stakeholders' underlying values, motives, and level of commitment.
- Analyse a mission statement as well as an organization's core resolution.
- Assemble a CSR management group.

- Create a working definition of CSR that is specific to your business, product and desired outcome.
- Examine the company's current policies, practises, and initiatives.

All of the above points will provide you with a clear image of where your company stands. This is your beginning point, and it will decide your future methods for achieving better results.

Develop a strategic plan

- Set clear targets because this will help you plan more effectively.
- The company vision and mission can be used to create objectives.
- Establish a support structure by involving top management, who can assist in decision-making at a later time.
- Create a market and competitor map.
- Create a matrix of CSR actions that are in the works.
- Develop concepts for moving forward and business cases to back them up.
- Choose a path, approaches, and areas to focus on.

Setting goals is a difficult task, particularly for huge corporations. Setting priorities is a difficult undertaking due to the varied and sometimes conflicting interests of numerous stakeholders. It is also critical to develop plans that are not only relevant to society but also business-relevant.

Make a commitment

- Evaluate the CSR promises you made throughout the strategy development phase, and hold repeated interactions with important stakeholders.
- Organize a working group to assist in the fulfilment of the obligations.
- Make a rough draught of all of the promises with all of the stakeholders.
- Return to stakeholders and expand on the initial draught to identify any gaps.

It is critical to speak with the stakeholders several times before making a commitment. Only the stakeholders can express what they require and how you can assist them.

Putting it into action

- Assemble all of the CSR judgement mechanisms that were mapped out during the planning process.
- Formulate and implement a CSR business plan while staying true to your commitments and objectives.
- Multiple tasks should be included in the action plan to help bring the strategy to life.
- Set measurable goals so you can track your progress in the end.
- Set deadlines for all of your goals; this will help you meet them.
- Identify performance indicators and tools to help you reach your goals.
- Involve employees and other stakeholders by offering incentives.
- Plan and provide training; introduce instruments for dealing with problematic behaviour.
- Create communication strategies for internal and external audiences.

Ensure that there is a balance amongst corporate culture and strategic commitment when executing. All stakeholders, whether directly or indirectly, should be included. Establishing measurable goals and dates will aid you in assessing the success of your future actions.

Assess and improve

- Assess performance against pre-determined benchmarks.
- Recognize and fill in the blanks.
- Look for areas where you can improve.
- Participants should be included.

Transparency and accountability are best achieved through reporting and evaluation. It enables the CSR team to assess the implementation team's performance as well as the overall quality. This comprises the final results of the entire CSR programme. Every plan should be scrutinised and tweaked from time to time.

CSR planning follows the same pattern, with evaluation leading to improvement.

Keep in mind that stakeholders must be included at all stages of the CSR process in order for it to be simplified and focused. This is how one cycle comes to an end and the next one begins. Each cycle provides evidence and

support for better future planning. To achieve the best results, always incorporate previous evaluations into your future strategies.

5. CSR and corporate governance

What is corporate governance, and how does it work?

Corporate Governance (CG) is the process of governing a corporation, as the name implies. Governance means that it is a business management activity.

It's a crucial method for balancing the interests of various stakeholders, such as consumers, management, employees, financial institutions, government and the general public, to name a few.

Corporates use CG to try to find a balance of economic and social benefits. It is a legal system and a set of successful strategies for directing and organising corporations. In a corporate setting, CG refers to a collection of principles, strategies, and directions that govern the relationship between the Board of Directors (BOD), significant shareholders and managers. The laws, the charter, the company's rules, and established policies all protect it. The corporate becomes more responsible to its primary stakeholders as a result of CG. It is critical in preserving the rights of stakeholders like as employees, stockholders, the community, and costumers who may be impacted by the company's operations but do not participate actively through day judgement. Corporate governance has evolved around a few fundamental ideas that serve as a foundation for directives and standards. The following corporate governance standards have been developed to be applicable to all CG Code-covered organisations:

Structure

Every corporation should have a functioning board of directors. Everyone's role and obligations should be well-defined and clearly defined.

Committees and the board of directors

Independent Directors with the correct approach regarding stakeholder interests should be included on the CG board. The Board members should have a good mix of executive and non-executive directors, as well as independent and non-independent directors. This is to ensure that the Board's judgments are not influenced by any bias. The Board's size and degree of complexity should reflect the company's size and complexity. Furthermore, Board Committees should be constituted to support the board and to efficiently carry out their decisions.

Selection & appointments

From the appointment of a Director of the Board to election, induction, and re-election, all processes should be fair and transparent.

Candidates for the board should be chosen solely on the basis of their qualifications. When selecting the correct individuals, additional attention should be paid to talent, information, understanding, and impartiality. Diversity, including gender, should be given special consideration.

Responsibilities, pay, and performance are all factors to consider

All major office holders should be fully aware of their legal obligations. They should uphold high ethical and moral standards and foster a positive work environment. No Director should be overworked so that he or she has enough time to complete his or her duties. To ensure improved performance, the Board and related committees should obtain all essential information promptly. To ensure the quality of performance, it is necessary to evaluate the performance of the Board of Directors and committees. This increases openness and establishes a foundation for determining Director and committee executive compensation.

Management of risk

The Board is in charge of risk governance and ensuring that the company has a solid and clear risk management plan.

Honesty

While preparing the annual report, the Board should be forthright in its appraisal of the company's fiscal, cultural, societal, and governance performance. All publics related to or associated with the Company would have access to such reports, and they would have the right to genuine and untwisted facts and figures.

Audit

Both the Board and management should assist the internal audit team.

For the purpose of completing the specified duty, the audit team should be handled with cooperation and respect. Internal audit teams should be appointed in a fair, transparent, and formal manner.

Stakeholders

It is the Board's obligation to ensure that the corporation and its stakeholders communicate with one another on a regular basis. While achieving the ultimate goal, the Board should balance the interests of shareholders and management.

Relationship between corporate social responsibility and corporate governance

Both CSR and CG are concerned with the public and institutional sides of businesses.

They motivate everyone engaged to create a responsible, honest, and morally sound atmosphere. When it comes to the relationship between the two practises, there are many parallels. They appear to be dissimilar on many levels in terms of law and practise, but the two concepts are inextricably linked.

The purpose of CG is to ensure that the business world runs smoothly and without corruption. CSR efforts, we discovered, are also an important step toward dynamic governance. To summarise, we may say that companies who practise excellent CG are also concerned about their social and environmental duties through CSR. Nowadays, every company wants to build a good reputation because it aids in the growth of the company and helps with branding. Both CSR and CG must collaborate in order to attain this goal. Internally, the corporation must be well-governed, and externally, it must be socially responsible.

If a company does not have a robust CG, it is quite unlikely that it will have a moral sense of obligation to the community. So a strong CG is the first step in ensuring an effective CSR practise.

As both labour toward a fair and ethically strong business, CSR gradually merges with CG. Both are governed by some form of government-issued legislation and standards. Corporates, on the other hand, are free to go above and beyond the norms in order to accomplish more good in the community.

CSR and CG encourage ethical behaviour and the well-being of all stakeholders, whether directly or indirectly involved. Both approaches aid in the development of a company's image and branding. This could have a direct impact on a company's bottom line and future.

CSR is based on the concept of self-governance, which is a part of external regulations and rules. CG, on the other hand, is a broader regulatory instrument via which a company can make organisational decisions.

CG is primarily concerned with improving the bottom line and smooth operations, whereas CSR is funded by profits that originate from shareholders' purses and are distributed to stakeholders.

Employees play a critical role in both CSR and CG. CG ensures that employees' voices are heard by management in a timely manner, and that any

unethical actions (employee exploitation) are fully eliminated from the firm. Employees are participating in a variety of activities as part of CSR programmes so that they can contribute to the company's good deeds.

Employee morale is boosted, motivation is maintained, and attrition is reduced as a result of these methods.

Finally, in order to create an effective CSR strategy, businesses must ensure that they have solid CG policies in place, which can help them achieve their CSR goals.

Corporate Governance and CSR go together to ensure that a company operates in an ethical and moral manner while also safeguarding the well-being of its employees. Not only for profit, but for all stakeholders.

References

1. Grayson D, Hodges A. Corporate Social Opportunity! Seven Steps to Make Corporate Social Responsibility Work for your Business, 2004.
2. Habisch André, Jan Jonker, Martina Wegner, Schmidpeter R. (eds.). Corporate Social Responsibility across the Europe, 2005.
3. Gray RH, Owen DL, Maunders KT. Corporate Social Reporting: Accounting and accountability (Hemel Hempstead: Prentice Hall), 1987, 9.
4. Rattan Sharma, Priti Aggarwal. Impact of mandatory corporate social responsibility on corporate financial performance: the Indian experience, *Social Responsibility Journal*, 2021.
5. Williams Cynthia A, Ruth V Aguilera. Corporate Social Responsibility, Responsibility in a Comparative Perspective, 2008.

Chapter - 4
**Outlook of Organizational Citizenship Behavior
(OCB) on Employees Retention**

Authors

Shaina Arora

Ph.D. Scholar, University School of Business, Chandigarh
University, Mohali, Punjab, India

Dr. Bhanupriya Khatri

Assistant Professor, University School of Business, Chandigarh
University, Mohali, Punjab, India

Chapter - 4

Outlook of Organizational Citizenship Behavior (OCB) on Employees Retention

Shaina Arora and Dr. Bhanupriya Khatri

Abstract

This study employs the increasing role of Organizational citizenship behavior on employees retention. OCB is considered the most important part of any organization which needs to be analyzed and monitored. Because of OCB's greater role in employees retention, there is an increasing need to study its various variables. Therefore, the purpose of this study is to analyze and to give brief information about existing distributions on the outlook of organizational citizenship behavior (OCB) on employees retention. For this article review of important research papers/literature including organizational citizenship behavior (OCB) and employees retention has been done.

Keywords: OCB, employees retention, OCB factors, leadership, human resources, human capital

Introduction

The conversion of Human resources into Human Capital is the primary goal of every organization as it leads to the transformation of a good to great. A good organization is fulfilling the existing needs of the people and a great organization is one that provides something new and knows the ways of getting the returns out of their investments in Human capital. All of this will be possible if organizations do efforts for the retention of the employees. OCB emphatically adds to diminished turnover aims, expanded worker fulfillment, and higher hierarchical execution (Koopman, Lanaj and Scott 2016). The enthusiasm of people to accord helpful endeavors to the affiliation was urgent to the viable accomplishment of progressive goals (Barnard 1938). In the present workplace; organizations are progressively requesting increasingly more from their representatives, for example, taking initiative, speaking up and accepting responsibility. To endure, organizations require workers who are receptive to difficulties of the climate, not hesitant

to communicate details and who can endure increasing for their own and their group convictions (Vakola & Bouradas, 2005).

