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Relationship Between Ambidexterity, Environmental Dynamism and Organizational Agility: Insights from India's IT Sector

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Abstract

Purpose- The study analyzed the relationship between ambidexterity, environmental dynamism, and organizational agility, in which environmental dynamism carry the mediating character. The study is related to the IT sector, where being ambidextrous and agile to the outside world is vital.

Introduction- Organizational agility is essential for prosperity and accomplishment due to external pressure from the business environment. In the current business environment, organizational ambidexterity is indispensable to govern volatility, nurture innovation, maintain competitiveness, and achieve lasting success for the IT sector. In the rat race of global competition, the Covid-19 outbreak, remote work demands, changing laws and regulations, and dynamic environmental conditions necessitate agility in the Indian IT sector.

Methodology- Precise literature review and quantitative analysis have been applied to 226 employees (middle-level managers) in the selected IT companies from Chandigarh city. To derive the direct and mediation impact between ambidexterity, environmental dynamism, and organizational agility, SEM has been applied on the collected data.

Findings- The results demonstrate that dynamics related to the environment have a positive and significant relationship with both exploration and exploitation. Secondly, exploration and exploitation have a positive relationship with organizational agility. There has been no mediating effect of environmental dynamism on the relationship between exploration and organizational agility as well as exploitation and organizational agility. The study elucidates that ambidexterity and organizational agility hold a positive correlation, which is ultimately favorable for the IT sector, as articulated in the literature.

Keywords- Ambidexterity, Organizational Agility, Exploration, Exploitation, Business Environment

1. Introduction

Today, India's information technology sector is a world-wide powerhouse with unfathomable influence on the country's economy. Its meteoric rise and worldwide influence have made it an icon of technological blaze, agility and innovation. As per NASSCOM study 2024, the IT sector contributed 7.5 percent of India's GDP in the financial year 2022-23, a figure that has climbed tenfold in the last decade.

India is the most favored offshore location for IT companies worldwide because of its strategic position. Problems plaguing the Indian IT sector include high client expectations, rapid and unheralded developments in external environment, and aggravated rivalry. In the past two decades, the Indian IT sector has witnessed a momentous evolution in R&D and research centers have been established by various multinational companies like Microsoft,



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An Analysis of Employee Turnover in the Private Sector of India

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Abstract

Expansion of market, Globalization, FDI, More job opportunities, Privatization are the leading factors contributing to Employee turnover. Today, in the global competitive environment, employees are treated as the main asset of the company. Because success of any organization is dependent upon the performance of its employees. Employees turnover is a big issue facing every organization. There can be several causes of Employees turnover. Therefore Every firm makes efforts to minimize employees turnover. Employees turnover increases various costs to the company like recruitment, training, placement. This paper basically emphasizes on the reasons behind the employees turnover and how it can be solved. The probability of Employees turnover is more in the corporate sector than the public sector. Employees' turnover is a much studied phenomenon Shaw et al. (1998). Employees continuity is crucial for every organization, because they know the important facts about the company. The results of this study will be surely helpful to the private sector firms in India.

Key-words:- Turnover, FDI, Corporate sector, Globalization.

Introduction

When Employees leave any company and have to be replaced that is called turnover. It is calculated by dividing number of employees who left by the total number of employees. It includes both voluntary and involuntary. In the Voluntary turnover, Employees leave the firm for various reasons like bad working conditions, salary, family problems, role conflicts etc. Employee turnover is considered as a loss to the firm. It badly affects the productivity. Expectations of employees are changing day by day, They want more diversity, especially in case of private sector. These expectations have become a challenge to the Employers. Employee turnover is the rotation of workers around the labor market, between firms, jobs and occupations, and between the states of employment and unemployment (Abassi & Hollman, 2000).

Voluntary

- Due to Adverse working conditions, Conflicts at the work place, More attractive offer, Some personal reasons, Organisational culture

Involuntary

- Due to poor performance of employees, Employers will

GST-A BOON OR A BANE FOR INDIA

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Abstract: GST, a biggest reform in the Indian tax structure will be implemented in April 2017. GST will simplify the indirect tax regime in India. It is expected that GST will broaden the tax base and increase the revenue of the Central Government. Indian current tax system has various imperfections like complexity, Cascading effect, Lack of tax compliance etc. GST is expected to remove all these deficiencies in the taxation system. This paper is an effort to shed the light on the positive as well as negative effects of Goods and Services tax bill.

