

INTERDISCIPLINARY EXPLORATIONS

NEW DIRECTIONS IN SOCIAL SCIENCES AND HUMANITIES

EDITED BY: **Dr. (Fr.) Mukti Clarence, S.J.**



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EXPLORATIONS
NEW DIRECTIONS IN
SOCIAL SCIENCES AND HUMANITIES**

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Dr. (Fr.) Mukti Clarence, S. J.

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Editor's Foreword

This book is a product of the collective intellectual pursuits of esteemed professors from XITE College (Autonomous), who have shared their reflections and critical thinking to create a unique epistemology. In these pages, we delve into a variety of subjects that hold significance for the common person, addressing issues and related aspects that are pertinent to our country and the broader discipline domains. The discussions are rooted in our context, providing insights and perspectives that are both relevant and enlightening. This book is a humble attempt to discover and fathom the complexities that often appear as a mirage in our current context. It is designed to spark curiosity, provoke thought, and contribute to the ongoing dialogue in these vital fields. I hope that readers will find the content both engaging and thought-provoking, offering new understandings and appreciation for the intricate tapestry of topics covered.

Within these pages, you will encounter a rich theme that span across multiple areas of study:

Myth Reinterpretation: Dive into the reinterpretation of myths, where ancient stories are analyzed through contemporary lenses, revealing their enduring relevance and the ways they shape cultural narratives. These chapters explore how myths can be both a reflection of societal values and a tool for cultural evolution.

Integration of Spirituality and Rationality: Explore the intersection of spirituality and rationality, examining how these seemingly disparate realms can coexist and inform one another. The chapters delve into philosophical discussions, case studies, and theoretical frameworks that illustrate the synergy between spiritual beliefs and rational thought processes.

Skills and Demography: Investigate the dynamics of skills and demography in shaping our social and economic landscapes. These chapters provide insights into how demographic changes influence skill development and workforce trends, offering a comprehensive view of the implications for future economic growth and social cohesion.

Values and Decision-Making Processes: Delve into the intricate processes of decision-making, guided by individual and collective values. These chapters explore how values influence choices in personal, professional, and societal contexts, offering models and theories that enhance our understanding of decision-making mechanisms.

Each chapter not only presents cutting-edge research and theoretical insights but also encourages readers to engage critically with the material, fostering a deeper appreciation of the complexities and interconnectedness of these themes.

I extend my heartfelt gratitude to the authors for their contributions and dedication to enriching this book with their knowledge and expertise. I also want to express appreciation to all those who have supported this project, making it possible to bring these diverse perspectives together in one comprehensive volume. **Mr. Ashis Singh's** cover design is gratefully acknowledged. I hope that this book sparks curiosity, inspires further research, and fosters ongoing conversations in academia and beyond. Thank you to everyone involved in making this publication a reality.

Dr. (Fr.) Mukti Clarence, S.J.

Editor

June 2024

Principal's Message

Dear Esteemed Faculty Members,

I am filled with immense pride and gratitude as I extend my heartfelt thanks to each contributor to this edited book. Your exceptional contributions to our newly published book, "Interdisciplinary Exploration: New Directions in Social Sciences and Humanities," are a testament to your dedication and collaborative spirit. The creation of this edited book underscores the remarkable talent within our college. Through your unwavering efforts and insightful research, we have been able to present a work of such significant academic value. Each chapter reflects the depth of knowledge and the innovative perspectives you bring to social sciences and humanities.

I would like to express my sincere appreciation to Fr. Mukti for his vision and tireless efforts as the editor, which have been instrumental in bringing this project to fruition. Fr. Mukti led this endeavor with remarkable dedication and has been a guiding force throughout the entire process. His meticulous attention to detail has ensured the successful publication.

This book enriches our academic community and contributes profoundly to the broader discourse in these disciplines. Your ability to explore and integrate various interdisciplinary approaches has set a new standard and illuminated new paths for inquiry and understanding.

Let us celebrate this achievement as a milestone in our continuous pursuit of academic excellence. I am confident that this book will inspire future research and serve as a valuable resource for scholars and students alike.