Leaders can help workers or employees for adapting to work experienced from citizenship behavior through reasonable treatment. Because of citizenship pressure, Driving individual practices can improve delegates' work obligation and execution without them feeling excessively constrained to perform OCB. The thought here is that pioneers influence people to be more pulled in with OCB (Babcock-Roberson and Strickland 2010).

Foundation to organizational citizenship behavior (OCB)

Organizational citizenship behavior (OCB) has pulled in such a lot of consideration of supervisors and researchers, however numerous parts of this have not been concentrated at this point. Organizational design involves the exercises which incorporate task allocation, supervision, and directed achievement of the organization's goals and objectives. Organizational structure can likewise be considered as a focal point that people working in organizations.

Organizational citizenship behavior (OCB) modifications since the term were instituted in the last part of the 1980s. Organizations have to be conscious about employees' retention and the enhancement of OCB with the study of various factors among employee's attitudes.

OCB suggests whatever specialists choose to do, quickly and intentionally, which often lies outside of their predefined definitive responsibilities.

Interpretations of OCB

T. Thiagarajan, I Y.A. Durairaj (2017), States that OCB is a term that consolidates anything important and optimistic which delegates do, deliberately, which maintains partners and benefits the association. One explanation by Organ (1988) clarified OCB as individual direct that is discretionary, not clearly or unequivocally saw by the customary honor system, and that in the absolute advances the effective working of the association. Organ (1997), states that OCB is conceptualized as inseparable from the idea of relevant execution, characterized as the execution that upholds the social and mental climate where task execution happens. Another meaning of OCB by Organ, D.W. (2005), featured this discretionary exhibition to consolidate singular responsibilities that go past sets of assumptions and are not seen by a conventional prize system. Models fuse

working broadened time-frames, contributing, or undertaking more work errands. These optional practices are not expressly needed yet are inferred; they are not officially remunerated yet are casually perceived. In general, OCB has significant ramifications for viable hierarchical execution. Understanding the predecessors and the results of OCB will give a superior point of view toward what this idea means for execution. Van Dyne, L.G. (1994), Organizational Citizenship Behavior has affected human asset exercises including choice, preparing, and execution assessment, more examination is expected to comprehend the OCB develop space and how it connects with different measurements and indicators of occupation execution. Williams, L.J. (1991), OCB is one sort of extra-job conduct past conventional job depictions which can be led to uphold organization's competency to duplicate with outside serious pressing factors just as inward level hierarchical chains of importance.

A worthwhile contribution: OCB

One of the important segments of OCB is the path that regardless of the way that it is consistently seen, perceived, and compensated by administrative staff.

As of now, the most notable assessments used to quantify OCB are found in the 5-factor model (Organ, 1988):

Altruism: To be supportive.

Courtesy: To be respectful as well as polite; forestall struggle.

Conscientiousness: Accomplishing something beyond the base; scrupulousness.

Civic virtue: Showing interest and association (for example staying up with the latest) with the organization; shield authoritative arrangements and practices.

Sportsmanship: Enduring not exactly ideal conditions; tolerating changes and performs demands without grievances.

Different views of OCB measurements

Altruism

Saks, J. (2015), Altruism can be perceived regarding psychology, human behavior, evolutionary, economically and more. Duncan, B. (2004), Altruism is a characteristic that is addressed in every one of the three areas. It is particularly predominant in the philanthropic area as unselfish practices are a center segment of the production of charities and establishments. Suci, A. Y.

(2018), Altruism arises as an organizational perspective that is enormous and has different results and thoughts for individual and authoritative settings. Kelly, J.N.D., Walsh, M. (2015), portray unselfishness as a rule that dependably thinks about the public authority help and joy of others. Altruism packs in the field of financial perspectives were done by Levine (1998), who clarified that in tests a "market game", where the one-sided player theory works out emphatically. In like manner, the Altruism gather can work with presumptions that are no uncommon relating to the proud player speculation.

Courtesy

Organ, (1990), Courtesy alludes to the signs that assist others withholding social issues back from occurring, for instance, giving prior warning of the arrangement for completing work to someone who is in a tough situation, guiding others preceding taking any actions that would impact them. This estimation is a kind of supporting behavior, yet one that attempts to hold issues back from arising. It also joins the word's demanding significance of being polite and sort of others stated by Organ, D. W. (2006).

Conscientiousness

Wilmot, M.P., & Ones, D.S. (2019), Conscientiousness (C) is the most intense non-cognitive indicator of work occupational performance. Konovsky and Organ (1996) found in their examination that, principles were fundamentally identified with every one of the five kinds of OCB. Conscientiousness' alludes to optional practices that go past the necessities of the work as far as submitting to work rules, participation, and occupation execution Redman and Snape, (2005). Administrative assessments of execution were discovered to be coordinated by Altruism and Conscientiousness comparatively as by target work execution stated by Lowery and Krilowicz (1996),

Civic virtue

Borman, W.P. (2001), states civic virtue is, to incorporate oneself carefully in and being stressed over the presence of the association. 'Civic virtue ' alludes to practices that show a dependable worry for the picture and prosperity of the association (Redman and Snape, 2005). Coole (2003) contends that civic virtue was more confined in their association with legitimate sufficiency; for instance, the more the affiliation is amazing the chances of improvement of this social point are the most.

Sportsmanship

Organ, (1990b), Sportsmanship was defined as being "a willingness to tolerate the inevitable inconveniences and impositions work without

complaining". Podsakoff, P.M. (1997) states that extraordinary sportsmanship would overhaul the certainty of the work bundle and along with these decrease worker turnover. Its been depicted sportsmanship as the lead of liberally enduring through the aggravations that are an unavoidable piece of basically every authentic setting stated by Organ (1988).

Employees retention

Retention of employees implies the different techniques and practices which let the workers stick to a relationship for a more drawn-out time frame. Every affiliation takes care of time and money to set up another joint, make him a corporate orchestrated material, and pass on him at standard with the current workers. The affiliation is absolutely at the incident when the representatives give up positions work once they are completely masterminded. Retention of employees considers the different examinations taken with the target that an individual stays in a relationship for as far as a possible time interval. Retention of employees has become a tremendous worry for corporate in the current condition. People whenever being prepared will in everyday move to different relationships for better possibilities. Whenever a competent agent imparts his preparation to proceed ahead, it is the commitment of the association and the HR social occasion to intercede quickly and track down the specific reasons inciting the choice.

Retention of employees is arrangements in the laborers are approached to remain in the relationship for the most raised time frame of time or until the fulfillment of the assignment. Worker support is basic for the alliance and the specialist.

S, J., R, V., & G, S. K. (2019), Retention of employees are productive for the association similarly the representative. Stunning Employee upkeep is a viable exertion by associations to develop a lot of climates that urges current agents to stay utilized, by having approaches and practices set up that address their fluctuating necessities. Retention of employees implies the constraint of a relationship to hold its delegates. Specialist maintenance can be tended to by a fundamental assessment (for instance, a degree of consistency of 80%, as a rule, shows that an alliance kept 80% of its representatives in a given period). Representative's support consolidates taking measures to request that specialists stay for the relationship for as far as possible time-frame. It is a correspondence wherein the experts are urged to stay with the relationship for the best period or until the satisfaction of the undertaking.

Abdulai Sawaneh, I., & Kanko Kamara, F. (2019), Worker retention has insinuated a methodology where agents are mixed to remain longer working

in an alliance, or for a destined period of an undertaking execution. Terence, R.M. (2001), imparted that there are so different explanations behind delegate to leave purposely. Some might be precious and some might be influenced by authentic components. Solitary reasons like family circumstance, calling headway and engaging business proposals, and so forth Association factors join nonappearance of exceptional freedoms, absurd treatment among workers and bewilder between near and dear assessments and progressive characteristics. Hom and Griffeth (1995), depicted in an assessment that the way toward requesting that agents stay for an expansive period or till the endeavor completing is named as support. Drucker (1999) clarified that delegates unyieldingly leave their workplace is a potential upkeep issue. Determined turnovers suggest leaving a laborer in an alliance intentionally for instance the expert himself chooses to leave/leave the association. Wysocki, B (1997) raised the perspective on the "Society Human Resource Management" that the upkeep of experts is the central matter in the current situation. Literature review

This examination investigates a few exploration papers which clarify different components impacting maintenance and gives ideas on the outlook of OCB on employees retention-

Simin Ghavifekr., & A. (2019), It's been discovered that that change authority assembles certainty of staff, persuades them, and assists with guaranteeing trust. In addition, outcomes state that staff authoritative citizenship conduct has impacted next close to home, hierarchical, social-social and financial powers. To fabricate the legitimate citizenship lead of the workforce in high-level training establishments, pioneers have to use the appropriate change-organized style in driving their affiliations. Disclosures additionally revealed that change supervisors should fill in as a certifiable manual for their subordinates as a seminar on refreshing staff different evened out citizenship lead

Sayyed Mohsen Allameh, M. S. (2012), OCB conduct could be a valuable and proficient device for changing over the work power into an important social capital which assists the association with acquiring unmistakable serious advantages and advantages from two angles, for example, it will be helpful for both for the association and representatives. The administrators try to discover a few different ways to improve acting as great troopers in associations and the consequences of this investigation may help them a ton. OCB has a determinant part in the legitimate cycle and in changing the regular environment into a dynamic and gainful environment as one of the groundbreaking thoughts of definitive lead the board which puts

highlight upon laborers and bosses' extra-work rehearses. By improving and give adequate thought to segments of laborer's attitudes toward affiliation; definitive climate and delegate's responsibility, the chiefs can reveal extra-work rehearses in affiliations.

Taís de Andrade, Vivian Flores Costa, *et al.*, (2017), It's been tracked down that the business-related qualities and work fulfillment decidedly impact the OCB, and the principal credits with higher impact on OCB are Conformity, Universalism, Benevolence, and the Satisfaction with the boss, which are oneself choice parts with higher effect. The specific worth analyzed that no impacts the OCB was Power.

Baiduri Binti Youshan, Z. H. (2015), tracked down that this examination satisfied its motivations by distinguishing the most well-known kind of character among the respondents and what it means for authoritative execution. Appropriateness and reliability have an optimistic and critical connection with authoritative execution as well as with character types. Likewise, its character types affect hierarchical execution. This shows that the people who have high reliable people keep an eye out for highlights on organizing, planning, and stress over satisfying time limitations and targets will overall perform better.

Dr. Ella Mittal, N. K. (2018), Aftereffects of this investigation can be valuable for banking area to hold their employees and give them more fulfillment from the organizational rehearses because employees retention is very significant for better execution of the association. The results show that there is an idealistic relationship between OCB and Employee Retention practices in the banking area. This assessment shows that Altruism and Courtesy assessments of OCB show the most unmistakable effect on expert upkeep rehearses around there.