Key Words: Indirect tax, Cascading effect, GST, Imperfections, Income.

1. Introduction:

Tax is a compulsory payment which has to be made by the people. Income earned by the way of taxes is used by the Government to finance the various activities carried out by it. Tax is a major source of revenue for the Government. So, tax policies play an important role in the growth of economic activities and capital formation of a country. GST stands for Goods and Services Tax.

Present Indian taxation system:

Excise duty	Service tax	VAT
Custom duty	Local body tax(Octroi)	Central sales tax

Excise duty:-On the Manufacture of Goods in India

Service tax:-On the services provided in the taxable territory

VAT-Sale of goods within the state

Custom duty:-On imports and exports

Local body tax:-Entry of goods to a State from a place outside the State

Central sales tax:-On inter-state sale

Presently Indian tax structure has various loopholes like Complex procedures, cascading effects of tax, tax evasion. GST is a biggest reform ever in context to India to remove all these problems. It will impact the tax incidence, tax payment, compliance. The GST structure would follow the destination principle. Accordingly, imports would be subject to GST, while exports would be zero-rated. In the case of inter-state transactions within India, State tax would apply in the state of destination as opposed to that of origin. (1)

GST is simply very similar to VAT. It can be termed as National level VAT on goods and services. It is a domestic trade tax that will be levied in the form of a value added tax on all goods and services -in practice with some exemptions. (2)

Innovations in the Banking Industry: A Study

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Abstract: Liberalization, Globalization and FDI in the Indian Banking sector has increased the expectations of the customers. Banks are now focusing on more innovation in their financial services. Innovation not leads to efficiency but also decrease the cost of the transaction. E-Banking, RTGS, EFT, Mobile Banking, Debit cards and Credit cards are the some examples of innovation in the banking services. Banks have now no longer restricted themselves to traditional banking activities, but using a vast range of innovative products to increase business and capture the market. This paper highlights the use of innovation in the services by the Indian banks.

Keywords: -RTGS, Innovation, Liberalization, E-Banking.

1. Introduction:

Financial innovation is the act of creating new financial products, technologies, institutions, markets, processes and models according to the changing situations. Financial innovation includes innovation in the financial environment. Innovation means creating new things or old things in a new way. In reality, There is a vast range of different financial products and processes that financial institutions use in their processes, investors use to mitigate the risk. Banking firms are now using innovation in its services. In 1990s, Indian banking sector realized the need of modernization of the services. Over the years, the banking sector in India has seen a number of changes. Most of the Indian banks have adopted an innovative approach to cater the needs of the public. Banks are now using technology in catering the needs of the customers. Financial innovation helps to reduce the cost of transactions, better allocation of resources and speedy settlement. Now all the banks have started with the concept of multi- channels, like ATMs, credit cards, debit cards, telephone/mobile banking, internet banking, call centers, etc. The role of banking is redefined from a mere financial intermediary to service provider of various financial services under one roof acting like a financial supermarket.(1)

2. Literature review:

The advancement of new technology is the main reason of innovation in banking services. The scenario has been completely changed. The electronic delivery channels increase transparency and can lead to higher competition among banks, and a most significant point-through lower costs, penetrating new markets and expanding the geographical reach(International Monetary Fund,2011). Internet banking is not only convenient for customers, it also negates the need for keeping some bank branches open for 24 hours a day to provide unparalleled customer service. (2) Internet banking is a new delivery channel for banks in India. However, i-banking has not been popularly adopted in India as expected (Ravi et al., 2007).