Thank you once again for your outstanding contributions and for bringing such honour to our college. Together, we have created something truly remarkable.

With deepest appreciation,

Dr. (Fr.) E. Francis, S.J.
Principal
XITE College (Autonomous)

Contributors' Profile

Prof Amit Chaturvedi has been working as an Assistant Professor in the Department of Business Administration at XITE College, Jharkhand since 2018. Earlier he completed a full-time MBA program from Biju Patnaik University of Technology, Odisha in 2005 with 70.5 %. He has qualified National Eligibility Test (NET) conducted by the University Grants Commission (UGC) in management with 74.29%. He is pursuing his Doctoral Research in Management from Arka University, Jharkhand. He has seventeen years of teaching experience in different colleges and institutions including as a resource person in the National University Students' Skill Development Project, a central government project implemented by Tata Institute of Social Sciences, Mumbai. He had been an Academic Counsellor & Evaluator at Sikkim Manipal University and was recognized as an Edunxt resource person by the same. Presently he is an Academic counselor for the MBA program offered by Indira Gandhi National Open University. His research interests include Business Ethics, Service Marketing, International Business, etc. He has attended numerous FDPs, workshops, seminars, conferences, and training programs including short-term courses offered by IIT Kharagpur, and presented several papers in seminars and conferences. He writes articles for the XITE College magazine and a chapter for the edited book. He is a lifetime member of the Indian Society for Training & Development, New Delhi, and a Life Time Associate Member of the Indian Society for Applied Behavioral Science, New Delhi. Mr. Amit stands for values like Equality and Justice.

Prof. Akinchan Xaxa (MA Literature in English, UGC NET) is an Assistant Professor of English at XITE College (Autonomous), Gamharia. He is interested in Indigenous Studies, Gender Studies, and Religious Studies, allowing him to explore the complex interplay of these disciplines in the lives of Indigenous communities. His postgraduate studies with a specialization in Indian and World Literature at The English and Foreign Languages University, Hyderabad, equipped him with the critical thinking skills to navigate these areas. Prof. Xaxa's research compares the Babylonian epic Enuma Elish with the biblical creation accounts in Genesis 1-2. Enuma Elish, from the 12th century BCE, describes a divine struggle leading to Marduk's creation of the world, while Genesis 1-2 presents God's monotheistic creation. Both narratives share themes such as a chaotic beginning, the separation of primordial waters, the creation of humanity, the divine image, and divine rest in a sacred space.

Prof. Anjali Jha hails from Ranchi, Jharkhand is an assistant professor in the department of commerce at XITE(Autonomous) college, gamharia. She holds master's degree in commerce with specialization in Human resource (HR), also qualified ugc net in the subject commerce. Her academics and professional pursuits are deeply rooted in the field of Human Resource Management. This chapter is her first academic publication, focusing on the critical impact of inadequate HRM on employees engagement and organisation commitment. Through this insightful analysis, Anjali provides valuable perspective on the importance of effective HRM in fostering a motivated and productive workforce. Anjali is committed to continuous learning and professional development.

Prof. Sushmita Choudhury Sen is a research scholar at Kolhan University, Chaibasa, and currently serves as an Assistant Professor in the Department of Commerce at XITE College, Gamharia. She holds dual postgraduate degrees: an MBA in Finance and an M. Com in Marketing. With thirteen years of teaching experience, her research interests encompass Management, Behavioral Economics, and Behavioral Finance. Professor Sen has contributed six chapters to edited books and published eight research papers in UGC-certified peer-reviewed open-access journals. Additionally, she is a lifetime member of the Indian Commerce Association. She has presented her research at seventeen national and international seminars and participated in eighteen workshops to date.

Prof. Stuti Rag holds a postgraduate degree in English Literature from Banaras Hindu University (BHU). With a growing interest in Indian literature, she is beginning her research journey, exploring the various aspects of this rich and diverse field. This chapter is her first academic publication, focusing on the important issue of revitalizing endangered Indian languages. Though new to research, she is dedicated to understanding and address the complexities of language preservation, aiming to contribute meaningfully to the discussion on protecting linguistic heritage. Interested in cultural sustainability, Stuti is committed to advancing knowledge and encourage community involvement in the protection of endangered languages.

