

# INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

I  
J  
R  
C  
M



A Monthly Double-Blind Peer Reviewed (Refereed/Juried) Open Access International e-Journal - Included in the International Serial Directories

*Indexed & Listed at:*

Ulrich's Periodicals Directory ©, ProQuest, U.S.A., Cabell's Directories of Publishing Opportunities, U.S.A., Google Scholar,

Indian Citation Index (ICI), J-Gate, India [link of the same is duly available at Inflibnet of University Grants Commission (U.G.C.)],

Index Copernicus Publishers Panel, Poland with IC Value of 5.09 (2012) & number of libraries all around the world.

Circulated all over the world & Google has verified that scholars of more than 7144 Cities in 197 countries/territories are visiting our journal on regular basis.

Ground Floor, Building No. 1041-C-1, Devi Bhawan Bazar, JAGADHRI – 135 003, Yamunanagar, Haryana, INDIA

<http://ijrcm.org.in/>

# CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	<p><b>A STUDY ON IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR (WITH REFERENCE TO SOFTWARE EMPLOYEES OF HYDERABAD CITY, TELANGANA STATE)</b></p> <p><i>OMPRASAD REDDY.B &amp; Dr. B. KRISHNA REDDY</i></p>	1
2.	<p><b>A COMPLETE STUDY OF CAREER CHOICES AND EMPLOYMENT INTRICACIES</b></p> <p><i>SHREYA M, NIMAL YUGHAN V, JYOTIKA KATYAL, JERRY MATHEW PJ, NANDITA R, NIRANJAN H &amp; J BHAVANI</i></p>	6
3.	<p><b>A STUDY ON SERVICE QUALITY IN HOSPITALITY SECTOR IN DELHI REGION</b></p> <p><i>PUJA DIXIT</i></p>	19
	<b>REQUEST FOR FEEDBACK &amp; DISCLAIMER</b>	24

**FOUNDER PATRON**

**Late Sh. RAM BHAJAN AGGARWAL**

Former State Minister for Home & Tourism, Government of Haryana  
Former Vice-President, Dadri Education Society, Charkhi Dadri  
Former President, Chinar Syntex Ltd. (Textile Mills), Bhiwani

**CO-ORDINATOR**

**Dr. BHAVET**

Former Faculty, Shree Ram Institute of Engineering & Technology, Urjani

**ADVISOR**

**Prof. S. L. MAHANDRU**

Principal (Retd.), Maharaja Agrasen College, Jagadhri

**EDITOR**

**Dr. NAWAB ALI KHAN**

Professor & Dean, Faculty of Commerce, Aligarh Muslim University, Aligarh, U.P.

**CO-EDITOR**

**Dr. G. BRINDHA**

Professor & Head, Dr.M.G.R. Educational & Research Institute (Deemed to be University), Chennai

**EDITORIAL ADVISORY BOARD**

**Dr. SIKANDER KUMAR**

Vice Chancellor, Himachal Pradesh University, Shimla, Himachal Pradesh

**Dr. A SAJEEVAN RAO**

Professor & Director, Accurate Institute of Advanced Management, Greater Noida

**Dr. CHRISTIAN EHIOBUCHÉ**

Professor of Global Business/Management, Larry L Luing School of Business, Berkeley College, USA

**Dr. JOSÉ G. VARGAS-HERNÁNDEZ**

Research Professor, University Center for Economic & Managerial Sciences, University of Guadalajara, Guadalajara, Mexico

**Dr. TEGUH WIDODO**

Dean, Faculty of Applied Science, Telkom University, Bandung Technoplex, Jl. Telekomunikasi, Indonesia

**Dr. M. S. SENAM RAJU**

Professor, School of Management Studies, I.G.N.O.U., New Delhi

**Dr. KAUP MOHAMED**

Dean & Managing Director, London American City College/ICBEST, United Arab Emirates

**Dr. D. S. CHAUBEY**

Professor & Dean (Research & Studies), Uttaranchal University, Dehradun

**Dr. ARAMIDE OLUFEMI KUNLE**

Dean, Department of General Studies, The Polytechnic, Ibadan, Nigeria

**Dr. SYED TABASSUM SULTANA**

Principal, Matrusri Institute of Post Graduate Studies, Hyderabad

**Dr. MIKE AMUHAYA IRAVO**

Principal, Jomo Kenyatta University of Agriculture & Tech., Westlands Campus, Nairobi-Kenya

**Dr. NEPOMUCENO TIU**

Chief Librarian & Professor, Lyceum of the Philippines University, Laguna, Philippines

**Dr. BOYINA RUPINI**

Director, School of ITS, Indira Gandhi National Open University, New Delhi

**Dr. FERIT ÖLÇER**

Professor &amp; Head of Division of Management &amp; Organization, Department of Business Administration, Faculty of Economics &amp; Business Administration Sciences, Mustafa Kemal University, Turkey

**Dr. SANJIV MITTAL**

Professor &amp; Dean, University School of Management Studies, GGS Indraprastha University, Delhi

**Dr. SHIB SHANKAR ROY**

Professor, Department of Marketing, University of Rajshahi, Rajshahi, Bangladesh

**Dr. SRINIVAS MADISHETTI**

Professor, School of Business, Mzumbe University, Tanzania

**Dr. ABHAY BANSAL**

Head, Department of Information Technology, Amity School of Engg. &amp; Tech., Amity University, Noida

**Dr. KEVIN LOW LOCK TENG**

Associate Professor, Deputy Dean, Universiti Tunku Abdul Rahman, Kampar, Perak, Malaysia

**Dr. OKAN VELI ŞAFAKLI**

Professor &amp; Dean, European University of Lefke, Lefke, Cyprus

**Dr. V. SELVAM**

Associate Professor, SSL, VIT University, Vellore

**Dr. BORIS MILOVIC**

Associate Professor, Faculty of Sport, Union Nikola Tesla University, Belgrade, Serbia

**Dr. N. SUNDARAM**

Associate Professor, VIT University, Vellore

**Dr. IQBAL THONSE HAWALDAR**

Associate Professor, College of Business Administration, Kingdom University, Bahrain

**Dr. MOHENDER KUMAR GUPTA**

Associate Professor, Government College, Hodal

**Dr. ALEXANDER MOSESOV**

Associate Professor, Kazakh-British Technical University (KBTU), Almaty, Kazakhstan

**RODRECK CHIRAU**

Associate Professor, Botho University, Francistown, Botswana

**Dr. PARDEEP AHLAWAT**

Associate Professor, Institute of Management Studies &amp; Research, Maharshi Dayanand University, Rohtak

**Dr. DEEPANJANA VARSHNEY**

Associate Professor, Department of Business Administration, King Abdulaziz University, Saudi Arabia

**Dr. BIEMBA MALITI**

Associate Professor, School of Business, The Copperbelt University, Main Campus, Zambia

**Dr. SHIKHA GUPTA**

Associate Professor, Lingaya's Lalita Devi Institute of Management &amp; Sciences, New Delhi

**Dr. KIARASH JAHANPOUR**

Dean of Technology Management Faculty, Farabi Institute of Higher Education, Karaj, Alborz, I.R. Iran

**Dr. SAMBHAVNA**

Faculty, I.I.T.M., Delhi

**YU-BING WANG**

Faculty, department of Marketing, Feng Chia University, Taichung, Taiwan

**Dr. TITUS AMODU UMORU**

Professor, Kwara State University, Kwara State, Nigeria

**Dr. SHIVAKUMAR DEENE**

Faculty, Dept. of Commerce, School of Business Studies, Central University of Karnataka, Gulbarga

**Dr. THAMPOE MANAGALESWARAN**

Faculty, Vavuniya Campus, University of Jaffna, Sri Lanka

**Dr. JASVEEN KAUR**

Head of the Department/Chairperson, University Business School, Guru Nanak Dev University, Amritsar

**SURAJ GAUDEL**

BBA Program Coordinator, LA GRANDEE International College, Simalchaur - 8, Pokhara, Nepal

**Dr. RAJESH MODI**

Faculty, Yanbu Industrial College, Kingdom of Saudi Arabia

**Dr. BHAVET**

Former Faculty, Shree Ram Institute of Engineering & Technology, Urjani

**FORMER TECHNICAL ADVISOR**

**AMITA**

**FINANCIAL ADVISORS**

**DICKEN GOYAL**

Advocate & Tax Adviser, Panchkula

**NEENA**

Investment Consultant, Chambaghat, Solan, Himachal Pradesh

**LEGAL ADVISORS**

**JITENDER S. CHAHAL**

Advocate, Punjab & Haryana High Court, Chandigarh U.T.

**CHANDER BHUSHAN SHARMA**

Advocate & Consultant, District Courts, Yamunanagar at Jagadhri

**SUPERINTENDENT**

**SURENDER KUMAR POONIA**

## **CALL FOR MANUSCRIPTS**

We invite unpublished novel, original, empirical and high quality research work pertaining to the recent developments & practices in the areas of Computer Science & Applications; Commerce; Business; Finance; Marketing; Human Resource Management; General Management; Banking; Economics; Tourism Administration & Management; Education; Law; Library & Information Science; Defence & Strategic Studies; Electronic Science; Corporate Governance; Industrial Relations; and emerging paradigms in allied subjects like Accounting; Accounting Information Systems; Accounting Theory & Practice; Auditing; Behavioral Accounting; Behavioral Economics; Corporate Finance; Cost Accounting; Econometrics; Economic Development; Economic History; Financial Institutions & Markets; Financial Services; Fiscal Policy; Government & Non Profit Accounting; Industrial Organization; International Economics & Trade; International Finance; Macro Economics; Micro Economics; Rural Economics; Co-operation; Demography; Development Planning; Development Studies; Applied Economics; Development Economics; Business Economics; Monetary Policy; Public Policy Economics; Real Estate; Regional Economics; Political Science; Continuing Education; Labour Welfare; Philosophy; Psychology; Sociology; Tax Accounting; Advertising & Promotion Management; Management Information Systems (MIS); Business Law; Public Responsibility & Ethics; Communication; Direct Marketing; E-Commerce; Global Business; Health Care Administration; Labour Relations & Human Resource Management; Marketing Research; Marketing Theory & Applications; Non-Profit Organizations; Office Administration/Management; Operations Research/Statistics; Organizational Behavior & Theory; Organizational Development; Production/Operations; International Relations; Human Rights & Duties; Public Administration; Population Studies; Purchasing/Materials Management; Retailing; Sales/Selling; Services; Small Business Entrepreneurship; Strategic Management Policy; Technology/Innovation; Tourism & Hospitality; Transportation Distribution; Algorithms; Artificial Intelligence; Compilers & Translation; Computer Aided Design (CAD); Computer Aided Manufacturing; Computer Graphics; Computer Organization & Architecture; Database Structures & Systems; Discrete Structures; Internet; Management Information Systems; Modeling & Simulation; Neural Systems/Neural Networks; Numerical Analysis/Scientific Computing; Object Oriented Programming; Operating Systems; Programming Languages; Robotics; Symbolic & Formal Logic; Web Design and emerging paradigms in allied subjects.

Anybody can submit the **soft copy** of unpublished novel; original; empirical and high quality **research work/manuscript** **anytime** in **M.S. Word format** after preparing the same as per our **GUIDELINES FOR SUBMISSION**; at our email address i.e. [infoijrcm@gmail.com](mailto:infoijrcm@gmail.com) or online by clicking the link **online submission** as given on our website ([FOR ONLINE SUBMISSION, CLICK HERE](#)).

## **GUIDELINES FOR SUBMISSION OF MANUSCRIPT**

### 1. **COVERING LETTER FOR SUBMISSION:**

DATED: \_\_\_\_\_

**THE EDITOR**

IJRCM

**Subject: SUBMISSION OF MANUSCRIPT IN THE AREA OF**

**(e.g. Finance/Mkt./HRM/General Mgt./Engineering/Economics/Computer/IT/ Education/Psychology/Law/Math/other, please specify)**

**DEAR SIR/MADAM**

Please find my submission of manuscript titled ' \_\_\_\_\_ ' for likely publication in one of your journals.

I hereby affirm that the contents of this manuscript are original. Furthermore, it has neither been published anywhere in any language fully or partly, nor it is under review for publication elsewhere.

I affirm that all the co-authors of this manuscript have seen the submitted version of the manuscript and have agreed to inclusion of their names as co-authors.

Also, if my/our manuscript is accepted, I agree to comply with the formalities as given on the website of the journal. The Journal has discretion to publish our contribution in any of its journals.

**NAME OF CORRESPONDING AUTHOR** :

Designation/Post\* :

Institution/College/University with full address & Pin Code :

Residential address with Pin Code :

Mobile Number (s) with country ISD code :

Is WhatsApp or Viber active on your above noted Mobile Number (Yes/No) :

Landline Number (s) with country ISD code :

E-mail Address :

Alternate E-mail Address :

Nationality :

\* i.e. Alumnus (Male Alumnus), Alumna (Female Alumnus), Student, Research Scholar (M. Phil), Research Scholar (Ph. D.), JRF, Research Assistant, Assistant Lecturer, Lecturer, Senior Lecturer, Junior Assistant Professor, Assistant Professor, Senior Assistant Professor, Co-ordinator, Reader, Associate Professor, Professor, Head, Vice-Principal, Dy. Director, Principal, Director, Dean, President, Vice Chancellor, Industry Designation **etc.** **The qualification of author is not acceptable for the purpose.**

**NOTES:**

- a) The whole manuscript has to be in **ONE MS WORD FILE** only, which will start from the covering letter, inside the manuscript. **pdf. version is liable to be rejected without any consideration.**
  - b) The sender is required to mention the following in the **SUBJECT COLUMN of the mail:**  
**New Manuscript for Review in the area of** (e.g. Finance/Marketing/HRM/General Mgt./Engineering/Economics/Computer/IT/ Education/Psychology/Law/Math/other, please specify)
  - c) There is no need to give any text in the body of the mail, except the cases where the author wishes to give any **specific message** w.r.t. to the manuscript.
  - d) The total size of the file containing the manuscript is expected to be below **1000 KB**.
  - e) Only the **Abstract will not be considered for review** and the author is required to submit the **complete manuscript** in the first instance.
  - f) **The journal gives acknowledgement w.r.t. the receipt of every email within twenty-four hours** and in case of non-receipt of acknowledgment from the journal, w.r.t. the submission of the manuscript, within two days of its submission, the corresponding author is required to demand for the same by sending a separate mail to the journal.
  - g) The author (s) name or details should not appear anywhere on the body of the manuscript, except on the covering letter and the cover page of the manuscript, in the manner as mentioned in the guidelines.
2. **MANUSCRIPT TITLE:** The title of the paper should be typed in **bold letters, centered and fully capitalised**.
  3. **AUTHOR NAME (S) & AFFILIATIONS:** Author (s) **name, designation, affiliation (s), address, mobile/landline number (s), and email/alternate email address** should be given underneath the title.
  4. **ACKNOWLEDGMENTS:** Acknowledgements can be given to reviewers, guides, funding institutions, etc., if any.
  5. **ABSTRACT:** Abstract should be in **fully Italic printing**, ranging between **150 to 300 words**. The abstract must be informative and elucidating the background, aims, methods, results & conclusion in a **SINGLE PARA. Abbreviations must be mentioned in full.**
  6. **KEYWORDS:** Abstract must be followed by a list of keywords, subject to the maximum of **five**. These should be arranged in alphabetic order separated by commas and full stop at the end. All words of the keywords, including the first one should be in small letters, except special words e.g. name of the Countries, abbreviations etc.
  7. **JEL CODE:** Provide the appropriate Journal of Economic Literature Classification System code (s). JEL codes are available at [www.aea-web.org/econlit/jelCodes.php](http://www.aea-web.org/econlit/jelCodes.php). However, mentioning of JEL Code is not mandatory.
  8. **MANUSCRIPT:** Manuscript must be in **BRITISH ENGLISH** prepared on a standard A4 size **PORTRAIT SETTING PAPER. It should be free from any errors i.e. grammatical, spelling or punctuation. It must be thoroughly edited at your end.**
  9. **HEADINGS:** All the headings must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
  10. **SUB-HEADINGS:** All the sub-headings must be bold-faced, aligned left and fully capitalised.
  11. **MAIN TEXT:**

**THE MAIN TEXT SHOULD FOLLOW THE FOLLOWING SEQUENCE:****INTRODUCTION****REVIEW OF LITERATURE****NEED/IMPORTANCE OF THE STUDY****STATEMENT OF THE PROBLEM****OBJECTIVES****HYPOTHESIS (ES)****RESEARCH METHODOLOGY****RESULTS & DISCUSSION****FINDINGS****RECOMMENDATIONS/SUGGESTIONS****CONCLUSIONS****LIMITATIONS****SCOPE FOR FURTHER RESEARCH****REFERENCES****APPENDIX/ANNEXURE****The manuscript should preferably be in 2000 to 5000 WORDS, But the limits can vary depending on the nature of the manuscript.**

12. **FIGURES & TABLES:** These should be simple, crystal **CLEAR, centered, separately numbered** & self-explained, and the **titles must be above the table/figure. Sources of data should be mentioned below the table/figure. It should be ensured that the tables/figures are referred to from the main text.**
13. **EQUATIONS/FORMULAE:** These should be consecutively numbered in parenthesis, left aligned with equation/formulae number placed at the right. The equation editor provided with standard versions of Microsoft Word may be utilised. If any other equation editor is utilised, author must confirm that these equations may be viewed and edited in versions of Microsoft Office that does not have the editor.
14. **ACRONYMS:** These should not be used in the abstract. The use of acronyms is elsewhere is acceptable. Acronyms should be defined on its first use in each section e.g. Reserve Bank of India (RBI). Acronyms should be redefined on first use in subsequent sections.
15. **REFERENCES:** The list of all references should be alphabetically arranged. **The author (s) should mention only the actually utilised references in the preparation of manuscript** and they may follow Harvard Style of Referencing. **Also check to ensure that everything that you are including in the reference section is duly cited in the paper.** The author (s) are supposed to follow the references as per the following:
- All works cited in the text (including sources for tables and figures) should be listed alphabetically.
  - Use (ed.) for one editor, and (ed.s) for multiple editors.
  - When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc., in chronologically ascending order.
  - Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
  - The title of books and journals should be in italic printing. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.
  - For titles in a language other than English, provide an English translation in parenthesis.
  - **Headers, footers, endnotes and footnotes should not be used in the document.** However, **you can mention short notes to elucidate some specific point**, which may be placed in number orders before the references.

**PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:**

**BOOKS**

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

**CONTRIBUTIONS TO BOOKS**

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

**JOURNAL AND OTHER ARTICLES**

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

**CONFERENCE PAPERS**

- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–23

**UNPUBLISHED DISSERTATIONS**

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

**ONLINE RESOURCES**

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

**WEBSITES**

- Garg, Bhavet (2011): Towards a New Gas Policy, Political Weekly, Viewed on January 01, 2012 <http://epw.in/user/viewabstract.jsp>



**A STUDY ON IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE ENGAGEMENT  
AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR  
(WITH REFERENCE TO SOFTWARE EMPLOYEES OF HYDERABAD CITY, TELANGANA STATE)**

**OMPRASAD REDDY.B  
RESEARCH SCHOLAR  
SRI KRISHNADEVARAYA INSTITUTE OF MANAGEMENT  
SRI KRISHNADEVARAYA UNIVERSITY  
ANANTHAPURAMU**

**Dr. B. KRISHNA REDDY  
FORMER DEAN  
FACULTY OF COMMERCE & MANAGEMENT  
SRI KRISHNADEVARAYA INSTITUTE OF MANAGEMENT  
SRI KRISHNADEVARAYA UNIVERSITY  
ANANTHAPURAMU**

**ABSTRACT**

*Jim Collin in his book "Good to Great" has explained the significance of human resource management practices in an organization. According to Jim Collin, right kind of employees can make the organization from good to great by engaging in the organization and voluntarily doing the job roles beyond their job description (organizational citizenship behaviour). Hence, an attempt is made in this article to explore the impact of human resource management practices especially recruitment & selection and training & development on employee engagement and organizational citizenship behaviour regarding software employees.*

**KEYWORDS**

employee's engagement, organisational citizenship behaviour, recruitment & selection, training & development.

**JEL CODES**

M53, J23, J24, J53, J81.

**INTRODUCTION**

The human resource of the organization decides the efficiency of other resources. The span of recruitment and selection is extremely broad and comprises of no. of activities. Errors-free recruitment and selection supplement the other functions of human resource management and vice versa. Thus, a competent policy of recruitment and selection gets the right employee into the organization and adds success to an organization. Every company devises its strategy and course of action for recruitment and selection, nevertheless, the regular activities in recruitment and selection are:

- Recognition of future and current requirements of the workforce.
- Formulation of plans, strategies, and procedures to enlist the workforce for future and current needs.
- Selection of communication media to communicate the requirement to prospective employees.
- Getting the right amount of applications for further scrutiny.
- Design and implementation of selection process (interviews/group discussions/ referrals etc.)
- Dispersion of the offer letter.

According to Drucker (1966), "to be effective is the task of the executive" is a statement in his popular book "The effective executive". Since the industrial era, training has been recognized as critical activity of human resources to increase the output. However, at the present training is not only meant for increasing the output, nevertheless it is also intended to acquire organizational and management expertise. There exist diverse methods for training. Choice of method depends on objectives of training, trainee learning capabilities, content, time limitations, and so on. However, the training techniques are classified into two types: on the job and off the job training methods. On-the-job learning is fast and learns through real-time exposure. Off-the-job training happens through workplace away or simulations. Due to the limitations of both kinds of training methods choice depends on the objective of the organisation. <sup>2</sup>Indian Information Technology (IT) is one industry that contributes to the economy. It is also one of the highest employments providing industry in India.

**REVIEW OF LITERATURE**

Erez Yaakobi and Jacob Weisberg's (2020)<sup>3</sup> article titled "Organizational citizenship behavior predicts quality, creativity, and efficiency performance: The roles of occupational and collective efficacies" found a positive influence of organizational citizenship behaviour on employee performance. Pascal Paille's (2011)<sup>4</sup> research article on "Stressful work, citizenship behaviour and intention to leave the organization in a high turnover environment: Examining the mediating role of job satisfaction" has established the negative relationship between organizational citizenship behaviour and job satisfaction. <sup>5</sup>Bakker (2011) defines employee engagement as positive emotional with distinct features that are employee engagement and involvement. According to Organ (1988)<sup>6</sup>, the construct of organizational citizenship behaviour consists of five dimensions "altruism, conscientiousness, sportsmanship, courtesy and civic virtue.

<sup>1</sup> Aswathappa, Human Resource Management 6E, Tata McGraw-Hill Education, 2010

<sup>2</sup> Statistics are obtained from [www.nasscom.org/template/itindia.htm](http://www.nasscom.org/template/itindia.htm) ([https://shodhganga.inflibnet.ac.in/bitstream/10603/19330/6/06\\_chapter%201.pdf](https://shodhganga.inflibnet.ac.in/bitstream/10603/19330/6/06_chapter%201.pdf))

<sup>3</sup> Erez Yaakobi and Jacob Weisberg (2020), Organizational citizenship behavior predicts quality, creativity, and efficiency performance: The roles of occupational and collective efficacies, Front. Psychol., 24 April 2020

<sup>4</sup> Pascal Paille (2011). "Stressful Work, Citizenship Behaviour and Intention to Leave the Organization in a High Turnover Environment: Examining the Mediating Role of Job Satisfaction", Journal of Management Research, ISSN 1941-899X 2011, Vol. 3, No 1, pp 1-11

<sup>5</sup> Bakker, A. B. (2011). An evidence-based model of work engagement. Current directions in psychological science, 20(4), 265-269. <https://doi.org/10.1177/0963721411414534>

<sup>6</sup> D. W. Organ. Organizational citizenship behavior: The good soldier syndrome. Lexington, MA: Lexington (1988).

**METHODOLOGY OF STUDY****RESEARCH QUESTIONS**

The article gives emphasis to subsequent research questions; What explores the employee engagement and organizational citizenship behaviour in software employees?, Do recruitment & selection and training & development influence the software employees' employee engagement and organizational citizenship behaviour?, and Does impact of recruitment & selection and training & development on software employees' employee engagement and organizational citizenship behaviour differs with employees' socio-economic profile?

**OBJECTIVES OF THE STUDY**

The specific objectives formulated for the study include:

1. To explore the employee engagement and organizational citizenship behaviour construct in the software industry.
2. To study the influence of recruitment & selection and training & development on employee engagement and organizational citizenship behaviour in the software industry.

**HYPOTHESIS**

H<sub>1</sub>: The impact of human resource management practices (recruitment & selection and training and development) on employee engagement doesn't differ along with the socio-economic profile of the employees.

H<sub>1</sub>: The impact of human resource management practices (recruitment & selection and training and development) on employee engagement differs along with the socio-economic profile of the employees.

H<sub>0</sub>: The impact of human resource management practices (recruitment & selection and training and development) on organizational citizenship behaviour doesn't differ along with the socio-economic profile of the employees.

H<sub>2</sub>: The impact of human resource management practices (recruitment & selection and training and development) on organizational citizenship behaviour differs along with the socio-economic profile of the employees.

**SOURCES OF DATA AND DATA COLLECTION**

The research uses both primary data and secondary data. Primary data collected with questionnaire, and journals, websites form the secondary source.

**Sampling**

Based on Glenn method the sample size is fixed to 400 because the population size is greater than 1, 00,000 (Telangana State). Further, through convenience sampling, 298-software executives, 84-team leaders, and 18- managers are included in the sample.

**Tools of data analysis**

The primary data is analyzed with descriptive statistics like frequencies, mean, standard deviation, ANOVA, t-test, Kruskal Wallis test, and Factor analysis.

**ANALYSIS & DATA INTERPRETATION****SOCIOECONOMIC PROFILE OF THE RESPONDENT EMPLOYEES**

In the research, the lion share of the respondent employees is male (262). Out of 400 respondents, nearly half i.e.171 of respondent employees have their age between 26 years and 35 years. The highest 174 respondents have experience of 6-10 years.

**TABLE 1: SOCIO-ECONOMIC PROFILE OF THE RESPONDENT EMPLOYEES**

		Percentage
Gender	Male	262
	Female	138
Age	25 Years and below	98
	26 Years- 35 Years	171
	36-45 Years	94
	46 Years above	37
Experience	Less than 5 Years	108
	6-10 years	174
	11-15 Years	88
	16 above years	30
Marital Status	Single	203
	Married	173
	Divorced	24
Educational Qualification	Under Graduation	249
	Post-Graduation	135
	Above Post Graduation	16
Income	30,000 Rs and below	151
	30,001-60,000 Rs	148
	60,001-90,000 Rs	54
	90,001 Rs above	47

Source: Primary data

Among the 400 respondent employees, married employees are 173, unmarried employees are 203, and 24 respondents are divorced. The majority of the employees have their educational qualifications as under graduation (249). When it comes to income, 151 respondent employees have income 30,000 Rs and below, and 148 employees have their income between 30,001-60,000Rs.

**EMPLOYEE ENGAGEMENT**

Utrecht Work Engagement Scale is widely used to measure employee engagement (Schaufeli & Bakker, 2003) and it includes three dimensions that are vigor, dedication, and absorption. To explore the employee engagement of software employees the research applied the Utrecht Work Engagement Scale. Exploratory factor analysis has replicated vigor, dedication, and absorption (Table-2).

<sup>7</sup> Schaufeli, W. B., & Bakker, A. B. (2003). UWES – Utrecht Work Engagement Scale: Test Manual. Unpublished Manuscript: Department of Psychology, Utrecht University

TABLE 2: FACTOR ANALYSIS-EMPLOYEE ENGAGEMENT

	Factor Loading		Kaiser-Meyer-Olkin test = 0.757 Bartlett's Test of Sphericity =0.00 Varimax Rotation
Variable -1	.502	Vigor	
Variable -2	.669		
Variable -3	.820		
Variable -4	.831		
Variable -5	.737		
Variable -6	.487	Dedication	
Variable -7	.794		
Variable -8	.576		
Variable -9	.479		
Variable -10	.560	Absorption	
Variable -11	.777		
Variable -12	.616		

Source: Primary data

Kaiser-Meyer-Olkin test value 0.757 and Bartlett's Test of Sphericity 0.00 supported the data suitability for factor analysis. The research has applied Varimax rotation.

The impact of recruitment & selection and training & development practices on employee engagement are explored (Table-3). Employees are disagreed with to impact of recruitment and selection on vigor (2.16). At the same time, employees are neutral to dedication (3.04) and are agreed to absorption (3.53).

TABLE 3: IMPACT OF RECRUITMENT & SELECTION AND TRAINING & DEVELOPMENT PRACTICES ON EMPLOYEE ENGAGEMENT

	N	Minimum	Maximum	Mean	Std. Deviation
Training and Development -Dedication	400	4.00	5.00	4.3325	.47170
Training and Development -Absorption	400	4.00	5.00	4.3300	.47080
Recruitment and selection - Vigor	400	1.00	4.00	2.1575	.88863
Training and Development -Vigor	400	3.00	4.00	3.4750	.50000
Recruitment and selection -Dedication	400	1.00	4.00	3.0400	.93036
Recruitment and selection -Absorption	400	1.00	5.00	3.5250	1.10790

Source: Primary data

Employees are agreed to the impact of training and development on dedication (4.33), absorption (4.33), and vigor (3.47).

**Hypothesis-1**

H<sub>0</sub>: The impact of human resource management practices (recruitment & selection and training and development) on employee engagement doesn't differ along with the socio-economic profile of the employees.

H<sub>1</sub>: The impact of human resource management practices (recruitment & selection and training and development) on employee engagement differs along with the socio-economic profile of the employees.

TABLE 4: IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES (RECRUITMENT & SELECTION AND TRAINING AND DEVELOPMENT) ON EMPLOYEE ENGAGEMENT ALONG WITH THE SOCIO-ECONOMIC PROFILE

Recruitment and selection practices				
	Vigor	Dedication	Absorption	Statistical test
Gender	.204	.001	.000	T-test
Age	.339	.000	.000	ANOVA
Experience	.342	.000	.000	ANOVA
Marital Status	.008	.000	.003	ANOVA
Income	.598	.000	.000	ANOVA
Educational qualification	.152	.073	.000	ANOVA
Training and development				
	Vigor	Dedication	Absorption	Statistical test
Gender	.028	.521	.440	T-test
Age	.049	.504	.181	ANOVA
Experience	.010	.449	.088	ANOVA
Marital Status	.116	.736	.280	ANOVA
Income	.034	.728	.055	ANOVA
Educational qualification	.015	.960	.861	ANOVA

The impact of recruitment and selection on vigor is significant to marital status (.008) and for gender (.204), age (.339), experience (.342), income (.598), and educational qualification (.152) it is not significant. When it comes to dedication, it is not significant to educational qualification (0.73) and for the rest of the variables it is significant. For absorption, the impact of recruitment and selection on all socio-economic variables such as gender, age, experience, income, educational qualification, and marital status are significant. Significant means t-test and ANOVA test 2-tail values are less than 0.05 and vice versa. If it is significant we need to accept the alternative hypothesis and vice versa (For t and ANOVA of training and development also applies the same)

**ORGANIZATIONAL CITIZENSHIP BEHAVIOUR**

This research explored Organ (1988)<sup>8</sup>, the construct of organizational citizenship behaviour that is "altruism, conscientiousness, sportsmanship, courtesy and civic virtue" with exploratory factor analysis on software employees. It replicated the same dimensions of Organ (1988)<sup>9</sup>, however, altruism and civic virtue are merged and reduced the total dimensions of organizational citizenship behaviour to four. The impact of recruitment and selection practices on organizational citizenship behaviour (Altruism and Civic Virtue, Conscientiousness, Sportsmanship, and Courtesy) are explored (Table-5).

<sup>8</sup> D. W. Organ. Organizational citizenship behavior: The good soldier syndrome. Lexington, MA: Lexington (1988).

<sup>9</sup> D. W. Organ. Organizational citizenship behavior: The good soldier syndrome. Lexington, MA: Lexington (1988).

TABLE 5: THE IMPACT OF RECRUITMENT AND SELECTION PRACTICES ON ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

	N	Minimum	Maximum	Mean	Std. Deviation
Recruitment -Conscientiousness	400	1.00	5.00	4.3075	.77747
Recruitment -Sportsmanship	400	1.00	5.00	4.4575	.67775
Recruitment -Courtesy	400	1.00	5.00	4.3100	.86358
Training and Development –Altruism and Civic Virtue	400	4.00	5.00	4.5800	.49418
Training and Development -Conscientiousness	400	1.00	5.00	4.5775	.65196
Training and Development -Sportsmanship	400	2.00	5.00	4.5075	.57075
Training and Development -Courtesy	400	1.00	5.00	4.5200	.67879
Recruitment- Altruism and Civic Virtue	400	1.00	5.00	2.4975	.54381

Source: Primary data

Recruitment and selection would show a strong impact on sportsmanship, conscientiousness and courtesy, and are neutral to altruism and civic virtue. Training and development have a very strong impact on altruism and civic virtue, conscientiousness and courtesy, and sportsmanship.

**Hypothesis-2**

H<sub>0</sub>: The impact of human resource management practices (recruitment & selection and training and development) on organizational citizenship behaviour doesn't differ along with the socio-economic profile of the employees.

H<sub>2</sub>: The impact of human resource management practices (recruitment & selection and training and development) on organizational citizenship behaviour differs along with the socio-economic profile of the employees.

TABLE 6: IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES (RECRUITMENT & SELECTION AND TRAINING AND DEVELOPMENT) ON ORGANIZATIONAL CITIZENSHIP BEHAVIOUR ALONG WITH THE SOCIO-ECONOMIC PROFILE OF THE EMPLOYEES

	HR Practices	Socio-economic profile	Statistical test	Significant level	H <sub>0</sub> /H <sub>1</sub>		
Altruism and Civic Virtue	Recruitment and selection	Age	Kruskal Wallis test	.899	H <sub>0</sub>		
Conscientiousness				.000	H <sub>1</sub>		
Sportsmanship				.178	H <sub>0</sub>		
Courtesy				.000	H <sub>1</sub>		
Altruism and Civic Virtue	Training and development			Experience	Kruskal Wallis test	.072	H <sub>0</sub>
Conscientiousness						.633	H <sub>0</sub>
Sportsmanship						.859	H <sub>0</sub>
Courtesy						.393	H <sub>0</sub>
Altruism and Civic Virtue	Recruitment and selection	Marital Status	Kruskal Wallis test			.689	H <sub>0</sub>
Conscientiousness						.001	H <sub>1</sub>
Sportsmanship						.113	H <sub>0</sub>
Courtesy						.002	H <sub>1</sub>
Altruism and Civic Virtue	Training and development			Educational Qualification	Kruskal Wallis test	.084	H <sub>0</sub>
Conscientiousness						.886	H <sub>0</sub>
Sportsmanship						.866	H <sub>0</sub>
Courtesy						.570	H <sub>0</sub>
Altruism and Civic Virtue	Recruitment and selection	Educational Qualification	Kruskal Wallis test			.806	H <sub>0</sub>
Conscientiousness						.052	H <sub>0</sub>
Sportsmanship						.067	H <sub>0</sub>
Courtesy						.015	H <sub>1</sub>
Altruism and Civic Virtue	Training and development			Educational Qualification	Kruskal Wallis test	.073	H <sub>0</sub>
Conscientiousness						.902	H <sub>0</sub>
Sportsmanship						.989	H <sub>0</sub>
Courtesy						.571	H <sub>0</sub>
Altruism and Civic Virtue	Recruitment and selection	Educational Qualification	Kruskal Wallis test			.889	H <sub>0</sub>
Conscientiousness						.397	H <sub>0</sub>
Sportsmanship						.021	H <sub>1</sub>
Courtesy						.104	H <sub>0</sub>
Altruism and Civic Virtue	Training and development			Educational Qualification	Kruskal Wallis test	.154	H <sub>0</sub>
Conscientiousness						.775	H <sub>0</sub>
Sportsmanship						.632	H <sub>0</sub>
Courtesy						.036	H <sub>1</sub>

Source: Primary data

The impact of recruitment and selection, and training and development on Altruism and Civic Virtue, Conscientiousness, Sportsmanship, Courtesy along with the socio-economic profile of employees is explored through Kruskal Wallis Test. H<sub>0</sub> in the table represents the acceptance of the null hypothesis and H<sub>1</sub> indicates the acceptance of the alternative hypothesis (It is based on significance value: If significance value is less than 0.05 accept the alternative hypothesis and vice versa).