Paille, P. (2013), the positive connections among aiding and goal to leave and among unselfishness and expectation to look are unforeseen. The discoveries propose that the more noteworthy the degree of help and charitableness among workers, the more probable they are to leave their boss. Since this investigation zeroed in exclusively on the connection between OCB and turnover cognitions and no other variable was used, these findings are difficult to interpret.

Pascal Paillé, N. R. (2015), the aftereffects of his evaluation upgrade our awareness of the possibility of the relationship between OCB and master help. One colossal outcome identifies with the piece of sportsmanship in worker upkeep, showing that expert help contrasting with the business and to

the calling relies on all around fair and square of the individual strength of over the top work requests. Despite the way that enchanting and sensible with the latest thing towards work speed increase, further assessments are depended upon to improve our impression of the relations among OCB and representative maintenance.

Pradhan, S.D. (2014), OCB has various beneficial outcomes on the affiliation like growing satisfaction of laborers, extending upkeep, etc. However, simultaneously the more dark side of this creation should not be neglected to recall which may provoke reduced progressive execution and suitability. The determinants of OCB, for instance, HR practices, Job embedded and delegate responsibility can be used as methods to progress OCB in affiliations.

Saif-ud-Din, P.M. (2016), The outcomes affirmed that OCB is essentially identified with work fulfillment and authoritative responsibility. Those workers who are more fulfilled show high obligation and OCB and less turnover presumption. So in our assessment, all of the three speculations are kept up. The relationship between OCB and turnover is essentially unfortunate; it recommends that agents show their genuine citizenship direct with high work fulfillment and conclusive commitment which reduces the odds of turnover point among the monetary district workers in Pakistan.

Kaveh Hasani, S.S. (2013), "First point of the outcomes is first on the game setting and further exploration can be acted in different associations and enterprises. Second, administrators should know about the staff's insights to make a superior motivating force and positive responsibility. Consequently, further investigations can be utilized to measure the representatives' discernment to improve positive hierarchical responsibility. Third, the authority style can be viable on the hierarchical responsibility and OCB; further investigations could quantify the impact of initiative style, authoritative responsibility, and OCB at the same time. Another impediment of this investigation is identified with related research.

Anwar Rasheed, K. J. (2013), Motivation depicted insignificant results in our study but another variable which isn't yet much considered connected to OCB is criticism that shows powerful input technique may lead to representative's hierarchical citizenship conduct. Reliable with our hypothetical system, this examination shows the impact of specific indicators of OCB. Associations can profit from the current examination by knowing the meaning of the indicators of OCB, and what they mean for such conduct, is significant for both managers and employees of every organization.

Kasinathan S, D. M. (2017), OCB in the Indian data innovation industry is assuming an imperative part, so in this setting can be clarified by the progressions in representative commitment which in itself is affected by changes in industry's best HR rehearses. Worker commitment is along these lines a critical arbiter between HR practices and OCB. This research has approved and broadened the commitment and social trade hypothesis by building up that role clarity, collaboration, compensation fairness, job security, and development are significant predictors of OCB.

Changquan, R.A. (2010), Results discovered that perceived organizational instrumentality was identified with and clarified fluctuation is beyond perceived individual instrumentality. Additionally, saw hierarchical and singular instrumentalists mostly intervened between initiative (transformational leadership and unforeseen reward) and OCB.

Ajzen, I. (1991), The focal ideas in the social and conduct sciences, and it characterizes these ideas such that grants forecast and comprehension of specific practices in indicated settings. Perspectives toward the conduct, emotional standards regarding the conduct, and saw power over the conduct are generally found to foresee social aims with a serious level of accuracy".

Altarawneh, A.A. (2014), the consequences of this examination show that work commitment has a solid relationship with regulating responsibility.

Farooq, K. (2015), Research shows that there is a positive and exceptionally critical connection among worker commitment, coaching with representative maintenance, with directing job of authoritative citizenship conduct. We examine constraints, bearing for future exploration, and administrative ramifications of this examination.

Fasanmi Samuel Sunday (2016), Results states that passionate obligation, procedural equity, and mental strengthening affect the negative association between citizenship direct and turnover reason. The evaluation likewise uncovered a negative relationship between turnover presumption and different evened out citizenship direct. Notwithstanding, there was no unusual relationship between excited commitment and mental invigorating on the negative relationship between citizenship direct and turnover objective.

Kossivi, B., Xu, M., & Kalgora, B. (2016), The employee force of an association can be requested into three orders: bosses, directors, and laborers. For extra assessments to better outfit relationships with data critical to improving their support capacity are required. Existing investigations didn't lay sufficient emphasis on the class of delegates, the space of the

economy and such associations that are particularly impacted by one factor or the other, anyway a couple of assessments did.

Mustapha, A. & Mourad, M. (2007), the aftereffects of this investigation affirmed the collected proof in the writing as to the connection between a few segment factors like age, instruction, and turnover. Concerning workers' maintenance, the Saudi organizations particularly the private organizations should assume a more huge part in executing HR frameworks which ought to stress preparing and professional advancement for the new workers.

Shanker, M. (2018), Overall, organizations are confronting expanded rivalry step by step; representatives are required to extend themselves to be in the opposition. After a specific mark of time, workers quit expanding themselves, bringing about disintegrating the quality, execution, and item. Holding employees close by keeping up the quality transforms into a critical concern and issue for affiliations.

Chinomona, E. (2016), A leader is made to apply the Justice Judgment hypothesis to clarify the interrelationships of the factors, in which authoritative responsibility is a definitive variable. A questioning of the surviving hypothesis shows that these theories have been applied for the most part in enormous estimated firms and, to the best information on the researcher

Agarwal, R. (2017), The HR techniques and practices broke down in the examination proposed and suggested for a better serious edge for the associations. This investigation will reestablishing and guide further future research and build up the importance of HRM of practices and adjust them deliberately for representative commitment and maintenance.

Chew J., Girardi, A., & Entekin, L. (2005), the consequences of this examination gives a valuable stage from which to test the complex issues fundamental the maintenance of center staff through HR rehearses. The study goes some path in advancing elite vital human asset the board rehearses which center around choice, compensation, and acknowledgment methodologies as methods for improving obligation to the association.

Velma, M.J.A., Vijay, *et al.*, (2019), During employee's journey with the organization, the representatives will likewise look for accomplishment of their journey moreover. At the point when the association is sufficient to comprehend achievement in close to home and expert front, no distractions will affect the good relationship an employee has with his/her organization.

Saks, A.M. (2006), Work and affiliation responsibility mediated the associations between the archetypes and occupation satisfaction, various

leveled duty, objectives to stop and legitimate citizenship lead. Results show that there is an immense distinction between work and association obligation and that conspicuous authentic help predicts both work and affiliation responsibility; work characteristics predict work responsibility, and procedural value predicts affiliation responsibility.

Maheshwari, A.R. (2020), Job attributes emphatically impact work commitment, authoritative commitment, and occupation fulfillment. The full intervention by work commitment between the connections of occupation qualities with work fulfillment and authoritative commitment is set up after the testing of mediation hypotheses.

Piyali Ghosh, A.R. (2014), Outcomes show that distributive, procedural and interactional are related with one another. Further, distributive worth surpasses procedural worth in picking position duty, while distributive worth acknowledges the key part in picking OE, trailed by procedural and interactional value.

Alka Rai, P.G. (2019), Hypotheses proposing intercession (commitment as arbiter between complete prizes and goal to remain), moderation (OJ as a moderator between total rewards and engagement), and directed intervention have discovered help.

Romaiha, N.R. (2019), employers should pay more attention to these three factors which are. Altruism, sportsmanship, and courtesy The top executives should show additional drive in urging the representatives to display OCB in the working environment (Muthuraman and Al-Haziazi (2017). This is because, an amicable environment can be created when the two supervisors and subordinates can make participation and understanding among them which prompts a positive workplace (Dehghani, Hayat, Kojuri and Esmi 2013). In this manner, it's not just guided to improve the representatives' exhibition also as accomplishing the hierarchical objective, yet in addition, helps in keeping away from clashes over the long haul.

Afsar, R. (2012), it appears in the composing that a large number of individuals who work for paternalistic pioneers would not leave their relationship for better installment or progression openings. Even though paternalism is a common social measurement in eastern social orders, it has not drawn a lot of consideration from researchers.

Okurame, D. (2012), Adjusting negative view of career growth prospect (CGP) among representatives incites OCB however formal mentoring support (FMS) should be supplemented with different intercessions to cultivate generally OCB.

Banwo, A.O. (2018), this accidentally compresses representatives to work more diligently and makes an undesirable assumption for OCB. Monitoring the techniques proposed to address the adverse consequences of OCB would assist with tending to such assumptions.

El Badawy, T.A. (2016), study showed that representative occupation fulfillment is a fundamental factor in associations. On the individual level, the executives should zero in on improving the representative experience by improving the workplace. Furthermore, giving exercises between representatives would upgrade the correspondence and relational connections between them.

Deery, S.R. (2016), Conscientiousness in OCB was related with higher passionate depletion and with work-family struggle. The examination additionally uncovered that principled representatives who played out their in-role work duties at an undeniable level experienced more prominent passionate depletion and work-family struggle than faithful workers who played out their in-role work obligations at a low level.

Güven, B., & Gürsoy, A. (2014), the connection between organizational justice and organizational citizenship behaviors and with its measurements is significant. At the point when the view of hierarchical equity rises, the presence of authoritative citizenship practices uniformly does, as well.

Nafei, W. A. (2016), The examination has discovered that there is a critical connection between OS and OCB. Additionally, the examination has discovered that OS straightforwardly influences OCB. As such, OS is perhaps the greatest hindrance to OCB at Teaching Hospitals in Egypt.

Vaijyanthi, P., & Shreenivasan, K. (2014), Subsequently, this investigation offers help for the theory that psychologically based work fulfillment estimates will be firmly identified with authoritative citizenship practices and can be considered as a forerunner to OCB.

Yoon, M. H., & Suh, J. (2003), The observational outcomes show that contact workers' work fulfillment and trust in supervisor are essentially identified with OCB and that their dynamic commitment in OCB has a positive relationship with the impression of administration quality.

Taís de Andrade, V. F. (2017), From the results of way examination and relapse investigation, the analysts discovered a predictable result. The initial step of the way is dependability, and it impacts OCB the most; the last advance of way is submission, and it impacts OCB the most noticeably terrible; and interest is center. In like manner, the adjusting Interaction of workers' perspective and conduct is obvious.

Khatri, D.B. (2020), Organizational Citizenship Behavior a brilliant technique to shape capable abilities including initiative, collaboration, assurance, and critical thinking abilities. Involvement in college and voluntary contribution towards school and going past the essential prerequisites assist the understudies with creating helpful work abilities like administrative abilities, arranging events, and performing social duties towards the various partners.