Dr. Sanchita Ghosh Chowdhury is an Associate Professor of Economics at XITE College, Gamharia, India. Trained in Economics with a specialization in Econometrics and Statistics, she has previously worked in several eminent institutions including RWTH, Germany and XLRI, Jamshedpur. Her current research interests include public policy, economic shocks, and economic reforms. She has published 8 research papers and book chapters in peer-reviewed and indexed journals and presented papers at many national and international conferences. With over 14 years of experience in teaching and research, she is passionate about motivating and empowering students to explore and understand their inherent skills.

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Prof. Shailesh Kumar Dubey is an Asst. Professor at XITE College, Gamharia. He possesses the following eligibility: NET(Commerce), ACS (Associate Company Secretary), CA Final, Pursuing Ph.D., MCOM(Finance), SAP FICO. His research area includes taxation, accounts, company laws, and Auditing. He has teaching experience of 5+ years and industry experience of 10+ years in internal, bank audit, company law, taxation, and corporate finance. Further, he has experience in project implementation with a demonstrated history of working in the accounting and taxation industries.

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1. Interpreting Creation: Enuma Elish, Genesis, and Ancient Near Eastern Beliefs

Prof. Akinchan Xaxa

Abstract:

This paper offers a comparative analysis of the Babylonian epic Enuma Elish and the biblical accounts of creation in Genesis 1-2. Enuma Elish, dating to the 12th century BCE, narrates a divine struggle culminating in Marduk's creation of the world. In contrast, Genesis 1-2 presents a monotheistic portrayal of creation by God. Despite differences, both narratives share common themes: a chaotic primeval state, the division of primordial waters, the creation of humanity, the concept of divine image, and the establishment of divine rest in a sacred space.

While Enuma Elish depicts chaos preceding the gods' presence, Genesis asserts God's primacy before chaos. The division of waters differs in origin; Genesis attributes it to divine command, while Enuma Elish portrays it as a consequence of divine conflict. Understanding these parallels and disparities enriches our comprehension of ancient religious beliefs and their influence on biblical narratives.

Keywords:

Enuma Elish; Genesis; cosmogony; comparative study; Ancient Near East.

Introduction:

Previously, the Bible stood alone as the authoritative and predominant religious text, with evidence from sources beyond biblical texts deemed insignificant. This perception shifted with new archaeological excavations and explorations in regions like Mesopotamia, Egypt, and Syria, leading to significant discoveries.

These discoveries not only shed light on the civilizations and religions of the Ancient Near East but also help us understand the content of the Bible itself. This paper will briefly compare and contrast the Babylonian epic, Enuma Elish, with the account of creation given in Genesis chapters 1-2.

The aim is to highlight both the parallels and significant differences between the creation narratives in Enuma Elish and Genesis 1-2. However, a brief summary of Enuma Elish is needed before discussing the similarities and differences between the Babylonian text and the Biblical text.

The text receives its title from its initial phrase, “*enuma elish*,” which, in the Akkadian language, translates to “when on high.” It consists of seven tablets and was most likely written in the 12th century BCE. “The date of its composition remains open, but in any event, the poem no doubt existed and evolved for centuries before it achieved the form in which it was ultimately written down” (Holland, 123). The epic recounts the primordial chaos before the formation of the world and the rise of the gods. It begins with the union of *Apsu* (freshwater) and *Tiamat* (saltwater), from which the first generation of gods emerges. However, subsequent generations cause unrest and noise, disturbing *Apsu*’s rest. *Tiamat*, enraged, creates monstrous beings to destroy the younger gods. In response, *Ea*, one of the younger gods, slays *Apsu* to thwart the plan. *Tiamat* seeks vengeance and allies with *Kingu*, but the god *Marduk* offers to defeat her in exchange for kingship over the gods. *Marduk* succeeds by slaying *Tiamat* and using her body to create the heavens and the earth. He then forms humanity from the blood of *Kingu*. Hence, *Marduk* is elevated above all other deities to the highest rank as “lord” and “king.” His subordinates, out of respect, build a temple in Babylon: “In honour of *Marduk*’s victory, his temple is built on its massive, staged tower (*ziggurat*), ‘the Tower of Babel’ of early Hebrew legend (Genesis 11:1-9). This was the work of the great gods, the last of their labours” (Gray, 32). The epic creation ends with a great feast at *Esagil*, where the gods meet to celebrate the inauguration of *Marduk*’s new temple. While there are notable distinctions between *Enuma Elish* and the Genesis narrative, it is imperative to delve into the significant parallels that exist between the two.