**CONCLUSION**

Exploratory factor analysis has replicated the vigor, dedication, and absorption theory of employee engagement. However, no. of variables in vigor, dedication and absorption would diverge. There exists an impact of recruitment and selection, and training and development on vigor, dedication, and absorption dimensions of employee engagement but their impact differ. The influence of recruitment and selection, and training and development on vigor, dedication, and absorption also change along with socio-economic variables of employees. The research also replicated the same dimensions of Organ (1988)<sup>10</sup> on organizational citizenship behaviour; however, altruism and civic virtue are merged and reduced the total dimensions of organizational citizenship behaviour to four. Parallel to employee engagement, human resource management practices (recruitment and selection, and training and development) and socio-economic variables of employees influence the organizational citizenship behaviour.

**REFERENCES**

1. Aswathappa, Human Resource Management 6E, Tata McGraw-Hill Education, 2010
2. Bakker, A. B. (2011), An evidence-based model of work engagement. Current directions in Psychological Science, 20(4), 265-269.

<sup>10</sup> D. W. Organ. Organizational citizenship behavior: The good soldier syndrome. Lexington, MA: Lexington (1988).

3. D. W. Organ. Organizational citizenship behavior: The good soldier syndrome. Lexington, MA: Lexington (1988).
4. Erez Yaakobi and Jacob Weisberg (2020), Organizational citizenship behavior predicts quality, creativity, and efficiency performance: The roles of occupational and collective efficacies, *Front. Psychol.*, 24 April 2020
5. Pascal Paille (2011). "Stressful Work, Citizenship Behaviour and Intention to Leave the Organization in a High Turnover Environment: Examining the Mediating Role of Job Satisfaction", *Journal of Management Research*, ISSN 1941-899X 2011, Vol. 3, No 1, pp 1-11
6. Schaufeli, W. B., & Bakker, A. B. (2003). UWES – Utrecht Work Engagement Scale: Test Manual. Unpublished.

**A COMPLETE STUDY OF CAREER CHOICES AND EMPLOYMENT INTRICACIES****SHREYA M****B. TECH. STUDENT****VELLORE INSTITUTE OF TECHNOLOGY  
CHENNAI****NIMAL YUGHAN V****B. TECH. STUDENT****VELLORE INSTITUTE OF TECHNOLOGY  
CHENNAI****JYOTIKA KATYAL****B. TECH. STUDENT****VELLORE INSTITUTE OF TECHNOLOGY  
CHENNAI****JERRY MATHEW PJ****B. TECH. STUDENT****VELLORE INSTITUTE OF TECHNOLOGY  
CHENNAI****NANDITA R****B. TECH. STUDENT****VELLORE INSTITUTE OF TECHNOLOGY  
CHENNAI****NIRANJAN H****B. TECH. STUDENT****VELLORE INSTITUTE OF TECHNOLOGY  
CHENNAI****J BHAVANI****ASST. PROFESSOR****BUSINESS SCHOOL****VELLORE INSTITUTE OF TECHNOLOGY  
CHENNAI****ABSTRACT**

*Career decisions are considered the most important and are taken with utmost care and thought as they shape the lifestyle of the concerned person. Decades back, such decisions were taken by the head of the family and the child was not given the freedom to choose, as factors like family background, financial status, social status played a major role and upholding the family's values was the priority at that time. In the recent few years, parents have themselves started exploring new interests and have realised the importance of understanding one's interests and thoughts while choosing a career path. With new jobs coming up almost every day, the students are put in more confusion as to what to choose as their career path and are seeking the required guidance and information from a lot of sources. Although the interests of the child matter more now, there are still some factors that come into play when it comes down to finalizing a career choice. Through this paper, we attempted to touch upon the factors that we felt were most in play and conducted a detailed research on what the respondents feel about these factors and to what extent these factors affected them while making a career choice. A self-administered questionnaire with a total of 188 respondents helped us get the primary data, on which statistical analysis was done to get a deeper understanding on which factor played the most important role in the career decisions.*

**KEYWORDS**

career choice, employment intricacies, socio-economic factors, gender inequality.

**JEL CODES**

I20, I23.

**INTRODUCTION**

Career choices made by students are known to be associated with positive as well as negative physical, psychological and socio-economic inequalities that continues well beyond the youth into their adult life. Therefore, it is a significant issue and as a huge impact in the life of students. A Student's career decision-making is required to go through a process of understanding what they want to pursue. Proper analysis and decisive choices affirm individual identity and fosters wellbeing, job satisfaction and stability. Career choices are affected by self-beliefs, outcome expectations ethnicity, culture, gender, socio-economic status, social support. The career choice they make will influence their entire life in a positive or negative way. A majority of students go through college

without knowing their interests and preferred career path. Before they make a surefooted choice, they have to experience what their career has to offer and the liabilities associated with it. This is a huge choice every student has to make and since they do not have all the information regarding the respective industry their choices are based more on personal interests and external factors like family, salary, past experiences, culture, race and gender. These factors have caused to certain career paths or jobs to be more preferred than the others. The goal of this study is to establish the relationship between the personal aspirations of students in their career choices and decision-making and the external influences which act upon them. Factors that majorly influence students when choosing a career or a job include family, friends, and mentors. Students may also choose careers based on how personally rewarding they are, if there is a potential for greater income and a growing need for jobs in a certain job field. The study aims to find out how the youth of today make their career choices based on their economic background, social influence, gender, caste, nationality, job-security, work conditions and more recent factors like the Covid-19 pandemic. The study also dives into how and at what scale these factors individually affect their decisions. This is achieved by formulating a questionnaire that can be used to gather consistent and reliable data that helps us arrive at a conclusion as to which factors are most prominent in making such a decision.

## LITERATURE REVIEW

### EFFECT OF ECONOMIC BACKGROUND ON CAREER CHOICE

While there may be a variety of factors why someone chooses a particular career path, economic circumstances tend to play a significant role. Although this should not be the case and students should be free to pursue whatever career path they choose, the economic status of their families and their beliefs pose a barrier to the youth.

Mario Knoth (2007) argued that the classic theory does not justify why people choose low-returning educations or occupations and he devised a model that is supported by Akerlof (2000). Individuals choose a specific level or area of education because it provides a better predicted future financial gain and it benefits their identity by providing a more abundant self-image. The other viewpoint is based on a three-year longitudinal study conducted by P M Alexander (2012), the study discovered shifts in assumptions about the essential variables when deciding on a career path for their future. The two reasons where each female and male student's area unit very similar are self-efficacy and interest. According to Renabeni T. Murry (2017) socioeconomic status has no impact on undergraduate rising students' career choices. Students from lower socioeconomic backgrounds face additional challenges in terms of lack of preparation and experience. Gideon Arulmani (2003) revealed that current career science discussions are focused on the importance of understanding how economic backgrounds and social-cognitive environments affect career growth. There were differences in socioeconomic status, with the lower SES teams reporting higher levels of negative job views.

Asad Afzal Humayon's (2018) findings of multivariate analysis confirmed that the scholar's career choice is heavily influenced by his or her family's choices and beliefs, as well as his or her own interests and financial considerations. According to Mkpughe Christiana Ifeyinwa (2017), there is a connection between parent's socioeconomic status and their children's career choices and it should not be based on the family's wealth. Karen Leppel (2001) describes her research as looking into the effects of socioeconomic status and parental occupation on college major choice, with a focus on female and male differences. Students benefit more from having a male parent in a technical or executive occupation than male students benefit from having a female parent in a similar occupation. Students who value financial security are more likely to pursue a business degree. Hui-Hsien-Hsieh (2014) investigates the relationship between family socioeconomic status and positive personality, career choice self-efficacy. Socioeconomic status and proactive personality were both directly linked to self-efficacy in career choice. Florence Bosede Famolu (2020) looked into the impact of parent's socioeconomic status on undergraduates' career choices. It was found that parent's social status influences their career choice. Eydie J. Pettigrew (2009) compared the means between financially disadvantaged students and the others. In math, language arts, social studies, and science, the total number of financially disadvantaged students was lower. Laura McKenzie Shroder (2020) claims that the hospitality and tourism industry have a high turnover rate, with students graduating and opting out of the industry. Students' performance and industry exposure were also influenced by socioeconomic status and race. Monique Leito (2013) in their paper show that people with lower incomes choose careers with higher returns and less savings. Higher-income subjects pursue courses with more difficult entry requirements, according to the applicants' choices.

### SOCIAL INFLUENCE – FAMILY, FRIENDS AND OTHERS

When it comes to choosing a career path, one initially always turns to their well-wishers, which in most cases is family. We always tend to look at parental/family influence as one where the parents sit down with their kids and discuss their ideas about his/her future and explain to them why that particular career path is most suitable to him/her. Jamie L et al. (2015) found a different way through which parents indirectly lead an individual to make a career choice similar to theirs. This can be explained from real life examples where the kids expressed that they had multiple visits to a particular university since young age because their parents were alumni. This hugely impacted their decision of choosing that certain university or career stream. Tan Fee Yean et al (2019) did a research on final year UG students who belong to the STEM discipline to find out the parental influence on the student's choice of opting this discipline. Results showed that parents who themselves are in the STEM industry are likely to encourage their kids to follow their footsteps as they have enough experience in the industry to advise them. Referring to Kristen Tillman (2015) research, a similar conclusion can be drawn where, children of educators had a slightly higher parental influence in driving them into the teaching field than those of non-educators. The parental influence while a child takes any decision starts at an early age and it was found that the mother plays a very important role in such decisions (Ramona Palos et al. (2010)). Some children have anxious insecure attachment with their parents meaning that they always imagine their parents to negatively react to his/her decision about a career. Children with more secure behaviour tend to explore a lot more options and have a positive mind set about their career related discussions with parents. Having a good relationship with parents makes it easy for children to openly discuss their career interests and goals. Once the parents know their interests, they can help by introducing their children to friends or business contacts belonging to that particular field and help gather information on related to that field. (Cheng et al. (2016)). The study conducted by Fouad et al. (2015) showed that although the FIS (family influence scale) is to the same level for the families in the US and India, the family obligation is higher in that of immigrant population especially Asian and Latin Americans.

Peer groups play a vital role in influencing decisions of lifestyle, appearances and even educational choices. 75% of population believe to a greater extent that peers are a major support when it comes to job selection (Arab et al. (2014)). Asma et al. (2017) gathered 432 MS level students and studied the various factors that made them opt for their respective courses. The students expressed that they felt more comfortable when they are a part of a study group consisting of their close friends as it makes it easier for them to ask for help and hence were least influenced compared to by career counsellors. Tartaria et al. (2014) explains that students of universities mostly look for advice or inspiration from their immediate peers. They view them as a reference group and set them as benchmark for their own future ambitions. The women who belonged to the female majority group showed higher career aspirations regardless of implicit masculine stereotypes about engineering. This proves that to increase more women participation in a certain field, small groups of more women should to be formed even in male dominated fields (Nilanjana Dasgupta et al. (2015)).

Mentors need not always mean parents, they can be individuals who share the same professional interests or traits with their mentees. Having mentors with the same career interests definitely causes more influence on the individual (Eesley et al. (2017)). Kristen Tillman (2015) mentioned in her paper that most students who look for career advice not necessarily seek the help of their parents but look for guidance from other sources like their career counsellors and/or teachers. In a research done by Paras Jain (2017) it was found that the number of people who took career guidance was less than those who did not take career guidance in some selected professions like engineer, architecture, doctor, software engineers, teachers dress designers etc. The number of those who were satisfied with their jobs was higher in the group who took some sort of career guidance or counselling. This shows how important it is to have someone who can place a student's interests, qualifications, strengths and weaknesses in a broad perspective.

### GENDER'S INFLUENCE ON CAREER CHOICES AND EMPLOYMENT – GENDER DISPARITY

Even in the 21<sup>st</sup> century, discrimination still exists in most aspects of the society. One form of discrimination which is still very prevalent is gender inequality. Despite women excelling every possible field which were earlier male dominated. Mozahem et.al (2019) substantiate this argument by interviewing 30 female engineering students. He sheds light on the hurdles faced by these women including discrimination and sexual harassment in both social and professional settings. Even though many females graduate each year, most of these women shift to a different field due to the problems stated above. However, most of the women who were interviewed were strong believers of their capabilities and were determined to overcome these barriers. Corsell.S.J (2001) provides statistics on how

cultural beliefs on gender bias result in an influenced career related decision by men and women. The study shows men were likely to believe they were competent in mathematics than the female counterparts and females made a higher verbal ability self-assessment. Dick.T.P (1991) conducted a survey of 2213 school seniors. He realised that money earned from a career is a very important factor among the boys than the girls and this was a contribution by the influence of parents and teachers. A non-engineering career choice due to genuine interest was more in women than men. Rocha, V and Prag M (2020) found that women had less representation in start-ups as founders. Also, female start-up founders influence their female juniors towards an entrepreneurial career especially in a male dominated setting.

Schneider M.S (2010) studied lesbian, gay, bisexual and transgender students and found that the participants narrowed their options of college choices and job preferences on the basis of the discrimination they experienced in the past. Some women claimed that coming out as lesbians helped them remove the gender bias as it results in a decrease in social expectations. Sonica Aron of marching sheep in an article (India Today 2020) brought into light that in 2017, 8 out of the 23 transgender people who were employed had to quit their job as they could not find an accommodation and their employer had no legal obligation to help them in this matter. The lack of literatures giving an insight on the issues faced by such people (LGBT+) on a personal level while trying to make a career for themselves especially in India is a matter of concern. The high rates of discrimination on the basis of gender even today are worrying and makes us question our mindset as a society. Jessica Schieder (2016) studied that discrimination is not the key cause for gender wage gap but instead it is the choices made by women and men, mainly their choice of occupation. Sterling A D (2020) et al, Isabelle Bensidoun (2018) explains gender gap to be a reason of the lack of confidence amongst women towards certain careers. Most young boys and girls are confident that they will succeed in careers related to the STEM field, however most girls after reaching their teens start doubting their abilities. However, an article in the conversation (2021) surveyed thousands of Australian university students and found that women are more confident towards STEM careers than men. Siobhan Austen (2002) did research that even though women are more educated than men, they earn less. Since, women have to take care of family duties, the longer hours of higher paying jobs make it difficult for them to succeed.

#### **INFLUENCE OF CASTE/NATIONALITY ON CAREER CHOICE AND EMPLOYMENT**

Despite the today's generation that brims with youth activists and abundance of laws that strive to establish equality in our economy, the social standards such as caste and nationality still continue to have a strong impact on the society. Indian caste system was developed on division of occupations. Case study by Indervir Singh shows two caste groups 'Jat' and 'Bania' exposed to similar set of opportunities and education but however show difference in their occupational choice. Though presented with all factors and opportunities, they showed very little interest in shifting occupations. This paper is a modest attempt at showing how our society is divided into multiple groups. Workers are willing to reject substantial income, almost the maximum amount as 10 times their daily wages, to avoid workspace that disagrees with their caste identity. 43% of workers interested in temporary work refused a 10x bonus in order to avoid spending 10 minutes on tasks associated with other castes. (Suanna Oh, Worldbank-Blogs (2019)). A.H. Majid (2014) has presented a conceptual framework based on the role of cultural values in career choices. Individualism and collectivism as an important determinant that influence individuals' career choices, says Majid. This paper shades the light on differences in western and eastern culture.

Journal of International migration and integration shows that around 4.5 million students were enrolled outside of their country of origin in 2012. This paper highlights the increasing need of youth to settle abroad under the conception that a foreign degree is more significant than India's. It also pays attention to characteristics like family background, migration history and also adding a special section of individual preferences with respect to lifestyle, workspace and social perspective. ICEF (2018) investigates the role of nationality in career choices and discovers that the primary motivation is a "widespread perception of an entrenched lack of equal opportunities in India." To stand out among the fierce rivalry, the majority intend to bring their international work experience back to India. An article by Sukhdeo Thorat (2018) highlights that the effect of social discrimination and co-existing socio-economic realities are deeper weightages for classes like SCs for career choices. According to the 2011-12 NSSO statistics, even among wage labourers, SCs have a higher share of casual wage workers. This discrimination not only leads to higher poverty among SCs, but also reduces the economic progress. This emphasizes the fact that it is a systemic problem.

Caste is not an archaic tradition but an active facet of modern economy says Davis Mosse (2018). Dalits suffer restrictions to occupational chances within the same markets. Recent research carried out here, explores the harder-to-detect ways that caste identity influences opportunity. National Institute of Rural Development (2013) researches on the variable nature of occupation status of the rural youth in India. Although a high dependence was observed of rural STs Youth workforce on agriculture, the diversification into non-agriculture was observed to be high among rural youth workforce of SCs. It addresses the need for youth-specific policies to protect the employment rights of youth workers. 'Career choices of youth were largely class-specific and gender-specific' observed by a case study (2012) conducted in Mumbai. The Journal of the Indian Association for Career and Livelihood Planning (IACLP) says that despite the differing degrees of personal choices the decision is a portal to hierarchically ordered social relationships. An article in the Economic and Political Weekly (2017) attempts to study the paths of Dalit and non-Dalit students from similar elite educational backgrounds and yet face social disadvantages. Social and cultural capital influence significantly in sectors where hiring practices are less transparent. A detailed research on 'Influence of Culture and Ethnicity on Career Choice' (2018) uses identity economics to find a link between the influence and choice of career. It also addresses questions like if the numerous race groups have distinct cultural traits which can influence career choice and if these career choices influence the unemployment percentage. In this process it determines the extent of career choices themselves influence unemployment as most of the participants tend to choose due to the possession of traits belonging to their respective caste groups. The article by Michiel Bass (2016) explores the motives of scholars from India who have enrolled as overseas students. It was observed that majority have chosen to study at low metropolitan areas like Australia. While the idea of moving away from socio-economic constraints of India is believed to be fruitful, this paper also explores the difficulties encountered such as fooled by fraudulent work opportunities that may not exist.