Objectives of the study

- 1) To develop an understanding of the existing publications on OCB and employees retention.
- 2) To have an insight over the existing publications which determine the relationship of OCB and employees retention.

Methods

This paper aims to achieve the above-communicated objectives; a survey of writing was regulated with the assistance of credible studies. This survey paper uses a procedure to audit articles from different databases, locals and other available sources with "OCB and Employees retention".

Results

From the above surveys, it is tracked down that a few investigations were centered around positive factors and some on negative factors influencing retention, and OCB is one of them. Opportune individual for the correct occupation isn't just a major test; any way to hold them is also another mind-blowing going after for human resources specialists. Hold on to what's more to have submitted workers there are no standard HR rehearses continued in affiliations. Pioneers need to expect to be a critical part of this.

Reporting research results

Workers learn unlimited things from their functioning OCB and due to this learning particular lead shifts towards the environment. The consequences of this examination improve our enthusiasm for the chance of the relationship among OCB and delegate support.

Discussion

Joseph, J.O. (2016), states Empirical studies in this examination are talked about following impact commitment through the equal trade of commitment for persuasive HR rehearses which at that point impacts attitudinal and performance results. The nine commitment predecessors concentrated in this exploration are work qualities, job lucidity, material

sufficiency, cooperation, prizes and acknowledgment, seen social help, remuneration decency, employer stability, and representative turn of events. This forerunner accepted to independently yet additionally all in all drive workers commitment and commitment impacts OCB.

Conclusion

Ignoring the way that enthralling and sensible with the latest thing towards work bracing, further assessments are needed to improve our comprehension of the relations among OCB and representatives support. This leads to the enhancement of employees' retention through OCB. Future examination concentrate needs to give exploratory confirmation while the OCB ad employees retention on the positive outcome in representative's conduct.

Limitation

Adaption of OCB with HRM is a challenging task. More research should be done regarding awareness of OCB facets and how to use resource knowledge. There can be the possibility of compatibility and people issues.

References

1. Saif-ud-Din PM. Investigating the Relationship of Organizational Citizenship Behavior with Job Satisfaction, Organizational Commitment, and Turnover Intention: Evidence from the Banking Sector of Pakistan. *Global Journal of Management and Business Research*. 2016; 16(9):5-11.
2. Sayyed Mohsen Allameh MS. Investigating Employee's Attitude Toward Organization, Organizational Climate and Employee's Engagement as Antecedents of Organizational Citizenship Behavior. *Australian Journal of Basic and Applied Sciences*. 2012; 6(8):384-393.
3. Simin Ghavifekr A. Can change leadership impact staff organizational citizenship behavior? A scenario from Malaysia. *Higher Education Evaluation and Development*. 2019; 13(2):65-81.
4. Afsar R. The impact of paternalistic leadership on organization commitment and organizational citizenship behavior. *Journal of Business Management and Applied Economics*, 2012.
5. Ajzen I. The Theory of Planned Behavior. *Organizational behavior and human decision processes*. 1991; 50:179-211.
6. Alka Rai PG. Total rewards to enhance employees' intention to stay: does the perception of justice play any role? *Evidence-based HRM*. 2019; 7(3):262-280.

7. Altarawneh AA. Employee Engagement and Organizational Commitment: Evidence from Jordan. *International journal of business*. 2014; 19(2):193-211.
8. Anwar Rasheed KJ. An Investigation of the Antecedents of Organizational Citizenship Behaviour: Case of Saudi Arabia. *International Journal of Psychological Studies*. 2013; 5(1):128-138.
9. Baiduri Binti Youshan ZH. The Effect of Employees Personality on Organizational Performance: Study on Insurance Company. *International Journal of Accounting & Business Management*. 2015; 3(1):187-196.
10. Banwo AO. When the good outweighs the bad: organizational citizenship behavior (OCB) in the workplace. *Human Resource Development International*. 2018; 23(1):88-97.
11. Changquan RA. Leadership And Organizational Of Citizenship Behavior Specific Meanings As Mediators. *Springer Science Business Media*. 2010; 26:11-25.
12. Deery SR. The Costs of Exhibiting Organizational Citizenship Behavior. *Human Resource Management*. 2016; 56(6):1039-1049.
13. Dr. Ella Mittal NK. Impact of Organizational Citizenship Behavior on Employee Retention in Banking Sector. *International Journal for Research in Engineering Application & Management (IJREAM)*. 2018; 3(10):103-112.
14. Duncan B. A theory of impact philanthropy. *Journal of Public Economics*. 2004; 88(9):2159-2180.
15. El Badawy TA. Exploring the Relationship between Organizational Culture, Job Satisfaction, and Organizational Citizenship Behaviour. *International Journal of Human Resource Studies*. 2016; 6(4):124-132.
16. Kasinathan S, DM. Interrelationship among factors of OCB in Service industry with respect to Information Technology: An Empirical Study. *International Journal of Application or Innovation in Engineering & Management (IJAIEM)*. 2017; 6(4):120-126.
17. Kaveh Hasani SS. The effect of organizational citizenship behavior on organizational commitment. *Glob Bus Perspect*. 2013; 1:452-470.
18. Khatri DB. Structural modeling of college. *Journal of Critical Reviews*. 2020; 7(19):9467-9476.

19. Nafei WA. Organizational Silence: Its Destroying Role of Organizational Citizenship Behavior. *International Business Research*. 2016; 9(5):57-74.
20. Saks AM. Antecedents and consequences of Employee Engagement. *Journal of Managerial Psychology*. 2006; 21(7):600-619.
21. Suci AY. A Systematic Literature Review of Altruism: Challenges, Outcomes and Future Research Directions. *European Research Studies Journal*, 2018, 493-501.
22. Okurame D. Impact of career growth prospects and formal mentoring on organizational citizenship behavior. *Leadership & Organization Development Journal*. 2012; 33(1):66-85.
23. Paille P. Organizational citizenship behavior and employee retention: how important are turnover cognitions? *The International Journal of Human Resource Management*. 2013; 24(4):768-790.
24. Pascal Paillé NR. Professional Employee Retention: Examining The Relationships Between Organizational Citizenship Behavior and Turnover Cognitions. *The Journal of Applied Business Research*. 2015; 31(4):1437-1452.
25. Pradhan SD. Determinants & Consequences of Organizational Citizenship Behavior: A Theoretical Framework for Indian Manufacturing Organisations. *International Journal of Business and Management Invention*. 2014; 3(1):17-27.
26. Romaiha NR. The Determinants of Organizational Citizenship Behaviour (OCB). *International Journal of Academic Research in Business and Social Sciences*. 2019; 9(8):125-133.
27. Farooq K. Organization Citizenship Behaviour a Key for Employee Retention: An Empirical Investigation from Systematic Institutional Industry Pakistan. *Journal of Political Sciences & Public Affairs*. 2015; 03(02):1-5.
28. Fasanmi Samuel Sunday. Organizational Citizenship Behavior and Turnover Intent: A Path Analysis of Nigeria Bankers' Behavioural Variables. *American Journal of Applied Psychology*. 2016; 5(6):51-59.
29. Kossivi B, Xu M, Kalgora B. Study on Determining Factors of Employee Retention. *Open Journal of Social Sciences*. 2016; 04(05):261-268.

30. Mustapha A, Mourad M. Employee turnover and retention strategies: evidence from Saudi companies. *International Review of Business Research papers*. 2007; 3(3):1-16.
31. Kelly JND, Walsh M. *Dictionary of Popes*: Oxford University Press, 2015.
32. Levine DK. Modeling altruism and spitefulness in experiments. *Review of economic dynamics*. 1998; 1(3):593-622.
33. Shanker M. Organizational citizenship behavior in relation to employees' intention to stay in Indian organizations, *Business Process Management Journal*. 2018; 24(6):1355-1366.
34. Chinomona E. Organizational citizenship behavior and employee perception of equity on organizational commitment. *Corporate Ownership and Control*. 2016; 14(1):230-240.
35. Agarwal R. Employee Engagement & Retention: A Review Of Literature. *International Journal of BRIC Business Research*. 2017; 6(1):01-19.
36. Taís de Andrade VF. Organizational citizenship behaviors: a glimpse in the light of values and job satisfaction. *Revista Brasileira de Gestão de Negócios*. 2017; 19(64):236-262.
37. Maheshwari AR. Exploring the mediating role of work engagement between the linkages of job characteristics with organizational engagement and job satisfaction. *Management Research Review*. 2020; 44(1):149-173.
38. Saksa J. An Investigation of Research on Altruism in Recent Literature of the Three Sectors: Public, Private, and Non-Profit. *Honors Projects*, 2015, 1-27.
39. Vaijyanthi P, Shreenivasan K. Deducing the Organizational Citizenship Behavior Dimensions and its Antecedent (Job Satisfaction) in the Indian Context. *Research Journal of Applied Sciences, Engineering and Technology*. 2014; 7(10):1953-1960.
40. Yoon MH, Suh J. Organizational citizenship behaviors and service quality as external effectiveness of contact employees. *Journal of Business Research*. 2003; 56(8):597-611.
41. TSAI MESC. The Influence of Loyalty, Participation, and Obedience on Organizational Citizenship Behavior. *International Journal of Business and Economic Affairs*. 2017; 2(1):67-76.

42. Koopman J, Lanaj K, Scott BA. Integrating the Bright and Dark Sides of OCB: A Daily Investigation of the Benefits and Costs of Helping Others. *Review of Academy of Management Journal*. 2016; 59(2):414-435.
43. Barnard CI. *The functions of the executive*. Cambridge, MA: Harvard University Press, 1938.
44. Vakola M, Bouradas D. Antecedents and consequences of organizational silence: an empirical investigation, *Employee Relations*. 2005; 27(5):441-458.
45. Babcock-Roberson ME, Strickland OJ. The Relationship between Charismatic Leadership, Work Engagement and Organizational Citizenship Behaviors. *The Journal of Psychology*. 2010; 144(3):313-326.
46. Piyali Ghosh AR. Organizational justice and employee engagement: Exploring the linkage in public sector banks in India. *Personnel Review*. 2014; 43(4):628-662.
47. Levine DK. Modeling altruism and spitefulness in experiments. *Review of economic dynamics*. 1998; 1(3):593-622.
48. Organ DW. *Organizational citizenship behavior: Its nature, antecedents, and consequences*. s. London: Sage Publications, 2006.
49. Organ DW. *Organizational Citizenship Behavior: The Good Soldier Syndrome*. Lexington Books/D.C. Heath and Com, Lexington, MA, 1988.
50. Podsakoff PM. The impact of organizational citizenship in organizational performance, Review and suggestion for future research. *Human Performance*. 1997; 10:133-151.
51. Thiagarajan T, Durairaj IYA. Organizational citizenship behavior: Its definitions and dimensions, *GE-International Journal of Management Research*, 2017, 5(5).
52. Organ DW. *Organizational Citizenship Behavior: Its Nature, Antecedents and Consequences*, 2005.
53. Organ DW. The subtle significance of job satisfaction. *Clinical Laboratory Management Review*. 1990b; 4:94-98.
54. Organ DW. Organizational citizenship behavior: It's constructed clean-up time. *Human Performance, Review of Human Performance*. 1997; 10:85-97.