In both cosmogonies, there exist at least five shared concepts, highlighting both parallels and distinct differences between them. In some way, both narratives describe:

- a. Chaotic Primeval World “And the earth was without form, and void; and darkness was upon the face of the deep.” (Genesis 1:2) “When none of the (other) gods had been brought into being, / (When) they had not (yet) been called by (their) names (and their) destinies had not (yet) been fixed,” (*Enuma Elish* I:7-8)
- b. Primordial Waters Divided into Two Spheres “And God said, Let there be a firmament in the midst of the waters, and let it divide the waters from the waters. / And God made the firmament, and divided the waters which were under the firmament from the waters which were above the firmament: and it was so.” (Genesis 1:6-7) “He split her (*Tiamat*) open like a mussel into two (parts); / half of her he set in place and formed the sky (therewith) as a roof. / He fixed the crossbar (and) posted guards; / He commanded them not to let her waters escape.” (*Enuma Elish* IV:137-140)
- c. The Creation of Humanity “And the Lord God formed man of the dust of the ground and breathed into his nostrils the breath of life; and man became a living soul.” (Genesis 2:7) “Blood will I form and cause to be bone; / then I will set up *Lullû*, ‘Man’ shall be his name! / Yes, I will create *Lullû*; Man.” (*Enuma Elish* VI:5-7) “They bound him (*Kingu*) and held him before *Ea*; / Punishment they inflicted upon him by cutting (the arteries of) his blood. / With his blood they created mankind.” (*Enuma Elish* VI:30-32)

- d. The Idea of “Image” “And God said, Let us make man in our image, after our likeness: and let them have dominion over the fish of the sea, and over the fowl of the air, and over the cattle, and over all the earth, and over every creeping thing that creepeth upon the earth. / So God created man in his own image, in the image of God created he him; male and female created he them.” (Genesis 1:26-27) “And Adam lived a hundred and thirty years, and begat a son in his own likeness, after his image; and called his name Seth.” (Genesis 5:3) “And Anu begot Nudimmud, his likeness.” (Enuma Elish I:16)
- e. God/Gods Enter Divine Rest in a Temple “And they heard the voice of the Lord God walking in the garden in the cool of the day: and Adam and his wife hid themselves from the presence of the Lord God amongst the trees of the garden.” (Genesis 3:8) “He that hath an ear, let him hear what the Spirit saith unto the churches; To him that overcometh will I give to eat of the tree of life, which is in the midst of the paradise of God.” (Revelation 2:7) Both references to the Garden of Eden as the resting place of God. “Come let us make (something) whose name shall be called ‘Sanctuary’. / It shall be a dwelling for our rest at night; come, let us repose therein!” (Enuma Elish VI:51-52)

Initially, both narratives depict a primeval state of chaos, presenting a shared thematic element. In Genesis 1:2, the author notes, “And the earth was without form, and void;” the world is characterized as an empty, unproductive, and uninhabited place, suggesting that the universe lacked divine order and creation. “I beheld the earth, and, lo, it was without form, and void; and the heavens, and they had no light.” (Jeremiah 4:23). Likewise, Enuma Elish describes a chaotic situation: “When none of the (other) gods had been brought into being, / (When) they had not (yet) been called by (their) names (and their) destinies had not (yet) been fixed,” (Enuma Elish I:7-8). Both Enuma Elish and Genesis depict an initial state of chaos, yet with significant differences. In Enuma Elish, chaos results from the absence of gods, while in Genesis, chaos exists within the context of God’s preexistence. The opening line in Genesis states, “In the beginning God ...” (Genesis 1:1). The biblical author claims God’s presence before any mention of a primeval state of chaos. On the other hand, Enuma Elish clearly reveals that the chaotic state is due to the gods’ absence.