Internet banking is the act of conducting financial intermediation on the Internet (Kim et al., 2006). Number of internet users is increasing day by day. The growth of E-business and E-Banking depends upon the growth of internet penetrating rate. Internet banking, however, is now used as the term for new age banking system (Singhal and Padhmanbhan, 2008). In a competitive market place, understanding customer's needs is very valuable. Satisfaction is the main source of attracting customers (Patterson et al., 1997). In banking sector, it is very important to understand the factors leading to satisfaction, which will evidently lead to loyalty (Vanriel et al., 2001)

3. Objectives of study:

- To study how innovation is catering the needs of the customers in banking

MAKE IN INDIA-A SUCCESS OR A FAILURE

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Abstract: Make in India an initiative of Modi's Government was launched by PM Narendra Modi on 25 September, 2014 as a campaign to boost the FDI in India and make India a manufacturing hub. Under Make in India, 25 key sectors are identified and special emphasis is given on these sectors. The main idea of the campaign is to make India a manufacturing hub by inviting as many foreign investors to start up their business units in India. Despite of various efforts made by the Government of India, Make in India is unable to achieve its success. It has been observed that all the foreign investors hesitate to invest in India. This paper discusses about the achievements and failures of make in India campaign. Secondary research is used for the purpose of the study.

Key words: Manufacturing hub, FDI, Foreign investors, business.

1. Introduction

Make in India is an initiative taken by the government of India to promote national as well as international companies to invest in India. It is the effort made by the PM to bring employment in India. It includes major new initiatives designed to facilitate investment, promote innovation and build best-in-class manufacturing infrastructure.

According to World Bank, India ranks 142 out of 189 countries in terms of ease of doing business. India has complex taxation system and poor infrastructure facilities. (1)

According to government reports, the 'Make in India' initiative received remarkably good response from the mobile manufacturers to car makers of the world over. During one year from the launch of this campaign (till September 2015), the Indian Government received proposals worth Rs. 1.10 Lakh Cr. for investments in various economic sectors. The major sectors which received FDI proposals since April 2014 to February 2016, are the following are Computer Software & Hardware and Electronics; Automotive; Services Sector; Trading; Construction Activities; Hotel & Tourism; Chemicals; Telecommunications; Mining; Power; Metallurgical Industries; Non-Conventional Energy; Drugs & Pharmaceuticals; Food Processing; Hospitals & Diagnostic Centers; etc. The major and most notable countries in respect of making these investment proposals to India have been Mauritius, Singapore, USA, Japan, and Netherlands. Asia's biggest manufacturing powerhouses China and Japan have also committed to make an investment of US\$ 20 Billion and US\$ 35 Billion, respectively, over the next five years. Transformation of India into a Manufacturing hub will help develop, strengthen and modernize the Indian infrastructure. (2) Make in India is project is inspired by the Chinese project 'Make in China', which raised china's GDP considerably. (3)

2. Things Showing Success of 'Make in India'

FDI is rising

According to the reports from the Ministry of Commerce & Industry, from October 2014 to June 2015, the total FDI inflow to India was around US\$ 26 Billion, showing about 40% rise against the same period a year ago.

Industrial Production

As per the official data, India's industrial production between October 2014 and May 2015 attained an average increment of 2.7% year-over-year. Again, during the last quarter of the year 2015, the manufacturing sector of India grew remarkably by 12.6 percent.



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Interplay of Organizational Citizenship Behaviour, Supervisor's Support and Talent Retention

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ABSTRACT

The purpose of this paper is to examine, empirically the effect of organizational citizenship behaviour and supervisor's support on talent retention in select private colleges in Punjab. Several empirical studies have shown that OCB is positively related to indicators of individual, unit and organizational performance. High minded OCB when combined with supervisor support can prove to be fruitful in retaining talent in an organization. For this study, data were obtained from 100 respondents from colleges in Tier II cities of Punjab. Smart PLS was employed to analyze the data. The study found that OCB has a significant positive impact on talent retention and there is no significant relation between supervisor's support and talent retention. The results suggest that private educational institutions having high minded OCB attracts good talent from the market as well as retaining the talent.