55. Van Dyne LG. Organizational citizenship behavior: Construct redefinition, measurement and validation. *Academy of Management Journal*. 1994; 37:765-802.
56. Williams LJ. Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of Management*. 1991; 17:601-617.
57. SJ, RV, GSK. A Study on Employee Retention. *Journal of Advanced Research in Dynamical and Control Systems*, 11(0009-SPECIAL ISSUE), 2019, 1315-1319.
58. Abdulai Sawaneh I, Kanko Kamara F. Evaluating Employee Retention Strategies on Job Performance. *Science Journal of Business and Management*. 2019; 7(3):67.
59. Terence RM. How to keep your best employees: Developing an effective retention policy. *The academy of management executive*. 2001; 15(4):96-109.
60. Hom PW, Griffeth RW. *Employee turnover*. Cincinnati, OH: South-Western, 1995.
61. Drucker P. *Management for the 21st century*, New York Harper Collins, 1999.
62. Wysocki B. Retaining employees turns into a hot topic. *Wall Street Journal*, September 8, B1, 1997.
63. Joseph JO. Human resource management practices, employee engagement and organizational citizenship behaviors (OCB) in selected firms in Uganda. *African Journal of Business Management*. 2016; 10(1):1-12.
64. Wilmot MP, Ones DS. A century of research on conscientiousness at work. *PNAS*, 2019, 23004-23010.
65. Redman T, Snape E. I to Wed: The Role of Consciousness Transformation in Compassion and Altruism. *Journal of Management Studies*, 2005, 42(2).
66. Konovsky M, Organ D. Dispositional and Contextual Determinants of Organizational Citizenship Behavior. *Journal of Organizational Behavior*. 1996; 17:53-266.
67. Lowery C, Krilowicz T. Effects of Organizational Citizenship Behaviors: Evidence from Production Supervisors. *International Journal of Selection and Assessment*, 1996.

68. Borman WP. Personality Predictors of Citizenship Performance. *International Journal of Selection and Assessment*, 2001.
69. Coole DR. The Effects of Citizenship Performance, Task Performance, and Rating Format on Performance Judgments, University of South Florida, 2003.

Chapter - 5

Corporate Entrepreneurship

Author

Mahabub Musa Garba

Lecturer, Department of Business Administration, Yusuf
Maitama Sule University, Kano, Nigeria

Chapter - 5

Corporate Entrepreneurship

Mahabub Musa Garba

Abstract

Most established organizations find it extremely hard to retain the preliminary entrepreneurial spirit that made them succeed at the start-up stage. Established organizations struggle to innovate successfully due to their structures, administration and culture. As businesses grow, processes become more complex, more structural and more rigid, which is an obstacle for innovative ideas. Corporate entrepreneurship is seen to be a process that can expedite organisations' efforts to innovate constantly and cope effectively with the competitive realities that companies come across when competing in market. This chapter provides a foundation and definitional framework for corporate entrepreneurship. It discussed the different forms of corporate entrepreneurship dependent on the objectives pursued and the resources available. The process of developing an entrepreneurial spirit within an existing organization and the key steps for fostering and instilling corporate entrepreneurship are discussed.

Keywords: corporate entrepreneurship, corporate venturing, innovation, strategic entrepreneurship; intrapreneurship

Introduction

The world economy is generating substantial changes for organizations throughout the globe. These changes make it necessary for business organizations to keep an eye on these developments and dedicate ample attention in selecting strategies and management approaches that will ensure not only their survival but their relevance in the highly competitive business environment. To keep pace with these speedy, continuous, and significant changes the world is witnessing, many established organizations have resorted to restructuring their operations in many ways.

After years of downsizing, right sizing and budget cuts, businesses have come to understand that they have no shortcut to success. They have also realized that they cannot develop rapidly by modifying existing offerings,

taking over rivals, expanding into new locations or moving into emerging economies. In order to keep pace with the rapid, unending and significant changes the businesses are witnessing both within the internal and external environments, many reputable corporations have rationalized their processes in meaningful ways. In fact, after a series of modifications and restructurings, some of these companies bear little resemblance to their parent companies in terms of business scope, business offerings, organizational culture and competitive approaches.

For established organizations, creating new businesses is the most difficult challenge they are faced with today. This is because well-established organizations find it extremely hard to retain the initial innovative spirit that made them succeed in the first instance, that is, during their start up stage. Established organizations struggle to innovate successfully due to their structures, administration and culture. As businesses grow, processes become more complex, more structural and more rigid, which is an obstacle for innovative ideas.

Because of maturing technologies and aging product portfolios, a new imperative is clear: Companies must create, develop and sustain innovative new businesses. They must become Janus-like, looking in two different directions at the same time, with one face focused on the old in order to sustain it and maintain competitive advantage, and the other focusing on the creation, development and innovative new businesses. For established organizations to remain in the forefront of innovation, they have two strategies. The first strategy has to do with investing in or buying start-up firms with promising future or a great potential. Nevertheless, many corporations are concerned about the amount of money they have to pay and also having to trust the potentiality of the idea. The second strategy consists of creating new businesses within a corporation, that is, developing in house ideas.

Definition of corporate entrepreneurship

At the moment, there is no universally accepted definition of corporate entrepreneurship. Its operational definition has evolved over the years through the works of different scholars ^[1]. Some emphasise its analogy to new business creation and view corporate entrepreneurship as a concept limited to new venture creation within an established organization ^[2]. Other scholars are of the view that corporate entrepreneurship ought to encompass the struggle of established organizations to renew themselves by carrying out a new combination of resources that alter the relationship between them and their environment ^[2].

Researchers Micheal H. Morris and Donald F. Kuratko ^[3] defined corporate entrepreneurship as ‘a concept used to define innovative behaviour inside established mid-sized and large organisations’. Corporate entrepreneurship can also be seen as the process whereby an individual or a group creates a new venture within an established organisation revitalises and renews an organisation or innovates. Shaker A. Zahra ^[4] defined corporate entrepreneurship as ‘a formal or informal activity that is directed at creating new business in established corporations through product and process innovations and market developments’.

Even though its definitions remain contentious, corporate entrepreneurship is generally believed to refer to the development of new ideas and opportunities within large or established corporations. From the above perspectives, innovation could be a new product or service, a managerial system or a new plan or program that pertains to organizational members ^[5]. Corporate entrepreneurship is therefore seen as corporate initiatives that enable entrepreneurship in relation to an existing company. The concept is thus seen as business initiatives that enable entrepreneurship in relation to an existing company ^[6]. Corporate entrepreneurship remains relevant to the growth, profitability, sustainability and the survival of an organization. According to Adeoti and Asabi ^[7] this advocates that certain activities of corporate entrepreneurship aid in stimulating organizational innovation and creativity in addition to instilling a culture that encourages taking calculated risks in organizational operations in order to favourably place the company at an advantage in existing markets as well as developing new ones.

Forms of corporate entrepreneurship

Just as the academic literature consists of various definitions of corporate entrepreneurship, scholars have also known different forms of entrepreneurship within an established organization. The implementation of corporate entrepreneurship can be achieved by different approaches and forms. Thus, these different forms are dependent on the objectives pursued, the resources available and the affected addressees. Researchers Micheal H. Morris, Donald F. Kuratko and Jeffrey G. Covin ^[8] have mentioned two observed phenomena as instituting the sphere of corporate entrepreneurship. They are corporate venturing and strategic entrepreneurship. The umbrella term “corporate entrepreneurship”, as observed by Hoglund and Martensson ^[9] habitually comprises two distinct types of phenomena: corporate venturing and strategic entrepreneur. According to Schaper and Volery ^[2] within the purview of established organizations, entrepreneurship includes three dimensions that are not related, which are: corporate venturing, strategic

renewal and innovation. According to Stopford and Baden-Fuller ^[10] the general forms of corporate entrepreneurship are corporate venturing, organizational renewal and innovation. The strategy literature makes a distinction between these forms, subsets or designs of corporate entrepreneurship; corporate venturing, the activities connected with the transformation or renewal of existing organizations and the third one which is innovation based on the concept given by Schumpeter ^[11]. These forms of corporate entrepreneurship are outlined in Figure 1.1.

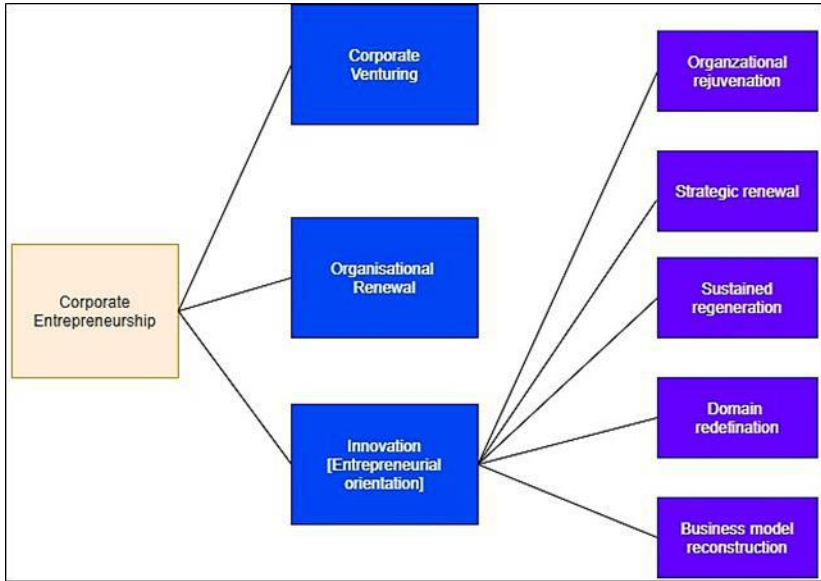


Fig 1.1

Source: Adapted from “Corporate Entrepreneurship and organizational structure elements” by Regien, S. 2010, *Using organizational structure elements*, p. 1-29.

In the following sections, we will discuss the different forms of corporate entrepreneurship.