The second parallel is perhaps the most interesting connection between the two narratives: both depict a division of primordial waters. In the biblical account, it notes, “... And the earth was without form, and void; and darkness was upon the face of the deep. And the Spirit of God moved upon the face of the waters.” (Genesis 1:2). Moreover, Genesis 1:6-7 explains the division of the primordial waters: “And God said, Let there be a firmament in the midst of the waters, and let it divide the waters from the waters. And God made the firmament, and divided the waters which were under the firmament from the waters which were above the firmament: and it was so.” The separation of primordial waters is portrayed in Enuma Elish in the death of Tiamat, the personified primeval ocean, which is divided into two spheres: “He split her (Tiamat) open like a mussel into two (parts); half of her he set in place and formed the sky (therewith) as a roof.

He fixed the crossbar and posted guards; He commanded them not to let her waters escape.” (Enuma Elish IV:137-140). Both accounts describe the primordial waters divided into two realms, separating the sky and the earth (Genesis 1:6-8/Enuma Elish IV:137-140). However, their similarities are not free of major variations. In Enuma Elish, the division of primordial waters is created from the carcass of a dead goddess, which is substantially different from the biblical narrative, where the division of waters results from God’s creative word. The separation of the heavens and the earth in the biblical account is not created by a divine war.

Third, the creation of humans is described in both narratives. While the differences definitely outweigh the similarities between the two accounts, it is important to note that both speak about humanity being created as a result of the actions of God or the gods. However, the similarity between the two narratives seems to go no further than this. In the biblical narrative, mankind is created out of dust (Genesis 2:7), while in Enuma Elish, man is made out of Kingu’s blood vessels (Enuma Elish VI:30-32). In fact, literary features in the biblical narrative reflect the creation of man as having a heightened position in the story of creation. The account of biblical cosmogony reaches its crescendo with the creation of man on the sixth day. The creation of man on the sixth day is emphasized by using the verb “created” three times in verse 27 of Genesis chapter one. This is contrary to Enuma Elish, which includes only a brief description of the creation of man by Marduk in tablet VI (lines 1-10). Significantly, in Genesis, humanity is defined as being created in the “image” and “likeness” of God, but in Enuma Elish, humanity is called “savage” and created to relieve the deities from physical work. The central deity, Marduk, claims, “(Upon him) shall the services of the gods be imposed that they may rest.” (Enuma Elish VI:8). This is contradictory to the biblical narrative of the creation of man by God. Being made in the image of God, humanity assumes a priestly and royal role, both to “subdue” and to “have dominion” over life (Genesis 1:26-28). Though the creation story in Genesis reveals humans to be the servants of God (i.e., vice-regents), it is not so that God can be released from his duties over life.

Both accounts consider a fourth connection with the meaning of “image.” In Enuma Elish, it states, “And Anu begot Nudimmud, in his likeness” (Enuma Elish I:16). Similarly, Genesis describes the creation of humanity in the image of God (Genesis 1:27), as well as the continuity of progeny-bearing existence: “And Adam lived a hundred and thirty years, and begot a son in his own likeness, after his image; and called his name Seth” (Genesis 5:3). As Adam was created in the image of God, the same image is carried down to his son Seth. However, it is important to note that both Anu and Nudimmud are deities in Enuma Elish, not human beings.

Finally, the sacred temple-rest correspondence. Both myths portray the main deity taking up residence in their holy temple after the creation conflict. In Enuma Elish, “rest” is sought because of a cosmic dispute between the deities. Apsu speaks of the “divine brothers” (e.g., Anu and Nudimmud) and says, “Their ways have become painful to me, / By day I cannot

rest, by night I cannot sleep; / I will destroy (them), and put an end to their way, / That silence be established, and let me sleep!” (Enuma Elish I:37-40). Therefore, the gods seek out Marduk, who destroys the rebellious Tiamat and thereby ends the celestial war between the deities. In response, his subordinates (e.g., the Anunnaki) address him as “king” and create a throne for him within a holy temple city (i.e., Babylon), where he and the other deities rest. This is most clearly seen in Tablet VI, lines 47-54:

“The Anunnaki opened their mouth(s)/ And said to Marduk, their lord:/ “Now, O lord, who hast established our freedom from compulsory services,/ What shall be the sign of our gratitude before thee?/ Come let us make (something) whose name shall be called ‘Sanctuary’./ It shall be dwelling for our rest at night; come, let us repose therein!/ There let us erect a throne dais, a seat with a back support!/ On the day that we arrive, we will repose in it.”