#### **JOB SECURITY AND WORK CONDITION IN ORGANISED AND UNORGANISED SECTORS**

Surbhi Kapur and Prasana Kumar Sethy (2014) undertook an in-depth study on working and living conditions of workers in unorganized sector and concluded that, around thirty crore people work in the unorganized sector in India, and the number is growing. It has been observed that there is no legal security mechanism in place, that childbearing and rearing of children remains the primary responsibility of women employees, and that the government and legal framework of the country provide little assistance. Bad employer-employee relationships, discrimination at work, abuse, poor health and medical treatment, torture, and poor working conditions are all common occurrences in this industry. Amit K. Bhandari & Almas Heshmati (2006) observed that experience plays the most important role in explaining the pay difference. Some factors like skill, training, education, and migration play a significant role. There is a possibility of discrimination which can be associated to the cost cutting strategy of companies. The employment of contract workers is perceived as a cost cutting method. Education and income affect negatively the feeling of job insecurity. Casual and temporary workers are likely to have less job insecurity when compared to their full-time counterpart. Dr. Balwinder Singh (2009) found that the contribution of this sector in production is extremely significant but the Social Security for the workers of this sector is nearly nil. Unemployed workers are willing to work without job security More than 90 per cent workers do not have any social security. He concludes by saying the life of the worker should be mapped so that proper social security can be provided. It will also help in the manpower planning which will be helpful in creating the job opportunities. Arpita Mukherjee & Tanu M. Goyal studied the impact of Foreign Direct Investments in India and concluded that, FDI is likely to have an adverse impact on employment in the unorganised sector. It is seen that most unorganised retailers were not impacted by retail modernisation, while employees seem to have benefitted in terms of pay and quality of Employment.

With the advancement in the education field and economic liberalization the change from unorganised to organised sector and corporate business is being visualized in the modern competitive world yet most of the population is currently in unorganised sectors. The survey found that foreign retailers offer higher salaries, and overall salaries in the retail sector are likely to improve as a result. Bakotić, Danica & Babić, Tomislav studied the impact of working conditions on overall job satisfaction and found that there is no substantial difference in overall job satisfaction between workers in typical working conditions and workers in challenging working conditions. Patnaik, B.Chandra & Satpathy, Ipseeta & Tripathy, Narayan. (2017) identified that the various attributes identified in unorganized sectors are education level very low, professional and vocational skills are very low, lack of medical provisions, lack of security for old age, no clear-cut employee and employer relationship, dissatisfactory wage rate and pay period, denial of right to earn more leading to more poverty in unorganized sector. N.Prabaharan. (2018). concluded that the collective efforts are necessary for the welfare of unorganised workers. They are the section of the society that is in the need of protection, benefits, security, and assistance. Danica Bakotić.(2013) states that Job satisfaction is a particularly complex concept that's influenced by various factors, or more accurately by a gaggle of things that always have interwoven impact. Results of this study confirmed the conclusions of other papers handling this subject about the existence



of clear link between employees' job satisfaction and organisational performance but with very minimal intensity. Inuwa, Mohammed. (2016) found that job satisfaction features a positive and significant relationship with employee performance, it clearly signifies that an increase in level of job satisfaction will result in better performance. The study is believed further contribute motivational theories is that the sense that it combined expectancy with factors like job satisfaction. Prabhleen Kaur. (2019) established that job satisfaction is one of the foremost important aspects an organization must look out of as it features a big correlation with job performance and productivity. Specifically, this relationship appears stronger on collective bias, which features a greater effect to the units and organizational performance, including productivity, work process efficiency, and most importantly, profit. Then, personality traits and emotional states seem to possess a crucial role in determining individual satisfaction. Work environment and organization strategy are more likely to increase collective job satisfaction.

#### IMPACT OF COVID-19 ON CAREER CHOICES AND WORKPLACE

Though overlooked during the initial months of 2020, COVID-19 is still a hot topic and is ruling the world like a boss. It had a huge impact on the lives of every individual without a bias. Organizations had to come up with innovative products/ solutions to get back on track. When it comes to students, COVID-19 can be idealized as a two-sided coin. It was the perfect opportunity for students to develop more skills and stand out compared to others.

The International Labour Organization (2020) published a review of how this pandemic situation had impacted the working-class people in India. The un-protected employees, casual workers and self-employed are the most affected with many losing their jobs. Retail, manufacturing and construction sector had immediate impacts on the growth and revenue. Meenakshi Pandey (2020) researches on how the Work from home concept aids in employees to manage their work and personal life better, reduce the commute time, increase productivity through organized work division which also comes with certain drawbacks. Anoop Khanna (2020) focuses on the impact on migrant workers who are vulnerable and un-protected laborers and are the most affected. There is not much impact on agriculture industry, transportation and supply chains and suggest that the migration policies must be reshaped to accommodate better. Park Cyn-Young et.al (2020) also ascertain the fact that there will be a spurt in the number of jobs that could be lost. The impact on jobs does not follow the same distribution as tech and pharma industries have prospered. The Catalyst (2020) performed a survey to gain insights about the impact of COVID-19 on workplace inclusion, gender equality, the results showing that workers feel promotion opportunity is less and women have a big chance to be over-looked. Kelsey, et al. (2020) focus on unemployment, mental health, disparities and work-family interface. Work-life balance and multi-tasking is the key to better performance and health. The report by McKinsey Global Institute explores the post-pandemic scenario of work. Jobs with more physical proximity will be disrupted more. The online meetings and remote work will continue on a large scale and faster adaptability to latest tech and trend is crucial.

Students are also equally affected by the COVID-19. The article published by India Today (2020) emphasizes on the impact of COVID-19 on graduating students which demands digital skills like content writing, graphic designing. Youki Terada (2020) states that there is a proven possibility of achievement gap to widen among students who don't have access online resources. It also talks about the mental health of students and ways to solve these issues. Sumitra Pokhrel, et al. (2021) have researched on the various challenges (accessibility, affordability, fairness in exams) and opportunities presented by the digital learning. They also mention about development program for teachers and methods to focus on to flawlessly implement in the future. Esteban et al. (2020) conducted a survey on 1500 undergraduate students from the Arizona State University about COVID-19's impact on them. It shows that there is delayed graduation and health impacts (on lower income group mainly), and various other factors which affect their performance. Changwon Son, et al. (2020) conducted interview surveys with 195 students in a university to understand the mental effects on them. 71% of the students reported an increase in stress, anxiety and key stressors were fear, worry about their loved ones, less interactions, disturbed sleeping, concerns about academics, and overthinking, financial difficulties. The ISE (2020) researched about job opportunity among graduates, many countries were expected to have a decline in the recruitment as employers wanted to limit the recruitment so many students continue their study by pursuing PG programs after UG. Liyuan Hu (2020) through his survey highlighted some positive impacts on the medical field as career choice of medicine did not drop significantly. A negative impact was seen among 3<sup>rd</sup> and 4<sup>th</sup> years who had insufficient knowledge about the environment in hospitals or clinics.

#### SCOPE AND SIGNIFICANCE OF STUDY

Career choice is an imperative issue in the developmental live of youths since it is associated with positive as well as harmful physical, psychological and socio-economic disparities that persist well past the youthful age into an individual's adult life. The main focus of this study is to analyse the factors that influence an individual while making a career choice. It establishes a relationship between various career choices and socio-economic factors and also helps in identifying the one that most affects these decisions.

#### OBJECTIVES OF THE STUDY

This scientific research examines factors that majorly influence students when choosing a career or a job. There are numerous factors that have an influence on decision taken by students today, including friends, family and mentors. Students may also choose careers based on how personally rewarding they are, if there is a potential for greater income and a growing need for jobs in a certain job field. This research paper focuses on the following objectives:

1. To study the socio-economic background on the career choices of the respondents
2. To find out the gender disparity on the career choice and employment
3. To identify the job security and work condition in organized and unorganized sectors
4. To measure the impact of COVID 19 on career choice and workplace

#### METHODOLOGY

The research methodology defines the sequence of steps to be followed to systematically solve a research problem. A descriptive research design was used in this study. The research is performed with the help of primary and secondary data. A questionnaire has been used to collect the primary data. The secondary data was collected from various research papers, articles, blogs and, organization's reports. The questionnaire was designed in such a way that required questions about all the factors affecting career choice and employment intricacies were asked as it allows us to get as much information as possible. The questions were also sequentially connected based on each factor so that the respondents find it intriguing. The questionnaire was circulated using google forms to college students and fresh appointees as they will be making crucial career-based decisions and it was also collected from employed people to better understand the impact of COVID-19 and other employment intricacies. The data was collected from 188 respondents using the convenience sampling method. The collected data were analysed using appropriate statistical tools like ANOVA, Chi-Square and, percentage analysis, of the data in hand, was performed using Microsoft Excel and SPSS.

#### DATA ANALYSIS AND INTERPRETATION

The primary data is collected from 188 respondents using a questionnaire (refer appendix).

**TABLE 1: RESPONDENT'S AGE AND PROFESSION (count of profession)**

	Employed	Student	Grand Total	Percentage
18-24	6	128	134	71.28
25-35	9	6	15	7.98
36-45	15	0	15	7.98
46+	24	0	24	12.77
Grand Total	54	134	188	100

Source: Primary data

**Inference**

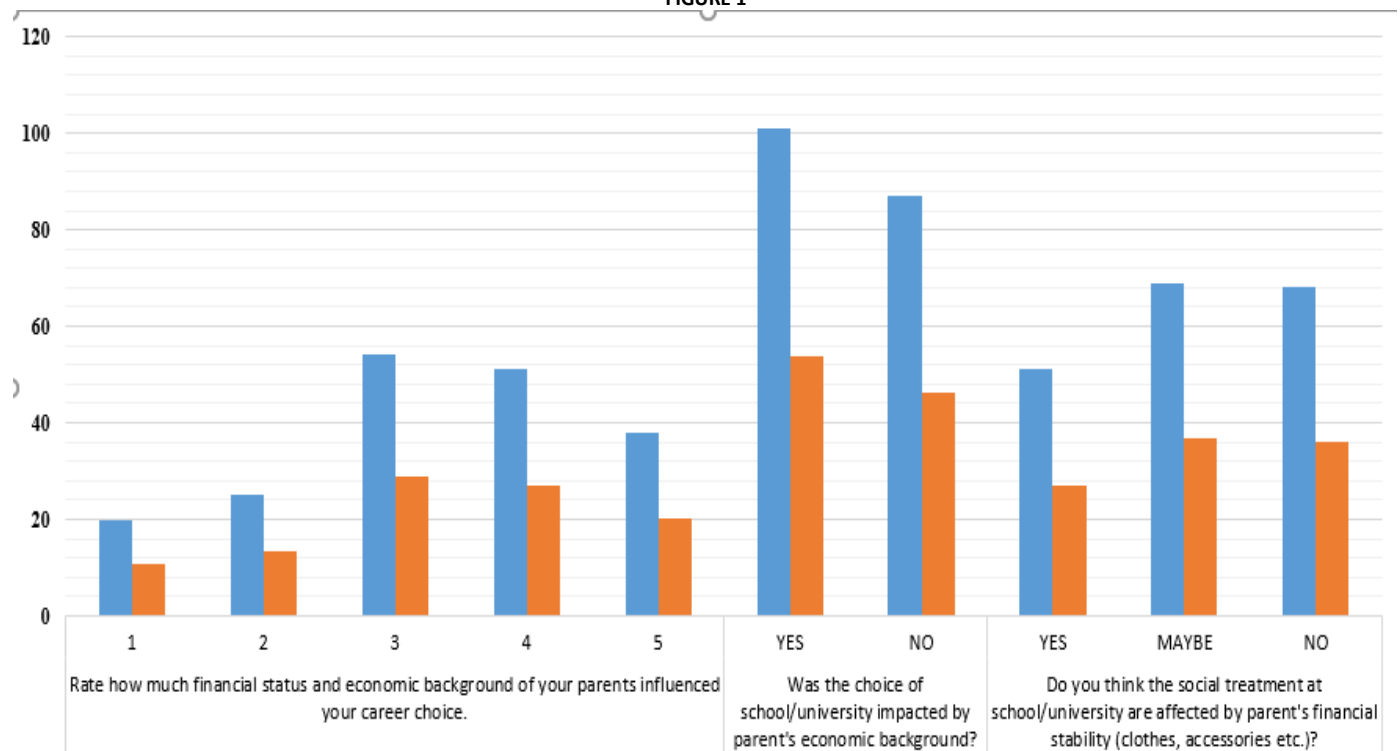
From Table 1, we can conclude that most of our respondents are students (71.28%) and the rest are employed (28.72%). Most of the respondents are from the age group of 18-24 (71.28%).

**TABLE 2: EFFECT OF ECONOMIC BACKGROUND ON CAREER CHOICE**

QUESTION	OPTIONS	FREQUENCY	PERCENTAGE
Rate how much financial status and economic background of your parents influenced your career choice.	1	20	10.64
	2	25	13.30
	3	54	28.72
	4	51	27.13
	5	38	20.21
Was the choice of school/university impacted by parent's economic background?	Yes	101	53.72
	No	87	46.28
Do you think the social treatment at school/university are affected by parent's financial stability (clothes, accessories etc.)?	Yes	51	27.13
	Maybe	69	36.70
	No	68	36.17
Would you have chosen a different career path if your parents weren't financially stable? If so, please state your alternate career choice.	Yes	79	42.56
	No	108	57.44

Source: Primary data

**FIGURE 1**



**Inference**

Around 47.34% (rating 4 and 5) of respondents answered in favour that financial status of parents does actually influence the career choices of the child. This proves that the interests of the child are not given much importance and the students are compelled to take up a high paying job to compensate the financial crisis of the family.

53.72% of the respondents feel that quality of education should not be compromised no matter how bad the financial background of the family is, but it is important to note that an almost equal percentage (46.28%) of respondents feel strongly that economic background plays an important role in determining the kind of education a child receives.

While there is a higher percentage (36.7%) of respondents who are on edge with their opinions on whether social treatment at educational institutes is dependent on the financial background of the family or not, a lot of them (36.17%) feel that it doesn't matter much as long as the behaviour/character of the child is at par with the required standard of the institute.

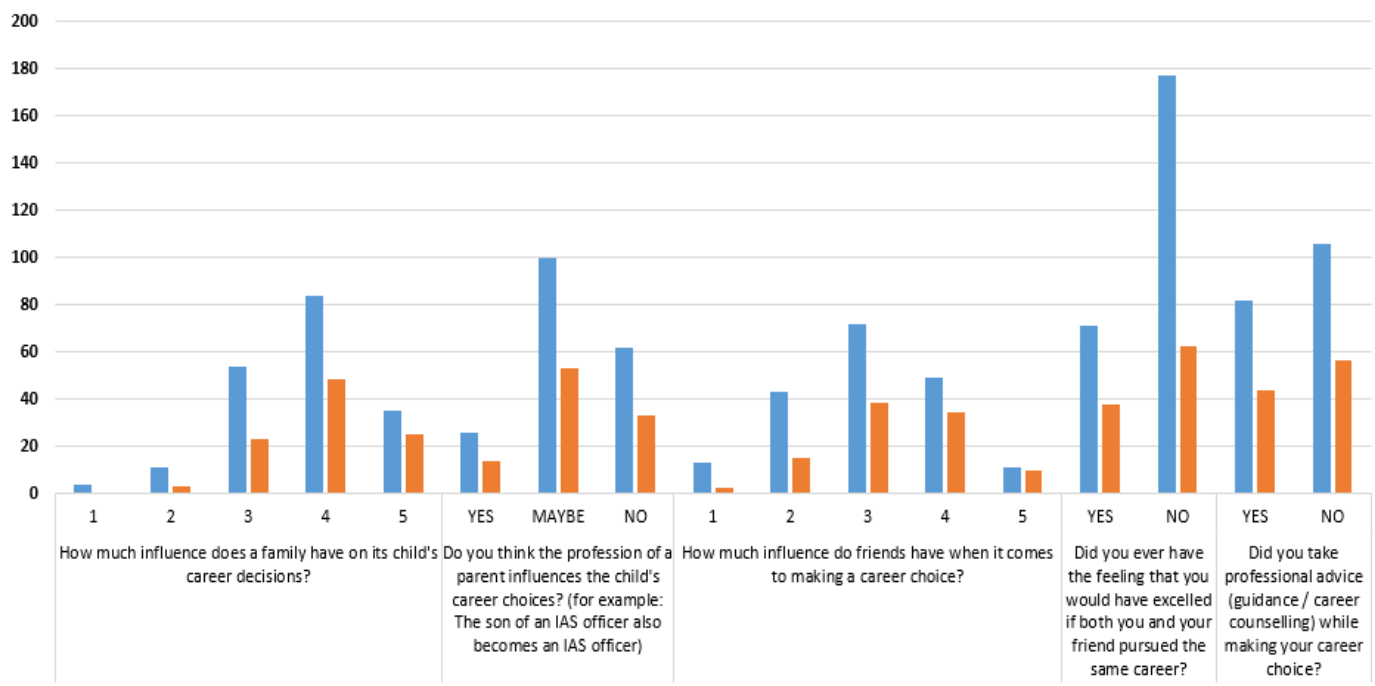
42.02% of the respondents expressed their interests on alternative fields/career paths when asked if they would have opted for a better career path in case they were financially stable. When asked specifically what their alternative career choices would include, the responses included, professor/lecturer, astronaut, higher studies, sports, acting etc. This may indicate that financial stability played an important role when it came to choosing a career rather than their interests.