Keywords: Organizational citizenship behaviour, Supervisor's support, Talent retention, Private colleges

1. Introduction

Organizational citizenship behaviour (OCB) has undergone subtle definition revisions since the term was coined in the late 1980s, but the construct remains the same at its core. Organizational citizenship behaviour is basically one's willingness to work for organization's welfare leaving behind the promise of a specific reward. It is that kind of behaviour which encompasses anything positive and constructive that employees do voluntarily within an organization that is not part of his or her contractual tasks. It is the result of high level of motivation because under this an employee shows his willingness to go the extra mile. Each and every action under this is benefit for the organization. Presence of high OCB leads to high level of performance and lesser need of hierarchical control. Organizations could not survive or prosper without their members behaving as good citizens by engaging in all sorts of positive behaviors. Because of the importance of good citizenship for organizations, understanding the nature and sources of OCB has long been a high priority for organizational scholars (Organ, 1988).

Supervisor support is defined as employees' views concerning the degree to which their supervisors value their contributions and care about their well-being (Eisenberger et al., 1986; Kottke & Sharafinski, 1988). As agents of the organization, supervisors are responsible for directing and evaluating employees' job performance. The major dimensions have emerged from leadership research to describe leader behaviors (House 1971). The Dimension is supportive leader behavior (SLB), the degree to which the leader creates a facilitative environment of psychological support, warmth, friendliness, and helpfulness by doing such things as being approachable, looking out for the personal welfare of the group, doing small favors for subordinates, and giving advance notice of changes. A crucial function of a leader is to motivate subordinates and/or to increase their satisfaction with the job. The objective of both types of leader behavior is the same – to enhance the psychological state of subordinates so they know their work/task objectives and how to achieve them.

Owing to a "War for Talent" every organization is struggling for the best employer status. In this manner, attracting, recruiting and retaining talented human capital is the essential focal point of every organization. Talent is something that already exists naturally in a person, while Talent Management refers to a set of processes designed within the organization to ensure that each employee is at the peak of his potential. Smilansky defined Talent Management as an integrated set of corporate initiatives aimed at improving the calibre, availability and flexible utilisation of exceptionally capable (high potential) employees who can have a disproportionate impact on business performance. Owing to the dynamic environment, among leading and competitive organizations, acquisition and retention of talented and qualified employees has become crucial for the survival of the organization and for upper hand over other competitive organizations.

Social Networking Sites and Relationship Marketing

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Abstract

As we know that Number of Internet users is increasing day by day. Methods of marketing are also changing. Use of Social Networking sites in marketing is very effective and economic for companies as compared to the Traditional methods of marketing. Social marketing is basically done by Social websites and Blogs. In some countries, Social media users have increased more than its population growth rate. A lot of people are attached to the social networking sites, Companies (Marketers) are using these sites to target their customers. Some of them are Facebook, twitter, Instagram. This paper emphasizes on the role of social networking sites in marketing of products and services by the Marketers. By the help of social media, Marketers can easily know about the likings and dislikings of the prospective customers.

Key–Words : Social Networking, Relationship Marketing, Customer relations, Sales Promotion, Advertisement.

Introduction

Today's Marketing is different from Traditional Marketing. It does not focus on only sales promotion but on Customer satisfaction also. The word Relationship marketing is related with creating long term relations with the customers. This is completely different from other ways of selling the products like Advertisement, sales promotion. It focuses on the customer satisfaction and long relations rather than focus on sale targets. In recent years, a change in the relationship between companies and customers has revealed. The expansion of Web 2.0 and social network as (Facebook, Twitter, You tube, Flickr, Instagram etc.) have had a tremendous impact on the way companies conduct marketing. (1) With these social networking websites, Marketers can target a large number of people at a single point of time. Young generation can be targeted easily by social networking websites. Initially social media was framed for increasing social relations but today it has become the marketer's best friend. A large number of people are attached with each other through social networking sites. People share fashion, habits, trends etc. with social media. By this, Marketers find their target customers and focus all their efforts on them.