Corporate venturing

Corporate venturing is a specific form of corporate entrepreneurship which entails creating new businesses within an established organization either by creating and owning the businesses, which is known as internal corporate venturing—they operate within the existing corporate structure, creating new businesses by partnering with another external party, which is termed “cooperative corporate venturing”—they exist as external entities that

operate outside organizational boundaries or by creating new businesses outside the corporation, which is known as external corporate venturing-these are typically very young ventures or early growth-stage firms ^[11].

Internal corporate venturing

Internal corporate venturing, according to Schaper and Volery ^[2] refers to the business venturing activities that result in the creation of new organizational entities, such as units or subsidiaries, within an established organization. As part of internal corporate venturing, new divisions or even a complete organization can be established, which are owned by the parent company. It is possible to integrate the new business units into the existing company structure or outsource them and build up a new structure for the newly formed companies ^[3]. However, such units, divisions or subsidiaries are only indirectly influenced by the parent company and are thereby able to independently develop their own structure.

Cooperative corporate venturing

Cooperative Corporate Venturing is another form of corporate venturing. It is the process by which corporations create new businesses together with another external partner. They exist as external entities that operate outside the organizational boundaries of the partners ^[12]. In this form of corporate venturing, a new business is initiated by two partnering firms, who merge resources to run the newly formed business. It should be noted that while the original firms remain independent and separated from each other, the new firm is commonly owned. Such type of venturing is also referred to as joint corporate ventures. The newly created businesses are typically applied externally and act autonomously of the parent companies ^[8]. This form of corporate venturing according to Teng ^[13] benefits both the newly established corporation, the parent companies and other stakeholders, as they have access to the knowledge, which will consequently give them an advantage over their competitors.

External corporate venturing

According to Schaper and Volery ^[2] external corporate venturing refers to business venturing actions, which consequently result into the conception of semi-autonomous or independent organisational units outside the existing firm. External corporate venturing is achieved by creating new businesses outside the corporation and then invested in or acquired by the investing company. These are generally very young firms or early growth-stage firms. This form of corporate venturing deals with entrepreneurial activities with respect of new businesses, which are founded by outside groups or persons

rather than the original company. The parent company acquires these new businesses with great potentials entirely or invests resources and in return gets shares. Characteristically, these new firms are very young businesses with great potentials, which are in the early stage of a start-up^[8].

Organizational renewal

Strategic renewal entails activities that are aimed at changing the way resources are specified and distributed with the objective of achieving better and sustainable overall economic performance. Strategic renewal, according to Schaper and Volery^[2] involves the creation of new wealth through new combinations of resources within the firm. Even though such renewal activities happen inside the parent corporation they are not treated as new businesses by the corporation. Guth and Ginsberg^[14] asserted that activities carried out under strategic renewal include actions, such as changing a business competitively, making key changes in marketing or distribution, redirecting product development and redesigning operations. Therefore, the concept of organizational renewal necessitates doing business in a completely different way than before.

Innovation (Entrepreneurial orientation)

Unlike the other form of corporate venturing discussed above, that is, organizational renewal, innovation permits the entire organization to act entrepreneurial not just a few individuals^[11]. Innovations can occur anywhere in a company and can signify important changes from the company's past products, markets, organizational structures, procedures, strategies, capabilities or business models^[15]. It is this innovation that distinguishes a company from others in the business. Innovation, according to Adeyeye^[16] can be expressed in five ways, which are: *strategic renewal, sustained regeneration, domain redefinition, organizational rejuvenation and business model reconstruction*.

Based on the existing literature, innovation can be established in five forms: sustained regeneration (product and service offerings), organizational rejuvenation (the internal organizational setting), strategic renewal (company strategy), domain redefinition (markets served) and business model reconstruction^[15].

Organizational rejuvenation

According to Morris *et al.*^[12] organizational rejuvenation entails reforming the organization in a fundamental way, a single innovation that has a major impact on the firm or multiple smaller innovations that jointly

contribute to significantly increased organizational efficiency or effectiveness at strategy implementation. It refers to the entrepreneurial process by which corporations “seek to sustain or increase their competitive position in the market by altering their internal processes, structures and or capabilities” [16]. This means that the main objective of organizational rejuvenation is to have a major influence on the way the company’s strategy is implemented through internal processes, structures and competences. When corporations adopt organizational entrepreneurship they introduce innovations that will modify key features of how operations are carried out, value creation for customers and also sustain or improve the way the business implements its policy.

Strategic renewal

Strategic Renewal, in the words of Guth and Ginsberg [14] is “the transformation of organizations through the renewal of the key ideas on which they are founded”. This implies that when a firm opts for strategic renewal, the organization “seeks to redefine the relationship with its competitors in the market or the sector in which it operates, by modifying its form of competition”. Morris *et al.* [12] maintained that not all businesses pursue this form of entrepreneurial orientation when they go for a new strategy, it is only considered strategic renewal when such organizations “embody major repositioning efforts by the business within its competitive space” or new undertakings that are based on ‘unique value propositions that diverge from accepted industry strategic recipes’”.

Sustained regeneration

Sustained regeneration, considered the most known and common form of entrepreneurial orientation, is the process by which organizations ‘regularly and continuously introduce new products and services or enters new markets’. The firm is in constant pursuit of entrepreneurial opportunities [15]. In contrast to other forms of entrepreneurial orientation, sustained regeneration is unattainable by a single type of event; it is a continuing process of presenting new products and services or venturing into new markets. Organizations that opt for sustained regeneration concurrently remove older products and services from their line in an attempt to improve overall competitiveness via the product life cycle management technique [16].

Domain redefinition

With domain redefinition, firms move into recognised markets. Through domain redefinition companies go into a market where there are no competitors at present. It denotes an entrepreneurial phenomenon in which businesses “proactively create a product-market combination that others are

yet to recognized or actively sought to exploit” [15]. In following domain redefinition, companies characteristically hope that their first-mover status will create a solid basis for sustainable competitive advantage if and when competitors follow. Under such a situation, the corporation based on the first mover advantage may be able to set standards or define the yardstick, which later entrants are going to be judged [16]. The phenomenon that domain redefinition signifies can also arise in so-called “bypass strategies” (Fahey,1989), “market pioneering” (Golder and Tellis, 1993) “whitespace” marketing” (Maletz and Nohria, 2001) and “blue ocean strategy” (Kim and Mauborgne, 2005) [15]. Out of the five forms of innovation otherwise known as entrepreneurial orientation, domain redefinition is the only form in which it automatically results in a new business formation.

Business model reconstruction

Business model reconstruction involves ‘designing or redesigning the essential business model(s) in an effort to improve operational efficiencies or differentiate itself from competitors in ways that is valued by the market’ [12]. According to Goodale *et al.* [17] business model reconstruction refers to “the design or redesign of the company’s business model with the aim of improving operational efficiency or differentiating its business from competition in the sector through formulas that are valued”. Simply put, business it refers to an entrepreneurial strategy where the company recalibrates its business model to improve operational efficiencies. Common activities in business model reconstruction include outsourcing-that is, depending on external contractors for activities that are previously performed in-house and, to a lesser extent, vertical integration-that is, taking the ownership of elements of the roles of suppliers or distributors [15]. In order to create and sustain competitive advantage via business model reconstruction, the organization has to redefine the value proposition of the customer-firm relation.

Steps in developing entrepreneurial spirit

Entrepreneurial spirit is a mind-set. It’s an attitude and approach to thinking that aggressively seeks out change. It’s a mind-set that embraces critical questioning, innovation, service and continuous improvement. The process of developing entrepreneurial spirit requires time and continuous effort. Developing entrepreneurial spirit within an existing organization requires four distinct steps [2]. The steps required are; developing a vision and strategy, creating a culture that promotes innovation, developing organizational support and rewarding results, as shown in Figure 1.2 below.

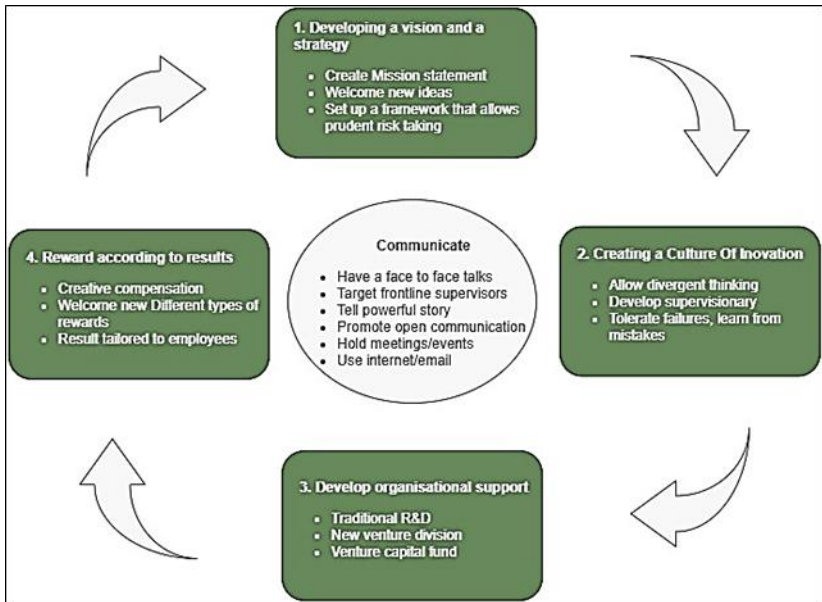


Fig 1.2: Four steps for fostering entrepreneurship in in an organization

Source: Reprint from *Entrepreneurship and Small business* ((2nd ed. p 411), by Schaper, M., & Volery, T., 2007, Australia: John Wiley & Sons, Ltd. Copyright 2007 by Micheal Schaper and Thierry Volery.

Developing a vision and a strategy

The process of developing an entrepreneurial spirit within an existing organization begins with the development of clearly understandable vision and strategy. Managers of innovative organizations embrace new ideas and through their decisions activities and communications demonstrate that revolution that propels profitability. Leaders of highly profitable organizations, through their actions and words, help their employees to overcome their fear of failure, thereby creating a culture of calculated risk-taking that will lead to a sustainable innovation.

Welcome new idea

The vision of the organization is translated into a mission statement, which states the purpose of the organization and identifies the scope of its operation and also reflects on its values and priorities. In other words, the mission is “knowing why you’re doing what you’re doing” while the vision is “where you’re trying to go” and “how you’re going to go about it” and these are the glue that holds an organization together.

Basically, the mission declaration describes the organization and addresses the question ‘what type of organization does it aspire to be? This will help the organization in having a sense of direction with respect to making reliable decisions, motivating employees, enhancing communication and so on. The vision must be evidently expressed by the leaders in the organization, though the specific objectives are then developed by line managers and workers at its lower level. It is important to note that employees need to know about the vision and understand it fully, as they are the starting point in corporate entrepreneuring.