TABLE 3: SOCIAL INFLUENCE – FAMILY, FRIENDS AND OTHERS

QUESTION	OPTIONS	FREQUENCY	PERCENTAGE
How much influence does a family have on its child's career decisions?	1	4	0.57
	2	11	3.15
	3	54	23.18
	4	84	48.07
	5	35	25.04
Do you think the profession of a parent influences the child's career choices? (For example: The son of an IAS officer also becomes an IAS officer)	Yes	26	13.83
	Maybe	100	53.19
	No	62	32.98
How much influence do friends have when it comes to making a career choice?	1	13	2.30
	2	43	15.19
	3	72	38.16
	4	49	34.63
	5	11	9.72
Did you ever have the feeling that you would have excelled if both you and your friend pursued the same career?	Yes	71	37.77
	No	177	62.23
Did you take professional advice (guidance / career counselling) while making your career choice?	Yes	82	43.62
	No	106	56.38

Source: Primary data

FIGURE 2



**Inference**

As expected, most (48.07%) of the respondents feel that the influence of the family on a child’s career decisions is considerably high. This limits the opportunities that a child can explore given his/her strengths and weaknesses.

In one research, it was pointed out that children of educators had a slightly higher parental influence in driving them into the teaching field than those of non-educators. This can be supported by the response to this question where almost 53.19% of respondents are on the edge about whether or not the trend of children following their parents into the same profession still continues given the various other opportunities available.

Many believe that the opinions and choices of a child are a direct influence of his/her peer group. It seems to be the same case when it comes to making a career choice. 44.35% (Rating 4 & 5) of respondents feel that the influence of the friend circle on such career related decisions is considerably strong.

Almost 62.23% respondents feel that even if their friends were not a part of the same field, they would still feel motivated and would excel at their respective chosen careers. This shows that although the influence of friends may exist, it does not play an important role when it comes to a student’s performance in the field.

Many believe that students, especially in India, don’t specifically choose to take professional advice when it comes to their career. Although 56.38% of the respondents as shown, support this claim by stating that they haven’t received any sort of counselling related to their career path, it is important to note that nearly 43.62% of them have actually stepped up and opted for such services.

TABLE 4: GENDER'S INFLUENCE ON CAREER CHOICES AND EMPLOYMENT – GENDER DISPARITY

Question	Options	Frequency			Percentage		
What gender do you identify yourself as?	Female	55			29.26		
	Male	110			58.51		
	Other	23			12.23		
Has your gender ever influenced your career choices?		Yes	No	Yes	No		
	Female	11	44	20	80		
	Male	16	94	14.54	85.45		
	Other	20	3	86.95	13.05		
Have stereotypes related to household chores/ societal expectations from a gender limited you professionally or while making a career choice?		Yes	Maybe	No	Yes	Maybe	No
	Female	12	13	30	21.8	23.63	54.54
	Male	11	17	82	10	15.45	74.54
	Other	20	0	3	86.95	0	13.05
Has the gender pay gap limited you from taking up a profession of your choice?		Yes	Maybe	No	Yes	Maybe	No
	Female	3	5	47	5.45	9.09	85.45
	Male	6	7	97	5.45	6.36	88.18
	Other	20	0	3	86.95	0	13.05
Has your gender ever influenced your career choices? If yes, please mention how?	Yes	26			13.82		
	No	162			86.18		

Source: Primary data

**Inferences**

58.5% of the respondents identify themselves as male while 29.3% and 12.2% of them are female and others respectively. Among the total 188 respondents, 134 are students while the rest 54 are employed.

20% of the female respondents felt that their gender has influenced their career choices. While 94 out of the 110 male respondents answered with a no, the yes as an answer given by the remaining 16 is concerning. 86.9% of the respondents who identify themselves as the other gender gave yes as an answer.

21.8% of the females and 10% of the males felt that societal stereotypes influenced them while making a career choice. 15.9% of the overall respondents answered with a maybe when asked the same. Therefore, a total of 38.8% of the respondents faced this issue.

Even though the questionnaire was circulated among educated people, 15.4 % gave an affirmation when asked if the pay gap prevalent affected their career choice, while 6.3% gave maybe as the answer. The percentage of the responses would have been definitely higher if the questionnaire was circulated among all strata of the society.

Some of the responses given when asked how gender influenced career choices were as follows, "teaching profession is best for ladies as per the parents and society", "There are some companies that interview and hire only females in the name of "gender equality", "My college seat was given to a girl in the name of female quota", "Generally, if it's a boy there is more expectation from family", "I wanted to get into army, only because I am a girl, my father objected me not to.", "I wanted to go to higher studies but in my family they are afraid to send me alone".

The most surprising answers were that some men felt that they could not choose a career choice because of their family's expectations or society's expectations of them as the primary bread winner. This was an aspect unexplored in most literatures on this issue.

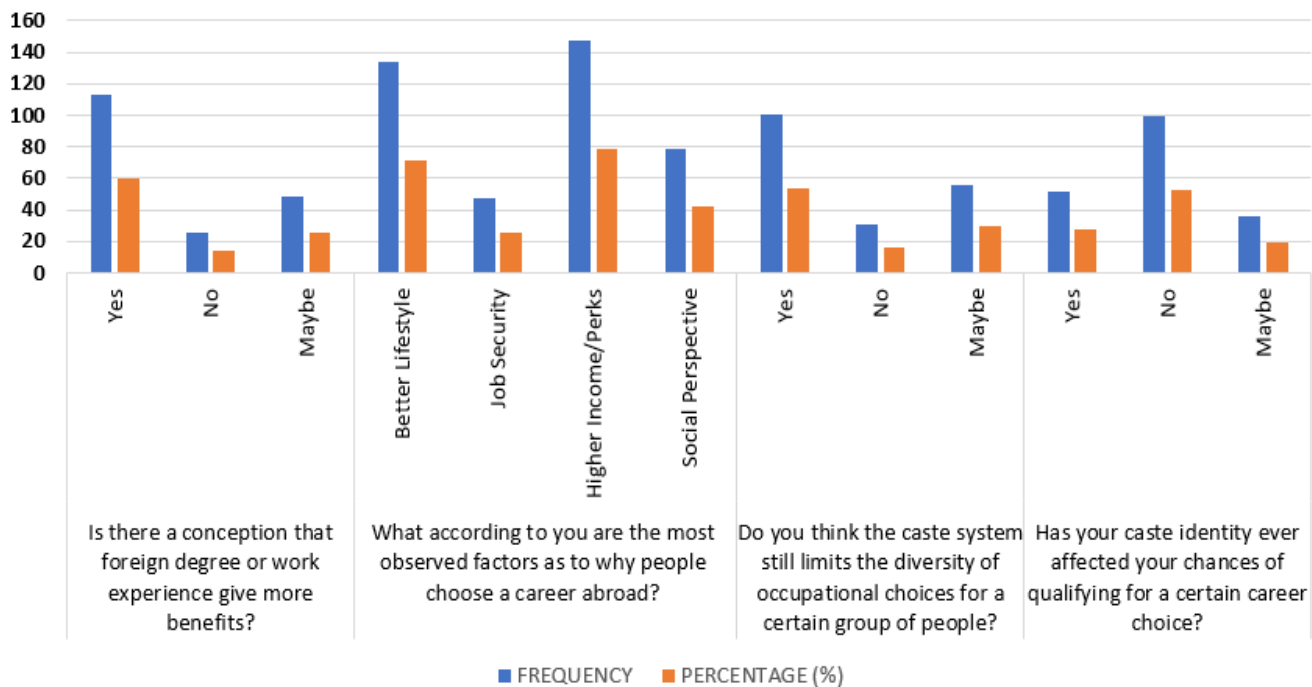
TABLE 5: INFLUENCE OF CASTE/NATIONALITY ON CAREER CHOICE AND EMPLOYMENT

Questions	Options	Frequency	Percentage
Is there a conception that foreign degree or work experience give more benefits	Yes	113	60.11
	No	26	13.83
	Maybe	49	26.06
What according to you are the most observed factors as to why people choose a career abroad?	Better Lifestyle	134	71.27
	Job Security	48	25.53
	Higher Income/Perks	147	78.19
	Social Perspective	79	42.02
Do you think the caste system still limits the diversity of occupational choices for a certain group of people?	Yes	101	53.72
	No	31	16.49
	Maybe	56	29.79
Has your caste identity ever affected your chances of qualifying for a certain career choice?	Yes	52	27.66
	No	100	53.19
	Maybe	36	19.15

Source: Primary data

FIGURE 3

Chart Title



**Inferences**

60.11 % of responses vote positively towards the conception that a foreign career choice is more fruitful relative to the local opportunities at hand, which is a majority reason for the youths to take up a career abroad. This data highlights that there is a majority spread of this conceived notion among youths irrespective of their beliefs in it, which is a career choice influence by itself.

Among the four provided factors of foreign-based career influences, 147 responses (78.2%) rank higher income/perks as the most observed factor, as most of the youths quit their country under the pressure to earn higher income in a lesser period. The other considerations are better lifestyle conditions with 134 responses and job security with 48 responses, which highlights the need for better quality of life with a stabilized career. The social perspective, considering the influences of caste that were studied also contributes to this notion as many people migrate to expect a change from the existing conditions of discrimination in labour markets or reservations etc., which was chosen by 42% of responses.

Majority of the responses (53.7%) have voted that the caste system is still a constraint in occupational choices for few sections. This highlights that the caste still operates as an active aspect in markets. As we still come across cases of repressed Dalit yet facing discrimination in the labour markets and other sections where hiring processes are less transparent,

The 29.8% response share of 'maybe' is also a significant aspect to interpret as most of the respondents come from elite educational backgrounds, the ancestral perspectives and other socio-economic limitations are not a subject of great influence relatively.

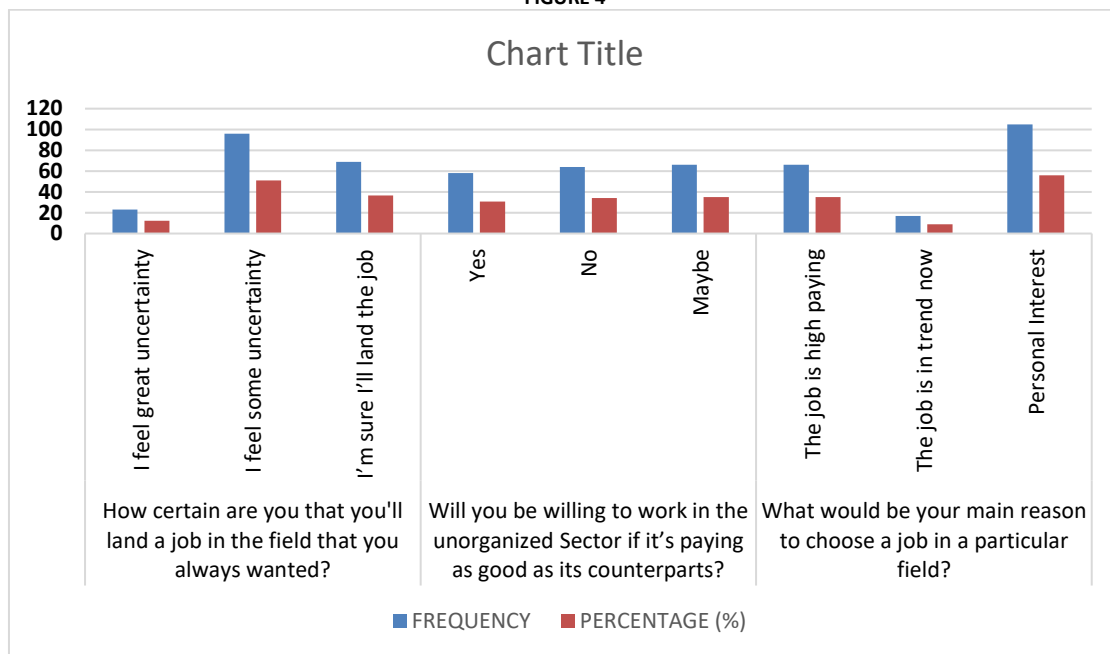
This specific study is to shift the subject focus on the participants' economic backgrounds based on personal experiences and not conceptions and only 27.66% has voted yes based on an experience, while 19.15% have voted maybe on a belief that the influence of caste can still be seen on career choices which makes about half of the participants cumulatively. While the rest 53.19% of respondents have voted no which implies that the caste system has not limited the career choice of many, in recent times, while remembering that this interpretation is based on a majority of socio-economically privileged participants of the study.

TABLE 6: JOB SECURITY AND WORK CONDITION IN ORGANISED AND UNORGANISED SECTORS

QUESTIONS	OPTIONS	FREQUENCY	PERCENTAGE
How certain are you that you'll land a job in the field that you always wanted?	I feel great uncertainty	23	12.23
	I feel some uncertainty	96	51.06
	I'm sure I'll land the job	69	36.70
Will you be willing to work in the unorganized Sector if it's paying as good as its counterparts?	Yes	58	30.85
	No	64	34.04
	Maybe	66	35.11
What would be your main reason to choose a job in a particular field?	The job is high paying	66	35.11
	The job is in trend now	17	9.04
	Personal Interest	105	55.85

Source: Primary data

FIGURE 4



**Inferences**

It's understood the 12.23% i.e., 23 of the 188 participants are certainly sure that they won't land a job in their respective field. Whereas 51.06% or 96 of them are somewhat certain of landing a job in their respective fields and 36.7% or 69 of them are certain that they'll land a job in their respective fields. We can clearly see there is an uncertainty among the majority of students and employed personal regarding their expectation of job placements.

The aim of this question was to find out the willingness of people to work in the unorganised sector if it is paying as the organised sector. As the data shows people still have a stigma when it comes to the choice of choosing a job in an unorganised sector. (Maybe and No have constituted to almost 70% of the replies). Around 30.85% or 58 of the respondents are affirmative to the decision of choosing a job in the unorganised sector.

Contradictory to the popular belief that students choose their respective jobs and field based on the salary they would be provided we can see from the data obtained that more than 55% of modern students prefer to take-up a job in the field of their interests. We can also see that Salary plays a significant effect on this decision too driving around 35% of the students to make decisions based on it.

**TABLE 7: IMPACT OF COVID-19 ON CAREER CHOICES AND WORKPLACE**

Questions	Options	Frequency	Percentage
Rate the level of uncertainty in your career choice caused by the COVID-19 pandemic.	0 – No impact	17	9.04
	1	23	12.23
	2	22	11.70
	3	50	26.59
	4	44	23.40
	5 – Strong Impact	32	17.02
Did you change your career choice due to the impact of COVID-19 pandemic?	Yes	26	13.83
	No	121	64.36
	Not yet decided	41	21.80
Has the pandemic situation put you in a position to learn and develop new skills to boost your profile and sustain in this highly competitive world?	Yes, it was necessary	124	65.95
	No, just pressure	64	34.04
Has the COVID-19 declined the chance of promotion or increased pay?	Strongly agree	32	16.8
	Neutral	13	6.8
	Strongly disagree	5	2.6

Source: Primary data

**TABLE 8: EMPLOYED POPULATION**

What is your organization doing to address employee and customer concerns and mitigate risk?	Employed	Rank
Encouraging employees to work from home irrespective of their designation.	28	1
Reducing the employee count so as to decrease the investment	13	5
Nothing, just trying to keep the business alive.	8	6
Keeping most of the meetings in online mode to reduce the risk.	24	2
Changing the whole workflow structure to better adapt to this situation and increase revenue	20	3
Guiding its employees to develop digital skills to get accustomed to the new normal.	19	4

FIGURE 5  
Chart Title

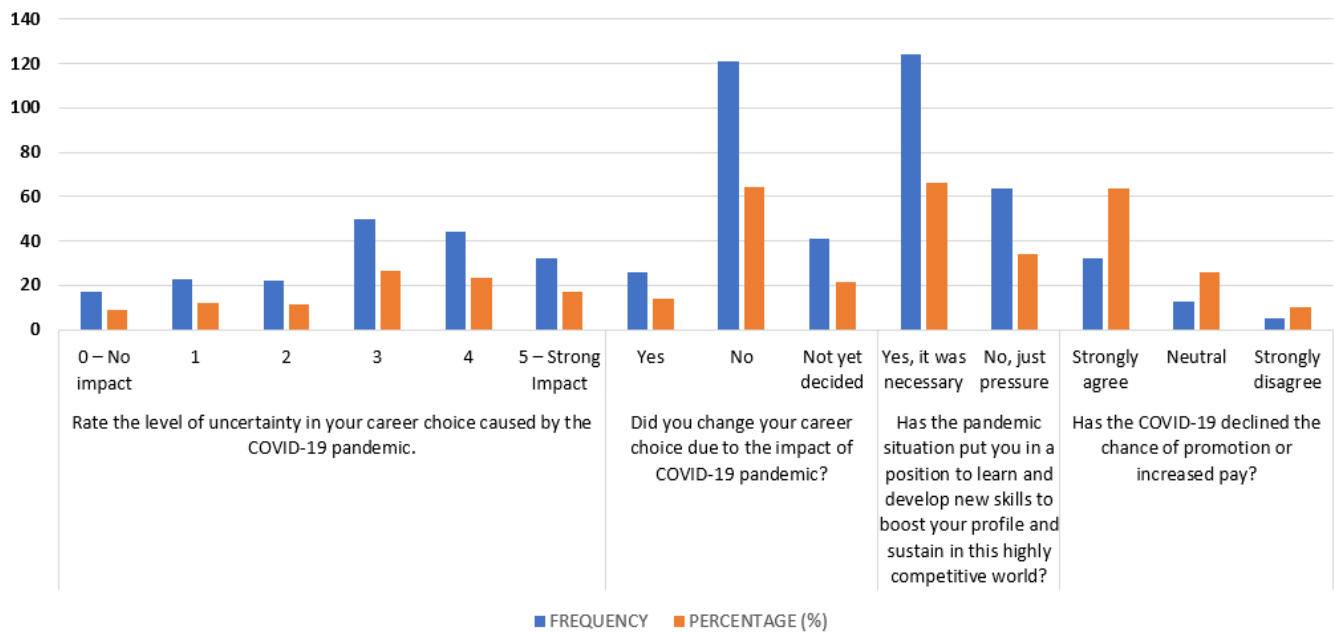
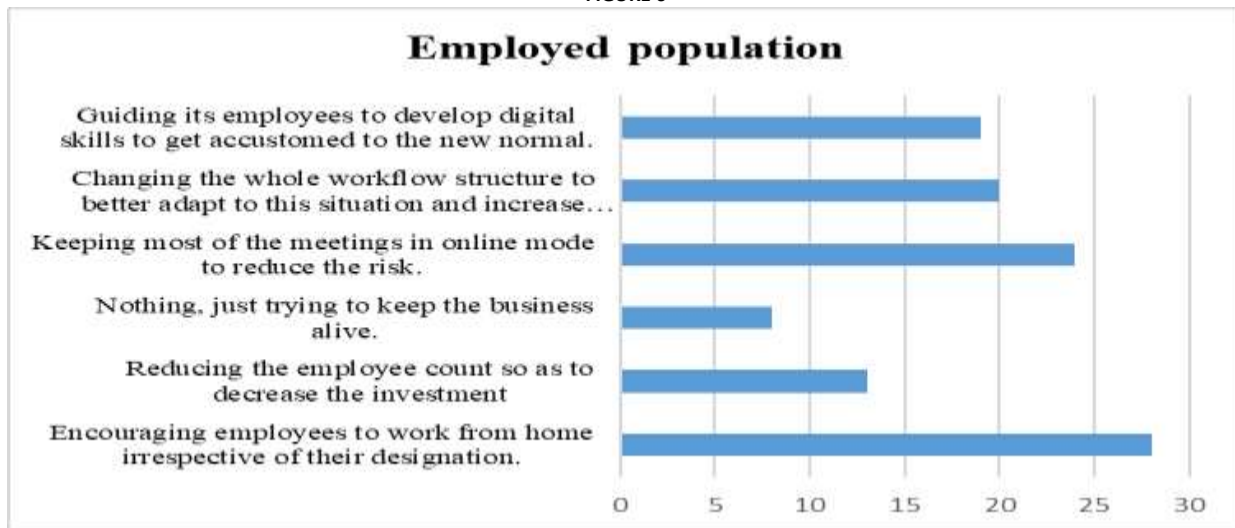


FIGURE 6



**Inferences**

40.42% of the total respondents have rated a higher level (rating of 4 and 5) of uncertainty on their career choice due to the pandemic and more than 30% are students. 37.04% of the employed people have rated an intermediate level of uncertainty on their career choice. The uncertainty is less among employed people than students as they already have a job in hand.