Literature Review

Social sites marketing has gained a lot of importance Today. So Traditional marketing is losing its importance. In recent years, Social networking websites have gained importance at the global level. For instance, Facebook is said to have more than a billion active users (as of 2012) since its beginning in 2004 (www.facebook.com). (2) According to Baker (2009), Consumers learn about brands through social media. Social media differentiates from traditional

DEFECTIVE HIGHER EDUCATION SYSTEM: SERIOUS THREAT TO WOMEN EMPOWERMENT IN INDIA

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ABSTRACT

Women empowerment being the current issue of India needs much importance. Growth of higher education in India can have ripple effects on the growth of women empowerment. Baffle higher education system, high fee of various courses and streams, traditions, customs and education without employment are some reasons of slow growth of women empowerment. Degree oriented higher study should be replaced with the employment and development based higher study. Women empowerment being a burning issue of India needs much attention of the government. This paper is an effort to shed some light on the defects of Indian higher education system which is causing troubles in the growth of women empowerment. Higher education should be able to produce skillful women and create self confidence among them.

Keywords: - Empowerment, Ripple effects, Employment, Self confidence.

INTRODUCTION

Education develops a person's thinking ability and molds its behavior. Higher education comes after the secondary education. Higher education provides logical skills and better understanding of the environment for the career advancement. Involvement of women in the education system means involvement of whole society. Higher education is meant for growing skills and overall development of a person. Only education can make women self-dependent. No doubt, Indian government is making various efforts to promote higher education in India. Various new colleges and universities have been opened recently. But the trouble is whether these institutions are giving results in form of skills development and women empowerment or not. Recently, the government of India launched various schemes for the affluence of women and their social status like Beti Bachao, Beti Padhao Yojana, Rajiv Gandhi National Creche Scheme, Mahila E-Haat, Working Women Hostel, One Stop Centre Scheme, but the question is whether these efforts are working or not? Women empowerment does not mean only creating employment opportunities

Issues in Indian Commerce



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Workplace Stress among the Employee in Insurance sector: A study

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Abstract: The alarming upswing in the stress among the employees is a serious problem for every organization. Various studies show that Presently Job stress is the major source of stress among the adults which really affects their health and productivity. In today's competitive global environment, Company's success is impossible without its Man-force satisfaction and performance. But Stress becomes a major hindrance for the Employees performance. It is a universal element. This paper basically emphasizes on the causes and effects of stress on the Employees productivity in context to the insurance sector. Heavy targets and Workloads are the major causes of stress among the employees. Stress can be managed by the Employers by adopting various ways. Employer's today are critically examining the causes of stress and various ways to remove it. Acc. to Anne M. Mulcahy-“Employees are a company's greatest asset-They are your competitive advantage.

Keywords:-Stress, Employees satisfaction, Hindrance, Asset.

1. Introduction:

Stress is a part of daily living. It is an adaptive response. Stress occurs at the workplace when there is a mismatch between the expectations of the employee and demand of the employer. Stress basically reduces a person's ability to perform and think differently which is bad for every firm. Many researches have been done which concluded that stressed out managers are not good for the organization. From the individual's point of view stress is our body's physical, mental and chemical reactions to the circumstances that confuse, endanger or irritate us. If this stress is controlled, it becomes a friend which give strength to us but if handled poorly it becomes an enemy which can cause many diseases like blood pressure, asthma, thyroid, ulcer etc. Stress is the output of modern lifestyles.

There can be basically 3 levels of stress-

- If the stress is at the optimum level-Individual will perform well to his full capacity.
- If it is more than the optimum level-Negative response, individual can suffer from health problems.
- If it is less than the optimum level-Individual gets bored from his work, which reduces his efficiency.

Stress can have positive as well as negative effects. If the individual can manage the stress then it will have a positive effect as it will help in increase the production and efficiency. But if the individual is unable to control the stress then it affects badly to the performance and efficiency.

Workplace stress causes loss of productivity, loss of efficiency, increased employee absenteeism, and many other problems.(1) Over a few years, Work related stress is considered to be a worldwide problem and increasing gradually in India. The main causes of stress are work pressure, family issues, modern lifestyle, package etc. so to deal with work stress we need to know, what is stress? what are its effects? And how it can be controlled?

There is a big challenge before every organization, how to improve employee's productivity. Low productivity is the result of growing stress among the employees. More employers are recognizing that now is the time for action. Workers who are stressed today can be disabled tomorrow. Employee stress badly affects if there is less support from the Employer's side. Poor career development and rapid technological development are also the sources of stress.