Allow prudent risk-taking

To create an environment that stimulates corporate entrepreneurship, leaders need to be more tolerant of failure, but only if it encourages more risk-taking. It's risk-taking that energises a company to achieve new heights, not just tolerating failure. According to Schaper and Volery ^[2] the rising acceptance of failure influences the way organizations approach corporate intrapreneurship. For corporate entrepreneurship to inculcated, managers need to encourage the culture of smart risk-taking, a culture where employees, who are the driving force for corporate entrepreneurship, understand what risk taking is, what smart risk is and feel comfortable in recommending or even taking risks. Once such kind of atmosphere is created, we will have an innovative organization, which will push the limits of possibility.

Encouraging innovation

As soon as vision and approach are established, corporations can start working on their business culture. Organizations must essentially develop an innovative strategy, as it is the main component. Innovation can be radical and incremental, depending on its nature. *Radical innovations* are unveiling of breakthrough that completely transforms an industry, such as personal computers, Post-it notes, disposable diapers and so on. Such inventions take experimentation and strong-minded vision, which are not necessarily managed but *must* be recognized and nurtured.

Incremental innovations are systemic transformations of existing services or products into newer or larger markets. These products are in advanced stage of a life cycle. Examples of such type of innovations include microwave popcorn, frozen yoghurt and so forth. In many situations, incremental innovation takes place after radical innovation introduces a breakthrough. Nevertheless, encouraging innovation requires a preparedness not only to tolerance failure but also to learn from it.

Developing organizational support

The innovation process is boosted when the whole organization supports it. Such support is the job of the top management, who must put in place the appropriate structures, procedures and values that will make it clear for everyone in the organization to understand that innovation efforts are a top priority. The structure of the entire organizational setting can help to implement incremental innovation. As it is being said, “an organization can do, through its people 1,000 things 1 percent better, rather than waiting to do one thing 1,000 percent better” ^[1]. Both types of innovations require vision and support at different steps for effective development. Furthermore, both forms of innovation need a champion, that is, a person with a vision and the ability to share such a vision ^[18]. It should also be noted that both sorts of innovation require an effort from the top management of the organization to educate employees regarding innovation and corporate entrepreneurship, a model otherwise known as top management support.

Reward according to result

Reward improves the inspiration of employees to engage in innovative behaviour. Organizations must be characterized by providing a rewards system that is contingent on performance, providing challenges, increasing responsibilities and making the ideas of innovative people known to others in organizational hierarchy ^[1]. Organizations must reward creatively by using financial reward, non-financial reward or a mix of both. While in some organizations creative compensation is favoured, that is, the avoidance of using money to entice people who come up with innovative ideas, because such monetary reward may make them feel they are being controlled. In other organizations, a monetary reward system is often the favoured motivational tool ^[2]. Companies can also adopt broader reward schemes, such as incentive share options.

It is also important to shape compensation to match the values held by employees, giving each worker the right to a mix of incentives and rewards. Successful establishments clearly communicate how they will treat individuals and how they will differentiate individual performance. Such declaration encourages employees to take part in the struggle to come up with innovative ideas.

Communication

Communication is essential for sharing the vision of top management, for developing entrepreneurial culture and for stimulating creativity and innovation throughout the corporate structure. If employees are undeniably

asked to think like owners, then they need the same level of information that owners receive. They need a clear understanding of the bigger picture, including all the costs and relevant financial information required to function effectively. Communication in this sense should be about facts and target frontline supervisors and other key players in the organization. For corporate entrepreneurship to triumph, it is indispensable to promote open communication to nurture ideas and capabilities. The only effective way to communicate a value is to act in accordance with it and give others the incentive to do the same ^[2].

Information and communication technologies have further made sharing innovative ideas a lot easier. It goes beyond basic email into various types of real-time and asynchronous electronic connections, such as chat rooms, conferencing systems, joint document presentation and so forth. Electronic communications are perfect for connecting innovative employees, who might be ignored or perceived as being marginal in organizations that profoundly bank on face to face exchange of ideas.

Summary

Most established organizations find it extremely hard to retain the preliminary entrepreneurial spirit that made them succeed at the start-up stage. Established organizations struggle to innovate successfully due to their structures, administration and culture. As businesses grow, processes become more complex, more structure and more rigid, which is an obstacle for innovative ideas. Corporate entrepreneurship is seen to be a process that can expedite organisations' efforts to innovate constantly and cope effectively with the competitive realities that companies come across when competing in market. Corporate entrepreneurship can be defined as the process whereby an individual or a group creates a new venture within an established organisation, revitalises and renews an organisation or innovates.

Corporate entrepreneurship consists of three general forms, namely-corporate venturing, organizational renewal and innovation. The innovation form, also known as entrepreneurial orientation, consists of five forms, which are organizational rejuvenation, strategic renewal, sustained regeneration, domain redefinition and business model reconstruction.

Developing entrepreneurial spirit within an existing organization requires 4 distinct steps: developing vision and strategy, encouraging innovation, developing organizational support and rewarding according to result. In order to be able to create an environment suitable for corporate entrepreneurship, this process requires time, relentless effort and appropriate communication. It

is imperative to promote open communication in order to nurture ideas and capabilities.

References

1. Donald FK. Introduction to Entrepreneurship (Internatio). Cengage Learning, 2009.
2. Schaper M, Volery T. Entrepreneurship and Small business (2nd ed.). John Wiley & Sons Australia, Ltd., 2007.
3. Morris MH, Donald FK, Jefferey GC. Entrepreneurship and Innovation: Entrepreneurial Development within Organizations (2nd ed.), 2008b.
4. Shaker AZ. Predictors and Financial Outcomes of Corporate Entrepreneurship: An Exploratory Study. *Journal of Business Venturing*. 1991; 6:259-286.
5. Damanpour F. Organizational Innovation: A Meta-analysis of Determinant and Moderators. *Academy of Management Journal*. 1991; 34:355-390.
6. Christensen KS. A Classification of the Corporate Entrepreneurship Umbrella: Labels and Perspectives, 2004, 1(4).
7. Adeoti JO, Asabi MO. Analysis of Dimensions of Corporate Entrepreneurship and Organizational Performance in Nigeria. 2018; 3(2):1-11.
8. Morris MH, Donald FK, Jefferey GC. Corporate Entrepreneurship and Innovation.) Mason, OH: South-Western/Cengage Learning), 2008a.
9. Høglund L, Martensson M. Entrepreneurship as a Strategic Management Tool for Renewal-The Case of the Swedish Public Employment Service. *Administrative Sciences*. 2019; 9(4):76. <https://doi.org/10.3390/admsci9040076>
10. Stopford M, Baden-Fuller W. Creating corporate entrepreneurship. *Strategic Management Journal*. 1994; 15(7):521-536.
11. Sumo R. Corporate entrepreneurship: Using organizational structure elements, 2010, 1-29.
12. Morris MH, Donald FK, Jefferey GC. Corporate Entrepreneurship and Innovation. Mason OH: South-Western Cengage Learning, 2007.
13. Teng BS. Corporate Entrepreneurship Activities through Strategic Alliances: A Resource-Based Approach toward Competitive Advantage. *Journal of Management Studies*. 2007; 44(1):119-142.

14. Guth W, Ginsberg. "Guest Editors" Introduction: Corporate Entrepreneurship'. *Strategic Management Journal*. 1990; 11:297-308.
15. Belén MC. Corporate entrepreneurship: A Comprehensive Field Review and Assessment of the Internal Organizational Environment Supportive of Strategic Entrepreneurship. In *Sports innovation management*, 2018. <https://doi.org/10.4324/9781315177977-7>
16. Adeyeye M. Corporate Entrepreneurship as a Paradigm for Successful Competition and Growth. *Journal of Research in Management and Social Sciences*. 2016; 2(2):1-8.
17. Goodale C, Donald FK, Hornsby J, Jefferey GC. Operations management and corporate entrepreneurship: the moderating effect of operations control on the antecedents of corporate entrepreneurial activity in relation to innovation performance. *Journal of Operations Management*, 2011, 1(29).
18. Greene PG, Brush CG, Myra MH. The Corporate Venture Champion: A Resource Based Approach to Role and Process. *Entrepreneurship Theory and Practice*, 1999, 103-122.

Chapter - 6
Social Media: A Tool of Empowerment for
Homemakers

Author

Sonali Sharma

Assistant Professor, Department of Business Administration,
Manipal University Jaipur, Jaipur, Rajasthan, India

Chapter - 6

Social Media: A Tool of Empowerment for Homemakers

Sonali Sharma

Abstract

In this high-speed world, innovation is growing colossally, contacting masses with simply a web association, regardless of the area or status or job. Online media is a scaffold for those women who are enthusiastic for their ability yet smothered her desires and consistently set forward the necessities, requests and needs of her relatives. It is a steppingstone to seek after her goals. Ladies with fundamental PC information and education, can cut a specialty and appreciate advantages of chances. A plenty of never heard occupations are available with insignificant venture, for example, vloggers, bloggers, advanced advertisers, selling items on platforms for example, WhatsApp, Instagram, Facebook and so forth. Likewise, web-based business entryways, for example, Amazon, eBay and like are a plume in the cap. With the ascent in free advanced training entrances like Udemy, Coursera, NPTEL SWAYAM and so forth, wherein an individual can enlist and acquire mastery on any subject of their advantage and expert the range of abilities, which will additionally help them in creating great business. An incredible instrument for systems administration and supporting different ladies. Additionally, web-based media gives choices to ladies needing to begin their vocation after a break.

This study endeavors to dissect social media stages as an instrument for empowerment of homemakers, study the effect of social media on the lives of homemakers. The paper likes to reason that with the expanding attention to social media, empowerment of ladies can be accomplished.

Keywords: empowerment, social media, women empowerment, entrepreneurship, e-commerce, digital education

Introduction

Technological era has opened plenty of doors for opportunities. Right from collaboration, connection, interaction, participation with family, friends and stakeholders with a single click are some of the doors of opportunities

bestowed upon in this era. With the global social media revolution, social networks such as Facebook, Twitter, Instagram, Skype, Telegram, Signal, WhatsApp, etc., are being extensively used for communication purposes^[1]. Correspondingly, proving to be boon for digital learning and advancement. As a result, creating an ever-lasting effects of empowerment in society. It is found that despite the socio-cultural, economic, or geographical roadblocks, social media remains at the fingertips of people cross-country. This omnipresence of social media proves to be the tool of empowerment for women worldwide in various sectors like political, economic, legal, social, cultural. To make most out of it, it is imperative to understand the perks, controls, social media brings itself with.

The given importance that everyone knows or talks about women empowerment, on the contrary, the reality stands something else. Historically, women used to just listen to their husbands, focusing only on managing household duties and children, resulting in sacrificing of her own wishes and dreams. As a matter of fact, today's women are ambitious, having her own dreams, aspiring to make her own identity in the world. The silver lining here is the augmentation of online marketing for homemakers, who wants to manage both household chores and work side by side. Digital platforms provide an opportunity to these women wanting to accomplish dreams in their lives and being passionate at the same time^[2].