It is inferred that 64.36% of the respondents have not changed their career choice due to the pandemic. Only around 35% of the respondents have either changed their career choice or have not yet decided on it and the number is more for respondents who are students. This highlights the effect of pandemic on the career choice of students.

Almost 66% of the total respondents feel that this pandemic time was necessary to utilize this time to stand out and the rest 34% feel that it just instilled a lot of pressure on them. Out of the total employed respondents, most of them feel they had to use this time to better themselves. It is also inferred that out of the people who felt it was pressurizing, most of them have either changed their career choice or not have decided yet.

It is inferred that 64% of the employed people strongly agree that their chance of promotion or increased pay is affected due to this pandemic. 26% of them are neutral about their opinions regarding pay-roll. Only 10% of the respondents disagree that it did not affect their chance of promotion.

More than 58% of the employed people feel that their organization is doing well by encouraging its employees to work from home irrespective of their designation. Almost 50% of them say that their meetings are held online and through the literature survey it is evident that meetings will be continue to be held online to reduce the cost spent by an organization in arranging an offline meeting. The reduction in employee count is not much of a prevalence now as compared to the initial days of the pandemic. More than 40% of the employed people feel that their organization is better adapting to the situation by changing the structure of workflow and technologies to make them more efficient and also take efforts in enhancing the digital skills of the employees.

**ANOVA**

Ho: There is no significant difference between age and influence of family on their career choice.

H1: There is a significant difference between age and influence of family on their career choice.

TABLE 9: ILLUSTRATING ANOVA TEST RESULTS (AGE AND INFLUENCE OF FAMILY ON THEIR CAREER CHOICE)

	Sum of Squares	Mean Square	F	Sig.
Between Groups	19.305	4.826	9.364	.000
Within Groups	52.054	.515		
Total	71.358			

**Inferences:** ANOVA Test applied to find out the significant difference between age and influence of family on their career choice. From the test it is inferred that the significant level (.000) which is less than 0.05, hence accept the alternative hypothesis and reject null hypothesis. Thus, it is noticed that, there is a significant difference between age and influence of family on their career choice. It was also witnessed by Asad Afzal (2018) that, the scholar's career choice is heavily influenced by his or her family's choices and beliefs, as well as his or her own interests and financial considerations.

#### Chi-Square

Ho: There is no significant association between the level of uncertainty in your career choice caused by the COVID-19 pandemic and change in your career choice due to the impact of the COVID-19 pandemic.

H1: There is significant association between the level of uncertainty in your career choice caused by the COVID-19 pandemic and change in your career choice due to the impact of the COVID-19 pandemic.

TABLE 10: ILLUSTRATING CHI- SQUARE TEST RESULTS

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	9.257 <sup>a</sup>	16	.002
Likelihood Ratio	9.968	16	.868
Linear-by-Linear Association	1.793	1	.181
N of Valid Cases	106		

<sup>a</sup>. 18 cells (72.0%) have expected count less than 5. The minimum expected count is .66.

#### Inferences

Since from the Chi Square test  $0.002 < 0.05$ , there is reason to reject the Null Hypothesis. Hence, it was evident that, there is significant association between the level of uncertainty in your career choice caused by the COVID-19 pandemic and change in your career choice due to the impact of the COVID-19 pandemic. Thus, it was insisted by the article wrote by Amit Shrivastava (2020), lock down and economic slowdown during this pandemic strongly affect the young graduates gearing up to kick-start their professional journey.

#### SUGGESTIONS

Today's generation is fast-paced and we need spontaneous results but life doesn't work that way it's the small steps we take each day that drives us towards the goal. The results of the struggles you endure may not be evident for many years to come. That doesn't mean we can sit around waiting for the universe to tell you what your mission is. Challenging ourselves daily and exposing ourselves to various situations is how we find out what's right for us. This is a major fallback of the Indian society and education system, we have been taught all our lives to choose the safe path, the one that gives you a sense of pseudo-safety and satisfaction. Whereas It'll lead to a guilt-ridden life filled with stress and regret. We as an individual and a society, have to look at life from a different perspective, it's more than just merely existing and providing for your family. If we take the burden of expectations off the shoulders of the youth of today, they'll be able to achieve even greater heights and excel in fields of their capacity. Proper mentoring plays a major role too. Contrary to the popular belief that 100% hard work will ensure success, smart work and proper strategizing are much more effective in the modern world. Students, right from school age must be exposed to various fields of work, art, and entertainment instead of a monotonous way of education which merely enables us to develop a mentality to work for/under someone just for the sake of earning money. By doing so we can spark interests in them which will help them make a more conscious choice in their life rather than relying on the influence of family and society. The crux of the study is that there are a lot of options to choose from. One must understand that getting a job is just one small step in the journey of discovering his/her true abilities and that it is perfectly normal to pursue your field of interest and make a living out of it instead of taking up a job. Opportunities will appear at the right time if we have the perseverance to chase our dreams. Be patient, whatever the temporary results end up to be they are just a small part of the path you choose, trust the process. Once we do that, we'll see that the journey and experiences along the way are important that reaching the final goal.

#### CONCLUSION

This paper took into consideration six factors that gave us deep insights on the different situations which lead to choosing a career. The economic and professional background of the family highly influences the quality of education and job profile that an individual opts for. While many are forced to take up jobs that don't align with their interests but are financially promising, others opt for careers that are mildly influenced by the profession of their family members. Peer groups form the primary influencers of the outside world, and their experiences and opinions highly impact the interests of the child. It was noticed that many respondents showed interest in taking professional guidance which shows that the trend is changing and people have become more cautious when choosing one's career. Caste-based discrimination didn't seem to affect the career choice of many individuals in this age and time indicating a progressive shift in terms of influence of social divisions. As expected, many believe that a career away from hometown yields much higher pay and respect. Females and members of the LGBTQ community's career preferences are heavily influenced by gender along with important considerations such as job security and working conditions. Whereas the latter had negligible effects on men since they were the sole breadwinners in some families. Hesitation towards jobs in unorganized sector still prevails in the society even though working conditions and job security has improved significantly. In view of the COVID-19 pandemic, although the level of uncertainty towards a career choice is more prevalent among the students many have not opted for a different career path. Organisations have responded positively in view of this pandemic by implementing a systematic management. Based on the ANOVA test results, it is observed that there is a significant difference between the age and family influence on the career choice, implying that the level of family influence on career choices does not necessarily depend on the age group. The Chi-Square test indicated a significant association between the level of uncertainty and change in career choice due to the impact of the COVID-19 pandemic, which meant that the higher the level of uncertainty higher is the probability of opting an alternative career path. Thus, the factors researched upon influence a person in different proportions which lead them to make a career decision that is best suited to them.

#### REFERENCES

1. A.H. Majid, Phathara-On Wesarat, Mohmad Yazam Sharif (2014), "Role of cultural values in career choice: A conceptual framework", *The 3rd International Conference on Entrepreneurship and Business Management (ICEBM)*, Vol.14
2. Amit K. Bhandari & Almas Heshmati (2006), "Wage Inequality and Job Insecurity among Permanent and Contract Workers in India: Evidence from Organized Manufacturing Industries", *SSRN*, IZA Discussion Paper No. 2097
3. Amit Shrivastava (2020), "Short-term and long-term career effects of the COVID-19 pandemic for graduates", India Today Article, Viewed on March 5, 2021
4. Anoop Khanna (2020), "Impact of Migration of Labour Force due to Global COVID-19 Pandemic with Reference to India", *Journal of Health Management*, Vol. 22(2), pp. 181-191
5. Anuradha J. Bakshi, Hetvi N. Gandhi, et al. (2012), "Influences on Career Choices as Perceived by Youth in Mumbai", *Indian Journal of Career and Livelihood Planning*, Vol. 1, Issue 1
6. Arab Naz, Gohar Saeed, et al. (2014), "Peer and Friends and Career Decision Making: A Critical Analysis", *Middle-East Journal of Scientific Research*, Vol. 22 (8), pp. 1193-1197



7. Arpita Mukherjee, Tanu M. Goyal (2012), "Employment Conditions in Organised and Unorganised Retail: Implications for FDI Policy in India", *Journal of Business and Retail Management Research*, Vol. 6, No. 2
8. Asad Afzal Humayon (2018), "Effect of Family Influence, Personal Interest and Economic Considerations on Career Choice amongst Undergraduate Students in Higher Educational Institutions of Vehari, Pakistan", *International Journal of Organizational Leadership*, Vol. 7, pp. 129-142
9. Asma Shahid Kazi, Abeeada Akhlaq (2017), "Factors Affecting Students' Career Choice", *Journal of Research and Reflections in Education*, Vol. 2, pp. 187-196
10. Bakotić, Danica et al. (2013), "Relationship between working conditions and job satisfaction: The case of Croatian shipbuilding company", *International Journal of Business and Social Science*, Vol. 4, pp. 206-213
11. Bass, M (2016), "Students of migration: Indian overseas students and the question of permanent residency", *People and Place*, Vol. 14, pp. 8-23
12. Bensidoun, I. & Trancart, D. (2018), "Career choices and the gender pay gap: The role of work preferences and attitude", *Population*, Vol. 73, pp. 35-60
13. Changwon Son, Sudeep Hegde, et al. (2020), "Effects of COVID-19 on College Student's Mental Health in the United States: Interview survey study", *Journal of Medical Internet Research*, Vol. 22(9)
14. Cheng, C. F., Tsai, H. H., & Kao, C. C. (2016), "The Construction of a Career Developmental Counselling Model for Taiwanese Athletes", *Physical Education Journal*, Vol. 49(4), pp. 443-464
15. Correll, S. J. (2001), "Gender and the Career Choice Process: The Role of Biased Self-Assessments", *American Journal of Sociology*, Vol. 106(6), pp. 1691-1730
16. Covid-19: Global impacts on graduate recruitment (2020), *Institute of Student Employers*, Viewed on March 5<sup>th</sup> 2021, [https://cdn.ymaws.com/ise.org.uk/resource/collection/78C3D824-D17B-4316-8E69-15A054E40F1E/Covid-19-international\\_final.pdf](https://cdn.ymaws.com/ise.org.uk/resource/collection/78C3D824-D17B-4316-8E69-15A054E40F1E/Covid-19-international_final.pdf)
17. Danica Bakotić (2016), "Relationship between job satisfaction and organisational performance", *Economic Research*, Vol. 29, No. 1, pp. 118-130
18. Dasgupta, N., Scircle, M. M., & Hunsinger, M. (2015), "Female peers in small work groups enhance women's motivation, verbal participation, and career aspirations in engineering", *National Academy of Sciences*, Vol. 112(16), pp. 4988-4993
19. David Mosse (2018), "Caste and development: Contemporary perspectives on a structure of discrimination and advantage", *World Development*, Vol. 110, pp. 422-436
20. Deshpande, Ashwini, & Katherine Newman (2017), "Where the Path Leads: The Role of Caste in Post University Employment Expectations", *Economic and Political Weekly*, Vol. 42, No. 41, pp. 4133-4140
21. Dick, T. P., & Rallis, S. F. (1991), "Factors and Influences on High School Students' Career Choices", *Journal for Research in Mathematics Education*, Vol. 22(4), pp. 281-292
22. Dr Paras Jain (2017), "Impact of career guidance and counselling on student's career development", *International Journal of Research-Granthaalayah*, Vol. 5(6), pp. 49-52
23. Eesley, C., & Wang, Y (2017), "Social influence in career choice: Evidence from a randomized field experiment on entrepreneurial mentorship", *Research Policy*, Vol. 46(3), pp. 636-650
24. Employability and competition driving Indian demand for study abroad, ICEF 2018, Viewed on February 25 2021, <https://monitor.icef.com/2018/12/employability-competition-driving-indian-demand-study-abroad/>
25. Esteban M. Aucejo, Jacob F. French, et al. (2020), "The impact of COVID-19 on student experiences and expectations: Evidence from a survey", *Journal of Public Economics*, Vol. 191, No. 104271
26. Florence Bosede Famolu (2020), "Influence of Parents' Socio-Economic Status on Career Choice of Undergraduates in Kwara State, Nigeria: Implications for Counselling", *Jurnal Kajian Sejarah & Pendidikan Sejarah*, Vol. 8, No. 2
27. Fouad, N. A., Kim, S., Ghosh, A., Chang, W., & Figueiredo, C. (2015), "Family Influence on Career Decision Making Validation in India and the United States", *Journal of Career Assessment*, Vol. 24(1), pp. 197-212
28. Gideon Arulmani, Darren Van Laar, Simon Easton (2003), "How Career Beliefs and Socio-Economic Status influences on the Career Decision-Making of High School Students in India", *International Journal for Educational and Vocational Guidance*, Vol. 3(3), pp. 193-204
29. Hercog, M., van de Laar, M. (2017), "Motivations and Constraints of Moving Abroad for Indian Students", *Journal of International Migration and Integration*, Vol. 18, pp. 749-770
30. Hui-Hsien Hsieh & Jie-Tsuen Huang (2014), "The Effects of Socioeconomic Status and Proactive Personality on Career Decision Self-Efficacy", *The Career Development Quarterly*, Vol. 62, No. 1
31. Indervir Singh (2012), "Social Norms and Occupational Choice: The Case of Caste System in India", *Indian Journal of Economics & Business*, Vol. 11, No. 2, pp. 431-454
32. India - Rapid assessment of the impact of the COVID-19 crisis on employment (2020), *International Labour Organization*, Viewed on March 3<sup>rd</sup> 2021, [https://www.ilo.org/newdelhi/whatwedo/publications/WCMS\\_748095/lang--en/index.htm](https://www.ilo.org/newdelhi/whatwedo/publications/WCMS_748095/lang--en/index.htm)
33. Inuwa, Mohammed (2016), "Job Satisfaction and Employee Performance: An Empirical Approach", *The Millennium University Journal*, Vol. 1, No. 1, pp. 90-103
34. Jamie L. Workman (2015), "Parental Influence on Exploratory Students' College Choice, Major, and Career Decision Making", *Project Innovation*, Vol. 49, No. 1, pp. 23-30
35. Jessica Schieder & Elise Gould (2016), "Women's work" and the gender pay gap, *Economic Policy Institute*, Viewed on March 8<sup>th</sup> 2021, <https://www.epi.org/publication/womens-work-and-the-gender-pay-gap-how-discrimination-societal-norms-and-other-forces-affect-womens-occupational-choices-and-their-pay/>
36. Karen Leppel, Mary L. Williams & Charles Waldauer (2001), "The Impact of Parental Occupation and Socioeconomic Status on Choice of College Major", *Journal of Family and Economic Issues*, Vol. 22, pp. 373-394
37. Kelsey L. Autin, David L. Blustein, et al. (2020), "Career Development Impacts of COVID-19: Practice and Policy Recommendations", *Journal of Career Development*, Vol. 47, Issue 5
38. Liyuan Hu, Hao Wu, et al. (2020), "Positive impacts of COVID-19 on career choice in pediatric medical students: a longitudinal study", *Transl Pediatr*, Vol. 9(3), pp. 243-252
39. Maria K. Humlum, et al. (2012), "An economic analysis of identity and career choice", *Economic Inquiry*, Vol. 50, Issue 1, pp. 39-61
40. Meenakshi Pandey (2020), "The Impact of Pandemic COVID-19 in Workplace", *European Journal of Business and Management*, Vol. 12, No. 15, pp. 9-18
41. Monique Leitão et al. (2013), "Do people adjust career choices according to socioeconomic conditions? An evolutionary analysis of future discounting", *Psychology & Neuroscience*, Vol. 6, No. 3, pp. 383-390
42. Mozahem, et al. (2019), "Women in engineering: A qualitative investigation of the contextual support and barriers to their career choice", *Women's Studies International Forum*, Vol. 74, pp. 127-136
43. N.Prabaharan (2018), "Informal workers and social security analytical overview: with reference to Tirupur city of Tamil Nadu", *Paripex-Indian Journal of Research*, Vol. 7
44. P M Alexander & H Twinomurizi (2012), Paper presented at the SAICSIT Conference, pp. 295-305
45. Patnaik, B. Chandra, et al. (2017), "Review of Literature on Working and living Conditions of workers in organized and unorganized sector", *International Research Journal of Human Resources and Social Sciences*, Vol. 4, pp. 463-473
46. Prabhleen Kaur (2019), "Job Satisfaction of Employees in Public and Private Sector Organizations", *International Journal of Recent Scientific Research*, Vol. 10, pp. 30683-30687
47. Ramona Palos & Loredana Drobot (2010), "The impact of family influence on the career choice of adolescents", *Social and Behavioral Sciences*, Vol. 2, Issue 2, pp. 3407-3411

48. Renabeni T. Murry & Lata Pujar (2017), "Influence of Socioeconomic Status on Career Decision Making of Undergraduate Emerging Adults", *International Journal of Educational Science and Research*, Vol. 7, Issue. 5, pp. 55-62
49. Schneider, M. S., & Dimito, A. (2010), "Factors Influencing the Career and Academic Choices of Lesbian, Gay, Bisexual, and Transgender People", *Journal of Homosexuality*, Vol. 57, pp. 1355-1369
50. Sonica Aron (2020), "Transgenders and employment in India: Opening doors of opportunities for Transgenders", *India Today Article*, Viewed on March 20<sup>th</sup> 2021, <https://www.indiatoday.in/education-today/featurephilia/story/transgenders-and-employment-in-india-opening-doors-of-opportunities-for-transgenders-1640493-2020-01-27>
51. Sterling A D., et al. (2020), "The confidence gap predicts the gender pay gap among STEM graduates", *PNAS*, Vol. 117, No. 48, pp. 30303-30308
52. Suanna Oh (2020), "Does caste identity still matter for occupational choice?", Viewed on March 9<sup>th</sup> 2021, <https://www.ideasforindia.in/topics/social-identity/does-caste-identity-still-matters-for-Occupational-choice.html>
53. Subramaniam Ananthram, et al. (2021), "It's not lack of confidence that's holding back women in STEM (2021)", Viewed on March 20<sup>th</sup> 2021, <https://theconversation.com/its-not-lack-of-confidence-thats-holding-back-women-in-stem-155216>
54. Sukhdeo Thorat (2018), "Scheduled Castes among worst sufferers of India's job problem", *Hindustan Times*, Viewed on March 15<sup>th</sup> 2021, <https://www.hindustantimes.com/india-news/scheduled-castes-among-worst-sufferers-of-india-s-job-problem/story-Qh0hyHy9UUTg1clOpi5I2K.html>
55. Sumitra Pokhrel, Roshan Chhetri (2021), "A Literature review on impact of COVID-19 pandemic on Teaching and Learning", *Higher education for the future*, Vol. 8, Issue. 1
56. Surbhi Kapur & Prasana Kumar Sethy (2014), "Working and Living Conditions of Workers in Unorganized Sector-A Review of Literature", *International Interdisciplinary Research Journal*, Vol. 4, Issue. 2, pp. 197-204
57. Surbhi S (2017), "Difference Between Organised and Unorganised Sector", Viewed on March 8<sup>th</sup> 2021, <https://keydifferences.com/difference-between-organised-and-unorganised-sector.html>
58. Susan Lund, Anu Madgavkar, et al. (2020), "The future of work after COVID-19", *McKinsey Global Institute*, Viewed on March 25<sup>th</sup> 2021, <https://www.mckinsey.com/featured-insights/future-of-work/the-future-of-work-after-covid-19#>
59. Tan Fee Yean & Tay Lee Chin (2019), "Parental Influence and Undergraduates' Career Choice Intentions", *Sains Humanika*, Vol. 11, pp. 99-102
60. The Impact of COVID-19 on Workplace Inclusion (2020), *Research by CATALYST*, Viewed on March 25<sup>th</sup> 2021, <https://www.catalyst.org/research/workplace-inclusion-covid-19/>
61. The Importance of Maintaining Girls' Confidence in STEM, *National Inventors Hall of Fame*, Viewed on March 21<sup>st</sup> 2021, <https://www.invent.org/blog/diversity/maintaining-girls-confidence-stem>
62. UKEssays (2018), Influence of Culture and Ethnicity on Career Choice, viewed on March 3<sup>rd</sup> 2021, Retrieved from <https://www.ukessays.com/essays/economics/influence-culture-ethnicity-career-3964.php?vref=1>
63. Valentina Tartari, Markus Perkmann & Ammon Salter (2014), "In good company: The influence of peers on industry engagement by academic scientists", *Research Policy*, Vol. 43, pp. 1189-1203
64. Vera Rocha & Mirjam Van Praag (2020), "Mind the gap: The role of gender in entrepreneurial career choice and social influence by founders", *Strategic Management journal*, Vol. 41, pp. 841-866
65. Youki Terada (2020), "Covid-19's impact student's academic and mental well-being", *George Lucas Educational Foundation*, Viewed on March 23<sup>rd</sup> 2021 <https://www.edutopia.org/article/covid-19s-impact-students-academic-and-mental-well-being>

## A STUDY ON SERVICE QUALITY IN HOSPITALITY SECTOR IN DELHI REGION

**PUJA DIXIT**  
**RESEARCH SCHOLAR**  
**RANI DURGAWATI UNIVERSITY**  
**JABALPUR**

**ABSTRACT**

*Service sector is most growing sector in the world and services in hotel industry are evaluated by its quality. Service quality in hospitality sector is prominent part of hotel industry. It is more important when tourists from worldwide visits to Indian hotels as tourist destination or stays in Indian Hotels for business purpose. The main purpose of this paper is to attempt service quality and customer satisfaction in hotels of India. Customer satisfaction influenced by Service quality. Service Quality involves prompt and consistent delivery of products and guest services according to expected standards. Delivering quality service is one of the major challenges the hospitality managers will be facing in the following years as it is an essential condition for success in the emerging, keenly competitive, global hospitality markets. This study assesses customer expectation and perception level towards service quality with in Indian context i.e. what is expected by the customer and what is perceived by hotels as the need of the customers. Customer satisfaction has a significantly direct impact on customer loyalty and customer retention.*

**KEYWORDS**

hospitality, service quality, customer expectation, customer Perception, customer satisfaction.

**JEL CODES**

L80, M30.

**INTRODUCTION**

There have been immense changes in the hospitality industry worldwide which have forced hotel organizations to adapt their operations to cope with the changes. In order to implement effective quality management and thus raise performance, management systems should be tailor-made to approach methods of business excellence. Globally, hospitality organizations strive to measure their guests' satisfaction and explore effective tools for maintaining service quality and guest satisfaction standards

The purpose of the present study is to analyze this concept, its strengths and its weaknesses, within an Indian context. It is highly competitive in a city like Delhi that is a significant tourist destination. Many international tourists visit Delhi and stay at the five-star hotels, so these hotels must keep up with international five-star hotel standards to attract and retain customers. One of the main problems of Delhi hotel industry is challenges that hotels face in developing standard service quality and sustaining the service level. Consistency is one of the most important factors in delivering service, as it can directly influence the level of satisfaction and satisfaction level of the customer. Five-star hotels consider the front office as the first point of contact to set the tone for the entire hotel's operation.

A hotel must have a certain image while providing a standard service level as well as understanding customers' needs and wants so that a customized service delivery system can be tailored to meet these specific needs. Service quality in hotels has several dimensions with tangible and intangible indicators that influence the overall customer experience, which is either satisfactory or dissatisfactory. It could be challenging to assess these dimensions and their relevant indicators. In India, hotel visitors seem to have high standards and expect excellent service. The hotels have increased their competition and now instead of only offering a nice room to attract customers, they offer a high-quality staff as well. Service quality is thus a way to manage business processes in order to ensure total satisfaction to the customer on all levels (internal and external). As a result, companies become more efficient, effective, and flexible.

**REVIEW OF LITERATURE**

A variety of service quality definitions are available in the literature. Service quality is defined as a number of interrelated factors including the way in which individuals are treated by providers, the scope of services and contraptives available to them and their quality of the information they receive and their counseling skills as well as availability and continuity of services ([www.Generalmanagementtopics.com](http://www.Generalmanagementtopics.com)). Taylor and Baker claims that "In the hospitality industry, other attributes, such as imprecise standards and fluctuating demand have been identified and further complicate the task of defining, delivering and measuring service quality" (Wong et al., 1999, p. 137). In addition, he notes that Parasuraman defined service quality as "the difference between expectations for the service and actual service performance" (Parasuraman et al, 1988 cited in Wong et al, 1999, p.138). University of Karlstad Professor and Director of Service Research Center, Erik Edvardsson discusses how quality can be improved in service operations. A common definition of service quality is that it should meet the expectations of the customer and meet their needs and requirements (Edvardsson, 1988; p.144).

A customer has a perception and earlier understanding that are largely influenced by how the service provider appears and is perceived, which is certainly another dimension of service quality. "Consumers bring their past experiences with service firms into every encounter, since they are often in constant contact with the same service provider over time (Gronroos, 2001, cited in Kang & James, 2004, 267). Olorunniwo et al. (2006) assessed service quality in the context of service firms along with its dimensions. They indicate the dominant dimensions of service quality as tangible, recovery, responsiveness and knowledge. These dimensions have been used by average hotel guests to define service quality. Training and development play an important role in enhancing these dimensions. Customer contact, customer involvement, labor intensity, degree of customization, employee discretion, and the production process are major components of service quality in the area of service marketing, and in the area of service operation. Service quality is greatly influenced by these elements the service quality model of Parasuraman et al. (1985; 1988; 1991) that indicates five gaps of understandability, service standards, service performance, communications, and service quality in the domain of service firm and he mentions the differences between the expected service and perceived service that lead to building service quality level. Cheung & Law (1998) mention SERVQUAL and the concept of quality in this context as it is considering variance between the actual performance and the expected performance. In fact, hotels' attributes such as price, location, security, personal service, physical attractiveness, relaxation options, service standards, appealing appearance, and reputation are viewed by travelers as decisive to their evaluation of its quality (Atkinsons, 1988; Ananth et al., 1992; Barsky & Labagh, 1992; Cadotte & Turgeon, 1988; Knutson, 1988; McCleary et al., 1993; Rivers et al., 1991; Wilensky & Buttle, 1988).

Customer satisfaction is the starting point to build customer loyalty, therefore a long-term relationship. As a result, the enterprise gains a loyal customer base, thereby improving its image. Guests who have established relationships with the restaurant are more likely to return. In contrast, a dissatisfied customer can pose a risk to the enterprise. A research, conducted by Cherubini (1997), shows that only 4% of unsatisfied customers complains to the business explaining the reason of their dissatisfaction, and each client who doesn't officially complain generates a negative WOM which can involve also 1000 people.

**OBJECTIVE OF STUDY**

The aim of this study on the topic Service Quality in Hospitality Sector in Delhi Region is to evaluate whether or not customers will return to the hotel or recommend it to other tourists. This is pivotal to the success of the hospitality business.

**RESEARCH METHODOLOGY**

The researcher chose Descriptive Research as the research design. It is the process of gathering information to understand the who, what, when, where, and how of a phenomenon. Describe the current state of a phenomenon and the variables or conditions that exist in that situation using descriptive research. The purpose of descriptive research is to describe an individual, a group, or a situation. A descriptive research design is based on the study and resources available. The aim of such a study is to minimize bias and maximize reliability.

For this study, Secondary data sources such as hospitality journals, Business conferences, Master thesis, Annual Final Reports of Tourism Ministry, India, International Passenger Surveys, referring hospitality publications were helpful in knowing the current inventions in industry.

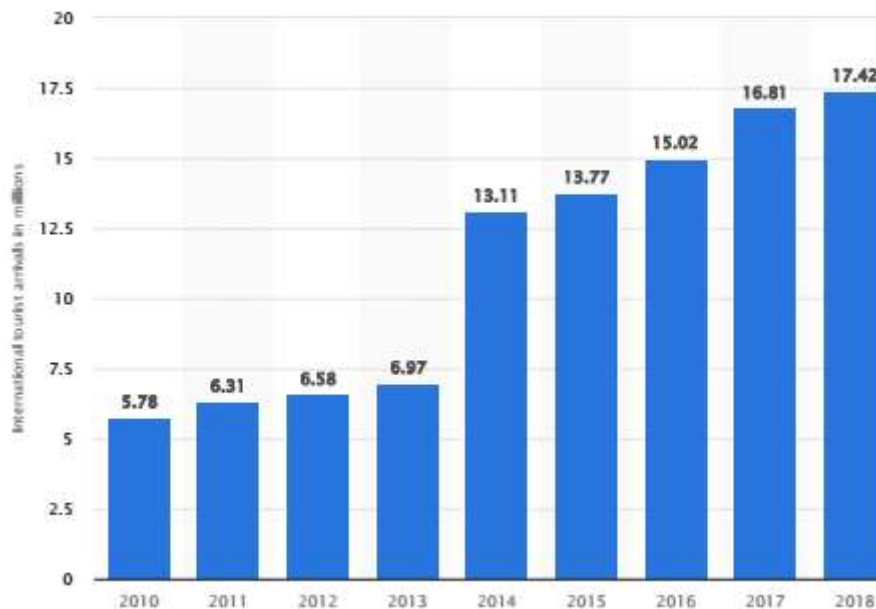
Hotel guests' perceptions were measured on the basis of a literature review and adopted to suit the specific features of a hotel setting (Parasuraman, Zeithaml and Berry 1988; Zeithaml et al. 1990; Snoj and Ogorelc 1998; Pizam and Ellis 1999; Markovic 2003). Modified SERVQUAL model used to assess perceptions of hotel attributes. SERVQUAL is based on five dimensions of service quality, namely, 'Tangibility' (physical facilities, equipment and personnel appearance), 'Reliability' (ability to perform the promised service dependably and accurately), 'Responsiveness' (willingness to help customers and prompt service), 'Assurance' (knowledge and courtesy of employees and their ability to gain trust and confidence) and 'Empathy' (providing individualized attention to the customers)

**FOREIGN ARRIVALS IN INDIA**

India has great potential for developing itself into a leading country for tourism. Inbound tourism in India has made steady progress in recent years. However, India's share of total Foreign Tourists Arrivals (FTAs) remains a modest 0.6% and we earn only about 0.1% of our GDP through tourism. These figures are far below the potential India has given her unparalleled cultural diversity, historical heritage and great amount of flora and fauna.

Indian Tourism Statistics 2019 shows that there are number of foreigners visit India per year. Statistics of year from 2010 to 2019 presents significant increased number of foreign arrivals in India.

**CHART 1: NO. OF FOREIGN TOURIST VISITS IN INDIA (2010-2019)**



Source: Statista 2021

Foreign Tourist Arrivals in India increased by 2.2% (10.7 million) in 2019. But compared to 2017-18, the growth dropped by 3%. The growth rate was 5.5% in 2018. The figures are below from expectation and potential. Here the question arises "why these figures dropped from expectation when India has potential and has been recognized to serve its hospitality?"

There must be number of factors that effects on arrival of foreign tourist. In this study author is emphasis on one important factor i.e. Service Quality".

**ABOUT DELHI**

Delhi is the capital of the world's largest democracy and it is the political seat of power. Delhi is located on the banks of the River Yamuna and is surrounded by the states of Uttar Pradesh and Haryana. It has a perfect blend of a rich past and vibrant present.

**TABLE 1**

Delhi : A Snapshot	
Area	1483 Sq. Km.
Altitude	239 Meters above sea level
Population (2001 census)	1,37,82,976
Population Density	9294 people per Sq. Km.
Literacy Rate	81.82%
Principal Languages	Hindi, Punjabi, Urdu & English

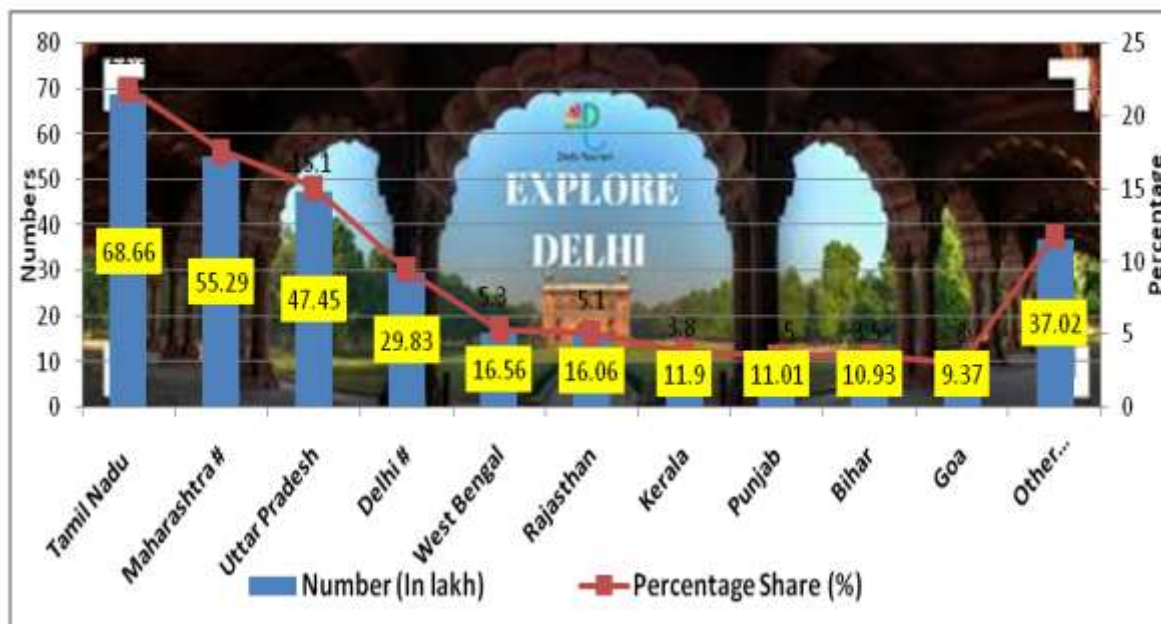
It is the site of many ancient and medieval monuments, archaeological sites and remains. Delhi was born as early as 1000 BC when a settlement sprung up near the Purana Quila on the banks of Yamuna. Hindu mythology however, records a settlement many hundreds of years earlier at the ancient site of Indraprastha. After the rise of the Delhi Sultanate, Delhi emerged as a major political, cultural and commercial city along the trade routes between northwest India and the Indo-Gangetic plains. In 1639, Mughal emperor Shahjahan built a new walled city in Delhi which served as the capital of the Mughal Empire from 1649 to 1857. Under the British Raj, a new capital city, New Delhi, was built to the south of the old city during the 1920s. The architect of the new capital city was Sir Edwin Lutyens. When India gained independence from British rule in 1947, New Delhi was declared its capital and seat of government. As such, New Delhi houses important offices of the federal government, including the Parliament of India. Today Delhi is a major cultural, political, and commercial center of India.