Home-made business proprietors are pursuing their lifelong dreams of having successful careers by skillfully leveraging social media. Until a few years ago, artful innovators who could not envision of running a business, are now motivated because of modern technology. With social media, women now have better access to new channels and mode of information. These digital platforms are giving rise to plethora of career paths for homemakers. To name a few, blogger, entrepreneurship, vlogger, digital marketer, e-commerce seller, fashion influencer and many more. These career paths will lead to financial stability, work-learning experience, efficiency, and reassurance so on and so forth. Thus, enabling them to induce innovative ideas, broaden on professional platforms and lead a more worthwhile life^[3].

With the birth of social media, an increasing trend of starting businesses online can be seen in women. Hence, providing numerous benefits to them. For instance, 24*7*365 readily available technology that can be accessed sitting from anywhere using any devices such as laptops, smartphones etc., and looking after home simultaneously. Furthermore, huge savings on infrastructural costs and other expenses required to run business in retail

format. In the same way, another merit of doing business online is providing necessary information pertaining to products and services and being engaged with customers all the time, moreover, tagging of photos, direct messaging, uploading of videos. As socializing comes inborn in women, it has led to the increasing trend of developing online business and the convenience of online shopping is favored by consumer these days. Resulting from this is the birth to women empowerment.

Review of literature

Empowerment of women necessitates global access to capital and markets, as well as real ownership and active full control in the sense of business empowerment. These three components serve as a model for empowering women via industry. The need for urgent attention to the sense of empowering women initiatives is crucial. Empowering women through creativity and entrepreneurship is becoming an integral part of our development efforts in our nation, owing to significant benefits such as women's advancement, economic growth, and cultural prosperity. Over the last decades, e-commerce and social media has become one of the most recent breakthroughs in Indian economy. It establishes up an entire future paradigm with huge untapped as well as profound implications for the way businesses are conducted. With technical tools for women's startups, social media has become a part of daily life. Females have never had more rights, complete independence, gain control, liberty, and equality thanks to social media online presence. It certainly encourages them to push boundaries in a real-life environment that would otherwise be impossible. Increasing networking and learning about people and cultures is possible because of social media. Hence, it is no longer possible to underestimate women.

The potential of social media to empower women entrepreneurs is primarily due to its ability to facilitate the development of online communities and social networks. Women have been motivated to engage in entrepreneurship because of social media. Many activities have been initiated to sell produced goods for sale online that women previously only posted on Facebook. Women have been able to see social media as a business tool and have been persuaded that they can benefit from their handmade goods. It is now possible to start a company with very little capital and operating costs. It includes home-based businesses selling handmade goods or services over the internet. Has empowered women to build or sustain a social network, even if they are required to care for their families at home. This has helped them feel less alone and has greatly improved their social lives. Women now have more financial opportunities, giving them

more financial independence and autonomy. Because of their contribution to family income, women have been able to redefine their position within the family, gain greater importance, and actively engage in decision-making. Resulting in re-discovering and re-defining their position in society ^[4]. Homemakers do have a dream of working or starting something else. You become your own boss when you have an online business. Homemakers can open a small online store and market products as best as they can. You can write your blog whenever you are free from your daily responsibilities if you have one. Graphic designers are well placed with digitization catching up the market like wildfire. In the custom jewelry and beading industries, there is a lot of money to be made. If you think that your sort of business can be accomplished from home, then being a writer is the best possible alternative. If with your makeup skills you have the power to transform a face, why not share them? You can even sell a makeup of your own. This is a very interesting and newly discovered market segment ^[5]. In addition, social media, especially Instagram, enables to collaborate with other female entrepreneurs or communities. Since there are many potentials for using social media channels to empower women around the world, using social media will help them do so ^[6].

As per studies conducted, it has been revealed that females use different technologies at a higher rate than males, but the overall differences are likely due to the country rather than a global perspective. Women must take responsibility for finding their voice, building a network, and assisting others in achieving empowerment, prosperity, and economic equality using the resources and knowledge gained. Digital technology can help female empowerment, and the findings show that women use social media sites including Facebook and Twitter for a variety of purposes, including raising awareness, marketing, and building relationships ^[7]. Social media provides a forum for micro-scale women entrepreneurs to conduct their business solely through it or whether it is merely an auxiliary means to the traditional medium, as well as the associated benefits, obstacles, and disadvantages. The findings revealed that social media has created a forum for Pakistani women who are unable to work or start a business by conventional means, owing to social and financial constraints. It has provided them with significant advantages such as broad market access, direct messaging, low-cost, fast knowledge sharing, and versatility. Facebook is a popular social media platform, as per the study conducted ^[8]. In recent years, there has been a notable increase in the number of women entrepreneurs working on social media sites in Bangladesh. Given that women make up half of the population, this is clearly a huge contribution to the country's economy. As a

result, certain factors have been discovered such as product enhancement, entrepreneurial opportunity and growth etc., thereby influencing women to do business on social media ^[9]. Furthermore, social media entrepreneurship can be viewed as a solution to the problem that women face in juggling their work and family lives. Finally, due to its unique characteristics, such as mobility and versatility, social capital acquired through social media interactions, unequal distribution of goods in Indonesian cities, customers' lack of time to visit physical shops, and the trust and satisfaction faced by women, social media entrepreneurship is a beneficial provision for women in Indonesia ^[10]. With the rise in powerful instruments of technologies, social media being one of them. It has proven that social media can provide the women economic empowerment, giving her the freedom, control, thereby, leading towards the economic empowerment ^[11].

Businesses have discovered that using social media has various advantages. In ways that were before impossible, social media networks on the internet have enabled instant linkages to new markets, suppliers, and customers. As a result, assisting entrepreneurs in gaining competitive advantage in cost-effective and simple manner. Facebook is seen as a useful tool for acquiring prospective customers or suppliers. Women entrepreneurs reported that female-dominated social networks offer more support than male-dominated or mixed networks ^[12].

Moreover, in today's scenario, social media is not utilized for connecting with people but used for gain of knowledge and building networks. According to the research, social media can be used for obtaining feedback from organizations stakeholders as well as for customer reviews for products and services offered by a brand ^[13].

Some studies suggested models of empowerment which can be implemented at the community level. At the same time, there is a need for competence and experience to be enhanced, beginning at the level of the individual, and extending through to the group. Furthermore, to achieve success in the implementation of empowerment, barriers need to be broken, opportunities for enrichment to be enhanced within the social context. In all these areas, social media proves to be immensely powerful tool ^[14].

In addition to it, there are certain dimensions and parameters of women empowerment. Talking about dimensions, includes cognitive, psychological, economic, political, and physical. Parameters include end of discrimination and violence against women, raising self-esteem and self-confidence in women, providing information, knowledge, skills for self-employment etc.

India has a large rural population, with women accounting for half of it. Women in rural India have a wide range of abilities, including the ability to make homemade goods. These skills' production is in high demand not only in the domestic market, but also around the world. Initiatives such as awareness and understanding about e-commerce should be taken to make the situation better of Indian rural women. There should be hands-on practice sessions for computer training, photography, posting pictures online, product packaging, pricing structure etc. Women play an important role in tribal societies' social, cultural, economic, and religious practices. They are viewed as a significant economic resource in their society. Welfare, mobilization, and control are some of the levels for women's empowerment structure. If women are trained, empowerment becomes more important ^[15].

Conclusion

Social media is a new tool, weapon, or platform for women to discuss, communicate, voice their opinion, organize campaign and online activism. Women are being empowered by education, entertainment, self-decision making, technologically updated and financial empowerment. Social media is becoming a platform for the empowerment of the society on a whole. New technologies have a vast potential for empowerment which needs to be fully exploited. Over the past decade, there has been a growing understanding that these technologies can be powerful instruments for advancing economic and social development through the creation of new types of economic activity, employment opportunities, improvements in health-care delivery and other services and the enhancement of networking, participation, and advocacy within society.

References

1. Divatia A, Patel M. A Study on Selected Social Media Applications Usage Practices of Homemakers. *International Journal of Social Science and Humanity*. 2017; 7(6):336-343.
2. Mrunmayi. 8 Reasons Why Housewives Should Learn Digital Marketing. [Online]. Available: <https://staenz.com/reasons-housewives-learn-digital-marketing/>
3. Nath I. Why Do Women Work, [Online]. Available: <https://sheroes.com/articles/why-do-women-work/MjE0OA>
4. Cesaroni FM, Demartini P, Paoloni P. Women in business and social media: Implications for female entrepreneurship in emerging countries. *African Journal of Business Management*. 2017; 11(14):316-326.

5. Noronha M. How Indian Housewives are using Social Media to Make A Mark, [Online]. Available: <https://www.socialsamosa.com/2013/09/how-indian-housewives-are-using-social-media/>
6. Dewi AS. Investigating the Impact of Instagram on Women Entrepreneurs' Empowerment. In Proceedings of the Annual International Conference on Social Sciences and Humanities (AICOSH 2020), 2020, 58-61.
7. Mądra-Sawicka M, Nord JH, Paliszkiwicz J, Lee TR. Digital Media: Empowerment and Equality. Information. 2020; 11(4):225. MDPI AG. Retrieved from <http://dx.doi.org/10.3390/info11040225>
8. Zafar MZ, Toor A, Hussain T. Social Media as Conduit for Women Entrepreneurs in Pakistan. Pakistan Business Review. 2019; 20(4):886-889.
9. Hossain M, Rahman MF. Social media and the creation of entrepreneurial opportunity for women. Management. 2018; 8(4):99-108.
10. Melissa E, Hamidati A, Saraswati MS. Social media empowerment: How social media helps to boost women entrepreneurship in Indonesian urban areas. The IAFOR Journal of Media, Communication and Film. 2013; 1(1):77-90.
11. Vardhan R. Social Media, ICT and Women Empowerment: A Study. Intellectual Quest, 2020. ISSN 2349-1949.
12. Beninger S, Ajjan H, Mostafa RB, Crittenden VL. A road to empowerment: social media use by women entrepreneurs in Egypt. International Journal of Entrepreneurship and Small Business. 2016; 27(2-3):308-332.
13. Kapoor KK, Tamilmani K, Rana NP, Patil P, Dwivedi YK, Nerur S. Advances in social media research: Past, present and future. Information Systems Frontiers. 2018; 20(3):531-558.
14. Amichai-Hamburger Y, McKenna KY, Tal SA. E-empowerment: Empowerment by the Internet. Computers in Human Behavior. 2008; 24(5):1776-1789.
15. Sinha S. Empowerment of Tribal Women through Social Network.