**TOURIST TRAFFIC**

In the Annual Final Report published by the National Tourism Department, Ministry of Tourism, Government of India, 216.37 lakh tourist visits were recorded by domestic tourists in Delhi at the 47 major tourist destinations. Moreover, foreign tourists and same day visitors made a combined 18.17 lakh visits to these destinations. Tourist traffic followed a seasonal trend in Delhi. The maximum number of domestic visitors was 30 lakhs during January. The overall number of visits fell from July through September. Visits by foreign tourists also registered a peak in January but declined thereafter to the lowest level in June.

According to Economic survey of Delhi 2020-21, Delhi is one of the most frequent arrival destinations for both foreign and domestic tourists. The survey shows consistent increase in the tourist arrivals in Delhi. The state is among the top tourist destinations in the country. Approximately 30.74 lakh (28.12%) Foreign Tourist Arrivals (FTAs) in Delhi during 2019 has been recorded as per India Tourism Statistics at a Glance-2020. The number of domestic tourists visiting the state has consistently increased. A majority of tourists (95%) traveled to Delhi for 'holidaying, leisure, and recreation'. These tourists mostly stayed in hotel & guest houses followed by friends & relative's home.

**CHART 2: STATE/ UT WISE NUMBER OF FOREIGN TOURIST VISITS IN INDIA IN 2019**



Source: Economic Survey, Delhi (2020-21)

**PLACE OF ORIGIN**

The largest proportion of foreign tourists came from USA, followed by UK and Germany. Tourists from these countries made up 37.32% of the total foreign tourists. The highest proportion of domestic tourists were from Uttar Pradesh followed by Punjab. The same day visitors were largely from Delhi itself.

**VISIT PURPOSE & LOGISTICS**

Most foreign tourists visited Delhi for business purposes. A substantial proportion also engaged in leisure and social activity. Almost 78% of the same day visitors visited Delhi for business while a large proportion of domestic tourists visited Delhi for leisure. Education/ training and religion also motivated the same day visitors

**BOARDING & LODGING DETAILS**

Star hotels were most popular with the foreign tourists. A substantial proportion of the tourists ate at Dhabas. A majority of the domestic tourists stayed with friends and relatives.

**PREFERRED PLACE OF STAY**

Almost 57% of the domestic tourists stayed with friends and relatives while 41% stayed at hotels. On the other hand, 90% of the foreign tourists stayed at hotels.

**SERVICE DISTRIBUTION**

On an average, there were 62 employees for every 100 rooms. The 1521 accommodation units identified, 43 classified hotels disclosed information in this survey.

**TABLE 2: DISTRIBUTION OF EMPLOYEES IN ACCOMMODATION UNITS BY SERVICE**

Quarter	No. of AUs	No. of Employees	Distribution of employees by service			
			Management	F&B	House Keeping	Others
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Quarter – 1	1431	19414	17.7	19.8	30.2	32.3
Quarter – 2	1468	19551	17.6	19.7	30.0	32.7
Quarter – 3	1515	19717	17.5	19.6	29.8	33.1
Quarter – 4	1521	19745	17.5	19.6	29.7	33.2

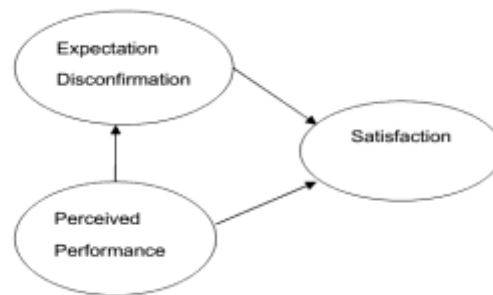
Source: Tourist Statistics, Ministry of Tourism, New Delhi (July 2009-2010).

Of the 1521 employees, almost 30% were employed in housekeeping with another 20% in the F&B function.

**DISCONFIRMATION THEORY**

Customers, expectation can be defined as customers’ partial beliefs about a product (McKinney, Yoon and Zahedi, 2002). Perceived performance is defined as customer’s perception of how product performance fulfills their needs, wants and desire (Cadotte et al., 1987). Perceived quality is the consumers judgment about an entity’s overall excellence or superiority (Zeithmal,1988). Disconfirmation is defined as consumer subjective judgements resulting from comparing their expectations and their perceptions of performance received (McKinney et al., 2002, Spreng et al., 1996).

CHART 3 (Khalifa and Liu 2003)



Expectation disconfirmation occurs in three forms:

- 1) Positive disconfirmation: occurs when perceived performance exceeds expectations.
- 2) Confirmation: occurs when perceived performance meets expectations.
- 3) Negative disconfirmation: occurs when perceived performance does not meet and is less than the expectations.

### SERVICE QUALITY & HOSPITALITY SECTOR

Service quality is the result of the comparison that customers make between their expectations about a service and their perception of the way the service has been performed (Gronroos, 1984; Parasuraman et al., 1985, 1988). A number of experts define service quality differently.

Parasuraman et al. (1985) define it as the differences between customers, expectation of services and their perceived service. If the expectation is greater than the service performance, perceived quality is less than satisfactory and hence, customer dissatisfaction occurs. Lewis and Mitchell (1990), Dotchin and Oakland (1994), and Asubonteng et al. (1996) define service quality as the extent to which a service meets customers, need and expectation.

Service quality has become focus for many hotel industry researchers (e.g. Yucelt & Marcella, 1996; Enz and Siguaw, 2000; Saleh and Ryan, 1991; Callan, 1998). The combined effect of the worldwide economic recession, technological advancement, and globalisation have increased the competitive pressures on hotel organisations (Harrington & Akehurst, 2000). All these pressures have led the hotels to be more concerned about service quality ethics. On the other hand, how consumers perceive the quality of products and services and how those perceptions influence their buying decisions is a vital issue for marketing managers (Heung et al., 2000). This is because service quality is an influential factor in attracting repeat business for a hotel (Saleh & Ryan, 1991).

A number of researchers have examined the quality of services offered in the hotel industry through the relative importance of various attributes to customers. Such attributes act as determinant factors for hotel selection and preference and for customers' judgment upon service quality (Nadiri & Hussain, 2005; Callan, 1998).

This was confirmed by Williams (1999). In her study she stated that 'it has been noted that consumers use a variety of cues to form an overall evaluation of the quality of products and services. These cues used by consumers relate to perceived product/service attributes or features. The same was assured by Hartline & Jones, (1996); and Zeithmal (1988). Dealing with the same issue, some studies found that even though products and services have many attributes, consumers tend to base their judgment of the quality on few attributes or sometimes on just one (Olshavsky, 1985; Zeithmal, 1988)

### CRITICS OF SERVICE QUALITY IN DELHI HOTELS

After the study of visitors reviews on five majors five-star hotels Metropolitan Hotel, Radisson Blu Plaza, Radisson Blu Marina, Piccadily Hotel and Jaypee Siddharth at Delhi some setback has been found towards service quality.

**Metropolitan Hotel:** Rooms were small. Food was not good. Hot Water in the shower room was muddy and stopped flowing. No water for 5-10 minutes and variable pressure. Expensive internet for the total price paid for the room. High add-on charges (taxes etc.). The people at the arrival of the hotel were not friendly, chargeable wi-fi. The services were variable and not reliable. Good location and ambiance.

**Radisson Blu Plaza:** The front office staff was very rude, response time to guest requests was a secondary priority. In a rush to get the guests out of the restaurant so they can make seats available the new ones. Staring at guests and making faces is definitely not Radisson Standards. Service staff running from one place to the other while there were enough empty tables available. Had to get up and go request the manager for assistance. Club Sandwich Cold, had an insect sitting on it while being served. Heavy bill.

**Radisson Blu Marina:** Food not up to the mark. No decent service. No service experienced in restaurant. Tables didn't have napkins, no body to answer requests. Limited cuisine poorly managed, terrible customer service. Hotel is extremely unfriendly, facilitates out dated, rooms unclean and hall ways dirty, staff is clearly very under paid and unhappy, and the service is at best is unhelpful.

**Piccadily Hotel:** Nice ambiance, slow servicing, stinking rooms, delayed check in, untidy and dusty rooms, stained curtains and carpets, unclean floor, cigarette buds under sofa, smelly corridor, used soap and water bottles kept in bathroom and fridge, outdated facilities, poor management, staff not friendly, broken lockers and soap dispensers, delay services, no courtesy in hotel managers and staff, talk backs by managers on complaints while apologizing.

**Jaypee Siddharth:** Good location and ambiance, high paid room charges exclusive breakfast, paid wi-fi. Slow and delayed services, extra plates/ cutlery would be chargeable, false commitment to revert back charges of extra plates/ cutlery charged, the hotel coffee shop, expectation is highly over-priced, noisy loose wooden tiles on the floor. False charges implementation (for a broken container at mini bar), the front desk, reception & management were too head Strong's for any star category, front desk was too shy to explain the inclusions and the facilities at hotel. Good thing is near to metro station.

On conclusion 41% domestic and 90% foreign visitors stayed in 42 hotels of Delhi, where 1521 employees were employed in service still the most of complaints belongs to this area especially from housekeeping and F&B function in major five-star hotels of Delhi.

### DISCUSSION

From the above critics and theory, it is clear that the tourist selects hotels randomly at their convenient locations and comfort within the star category hotels. Theory clearly defines that customers to be satisfied if the perceived service meets (confirmation) or exceeds (positive disconfirmation) their expectations. Customers are more likely to be dissatisfied if the service quality is less than what they expected (negative disconfirmation). Khalifa & Liu (2003) discussed that taking expectation disconfirmation as the only determinant of satisfaction; this theory does not cause the fact that if high expectations are confirmed, it would much more lead to satisfaction than confirmation of low expectations. To resolve this drawback perceived performance is included as an additional determinant of satisfaction. In other words, the only way to ensure satisfaction is to empirically create disconfirmation by manipulating expectations and performance.

### SERVICE QUALITY EVALUATION AND ANALYSIS

#### FRONT OFFICE STAFF

Front office staff is the first contact of point in any hotel. Services provided by the front office staff is significantly makes high impact on customer satisfaction and dissatisfaction. Critics show that front office staff are not providing up to the mark services and rude with their customers. Delayed check in and response time to guest requests was a secondary priority.

#### FOOD AND DINING SERVICES QUALITY

It includes attributes like quality of food, choice of the food on menu card, quality of restaurant, prompt room service. Reviews said that the quality of food in these hotels is not good, not enough space in restaurant, hazel staff and restaurant staff took time to deliver services

**VALUE FOR THE HOTELS PRODUCTS AND SERVICES**

Customer feels that they are over charged for some services like wi-fi. As rooms are stinking, untidy and dusty so the value for these rooms are not worth for it.

**LOCATION AND AMBIENCE OF HOTELS**

It includes interior design, the decor of the hotels. Approximately all hotels are rated good for their location and ambience. Although, some facilities are noted to be outdated in Piccadilly Hotel.

**SERVICE AND PRODUCT KNOWLEDGE**

The quality of service, timely service, the appearance of the staff, the willingness and ability of the personnel to Provide service, all hotels not fulfill these attributes, however, the knowledge of product of Jaypee Siddharth front office Staff is not good.

**FINDINGS**

- Hospitality industry of India is emerging industry gaining the attention worldwide.
- Hotel under study charges high prices but performs poorly on service quality, cost of service and rate of service recovery, despite charging such high prices. It is therefore clear that the hotels cannot offer customized and friendly services to their customers and also they cannot recover from failed service if it occurs. These aspects require immediate attention
- An evaluation of service quality must be conducted from the perspective of the customer, so that the service can be improved accordingly. These are the ways that five-star hotels can generate positive word of mouth from their customers.
- Managers need to be more focused on service quality and delivering services by front office staff and other staff of hotel.

**CONCLUSION**

Study results suggest these hotels are not providing a level of quality service that is comparable to customers' expectations. In order for guests to have a positive experience at the hotels, the hotel's managers and staff must ensure that every contact they have with the guests is pleasant. If hotel employees are not performing well, there is probably a gap between the hotel management and the employees. They may not be well paid, or they may not be happy with the hotel's policies. To retain customer and gain customer loyalty managers and staff should be friendly, polite and services should be prompt and consistence. For hotel decision-makers it's good to analyse, identify problems, and then design strategies for achieving more customer satisfaction.

**REFERENCES**

1. Alin Sriyam, "Customer Satisfaction Towards Service Quality of Front Office Staff at The Hotel", submitted in partial fulfillment of the requirements for the Master of Arts Degree in Business English for International Communication at Srinakharinwirot University, Bangkok, Thailand, May 2010
2. Amanjot Kaur Gill & Sandeep Singh Gill, "Quality of Service in Hospitality Industry: An Empirical Study", World Review of Business Research, Vol. 2 No. 3, May 2012, Pp. 162-173
3. Babita Kumar, Gagandeepbanga & Andjagriti Thapar, "An Assessment of Service Quality of Hotel Industry", Pacific Business Review International, Vol. 4, Issue 1
4. Dr. A. Shameem & S. Preetha, "A Study of Service Quality in the Hospitality Industry", The International Journal of Commerce & Behavioural Science, Volume 01, Number 06
5. Dr. SC. Jasmina Gržinić, "Concepts of Service Quality Measurement in Hotel Industry", GOD XVI. (2007) BR. 1. (81-98)
6. Emmanuel T. Murasiranwa, Kevin Nield & Stephen Ball, "Hotel Service Quality and Business Performance in five hotels belonging to a UK Hotel Chain", International ICHRIE Conference-Refereed Track 2010
7. Incredible India Indian Tourism Statistics 2013, Foreign Tourist Arrivals (FTAs) in India in 2013, Viewed on July 01, 2021, <https://tourism.gov.in › market-research-and-statistics>
8. International passenger survey 2010-11, Viewed on July 01, 2021 [https://tourism.gov.in › files › IPS\\_Original\\_Report](https://tourism.gov.in › files › IPS_Original_Report)
9. Tourist Arrival Statistics in Delhi, Viewed on July 01, 2021 <http://delhiplanning.nic.in/sites/default/files/Tourism>.
10. Tourist Statistics, Ministry of Tourism, New Delhi (July 2009-2010), Viewed on July 01, 2021, <https://tourism.gov.in/sites/default/files/2020-04/India%20Tourism%20Statistics%202019.pdf>
11. Towards Arrival of Tourists, Viewed on July 01, 2021 [https://tourism.gov.in/sites/default/files/2020-04/Delhi\\_0.pdf](https://tourism.gov.in/sites/default/files/2020-04/Delhi_0.pdf)
12. Towards Tourist Statistics, Viewed on July 01, 2021, <https://www.statista.com/statistics/305501/number-of-international-tourist-arrivals-in-india/>

## **REQUEST FOR FEEDBACK**

**Dear Readers**

At the very outset, International Journal of Research in Commerce & Management (IJRCM) acknowledges & appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to request you to supply your critical comments and suggestions about the material published in this issue, as well as on the journal as a whole, on our e-mail [infoijrcm@gmail.com](mailto:infoijrcm@gmail.com) for further improvements in the interest of research.

If you have any queries, please feel free to contact us on our e-mail [infoijrcm@gmail.com](mailto:infoijrcm@gmail.com).

I am sure that your feedback and deliberations would make future issues better – a result of our joint effort.

Looking forward to an appropriate consideration.

With sincere regards

Thanking you profoundly

**Academically yours**

Sd/-

**Co-ordinator**

## **DISCLAIMER**

The information and opinions presented in the Journal reflect the views of the authors and not of the Journal or its Editorial Board or the Publishers/Editors. Publication does not constitute endorsement by the journal. Neither the Journal nor its publishers/Editors/Editorial Board nor anyone else involved in creating, producing or delivering the journal or the materials contained therein, assumes any liability or responsibility for the accuracy, completeness, or usefulness of any information provided in the journal, nor shall they be liable for any direct, indirect, incidental, special, consequential or punitive damages arising out of the use of information/material contained in the journal. The journal, neither its publishers/Editors/ Editorial Board, nor any other party involved in the preparation of material contained in the journal represents or warrants that the information contained herein is in every respect accurate or complete, and they are not responsible for any errors or omissions or for the results obtained from the use of such material. Readers are encouraged to confirm the information contained herein with other sources. The responsibility of the contents and the opinions expressed in this journal are exclusively of the author (s) concerned.



## ABOUT THE JOURNAL

In this age of Commerce, Economics, Computer, I.T. & Management and cut throat competition, a group of intellectuals felt the need to have some platform, where young and budding managers and academicians could express their views and discuss the problems among their peers. This journal was conceived with this noble intention in view. This journal has been introduced to give an opportunity for expressing refined and innovative ideas in this field. It is our humble endeavour to provide a springboard to the upcoming specialists and give a chance to know about the latest in the sphere of research and knowledge. We have taken a small step and we hope that with the active co-operation of like-minded scholars, we shall be able to serve the society with our humble efforts.

### *Our Other Journals*