The epic creation ends with the gods celebrating the kingship of Marduk and the dedication of his holy temple. “... all of them were gathered./ They sat in the elevated shrine which they had built as his dwelling./ He had the gods his fathers sit down to a banquet./ “Here is Babylon your favorite dwelling place./ Make music in (its) place (and) be seated on its square (?)” (Enuma Elish VI: 69-73) The dedication of Marduk’s holy temple in Enuma Elish culminates with a grand celebration among the gods, marking the establishment of Marduk’s kingship and the consecration of his divine dwelling. This scene underscores the significance of sacred space in ancient cosmologies, where the temple serves as the locus of divine presence and authority. Similarly, in the account of Genesis, while the term “temple” is not explicitly used, scholars have discerned profound temple imagery within the narrative, particularly regarding the Garden of Eden. Dr. Lifsa Schachter, among others, highlights the Garden as a sacred sanctuary where God’s presence dwells, drawing parallels between Eden, the desert Tabernacle, and later temples in Jerusalem and other Near Eastern sanctuaries. This shared understanding of sacred space underscores the deep-seated religious significance attributed to both the Babylonian temple of Marduk and the Garden of Eden in Genesis. Dr. Lifsa Schachter observes: “... the Garden is portrayed as the place where God’s presence abided. When They heard the sound of the Lord God moving about in the garden at the breezy time of day, they recognized Him (implicitly from other encounters), and Adam and his wife hid from the Lord God among the trees of the garden (Gen. 3:8). This point is reinforced by linguistic parallels. The Hebrew *mithallekh* is precisely the verb used to describe both God’s “walking about” in the Garden and His moving about to protect the Israelites in the desert, where they are instructed to keep their camp holy (Deut. 23:15). ... The parallels between the Garden of Eden, the desert Tabernacle and the later Holy Temple in Jerusalem and other Near Eastern sanctuaries are striking.”

Likewise, John Walton argues, “The Garden of Eden was a holy space, and the temple/tabernacle held representations of the garden and the cosmos.”

Therefore, the tabernacle/temple is a microcosm of the universe. A temple is the holiest dwelling place, and its garden-like imagery refers to Genesis 1-2, where the garden is imagined as the sanctuary of God. The biblical account depicts God living in His holy temple, which is the universe. Additionally, on the seventh day, the notion of “rest” is clear and conceptually related to the temple motif. The chaotic conditions were organized, and the structure was created functionally/materially. By saying that God “rested” on the seventh day, the author implies that God took up residence in His temple and from His throne founded His sovereign rule. God is elevated over the world as “king,” and Genesis 1-2 represents the inauguration of His celestial temple. The word “rest” does not actually mean that God needed rest; it connotes that God ceased to create things as He had already created everything. “... in the ancient world rest is what results when a crisis has been resolved or when stability has been achieved when things have ‘settled down.’” (Walton, 72). “Thou, even thou, art Lord alone; thou hast made heaven, the heaven of heavens, with all their host, the earth, and all things that are therein, the seas, and all that is therein, and thou preservest them all; and the host of heaven worshipped thee.” (Nehemiah 9:6)

By recognizing the parallels between the creation myths of Genesis 1-2 and Enuma Elish, we gain insight into the semi-shared ancient worldview of the Near East and its impact on the formation of the Israelite faith. The similarities between these narratives suggest a common cultural heritage and shared theological concepts among ancient Near Eastern societies. This underscores the interconnectedness of religious beliefs and cosmological ideas in the region. Furthermore, the influence of ancient Near Eastern cosmology on Israelite faith becomes apparent through these parallels.

The adoption and adaptation of certain motifs and themes from surrounding cultures indicate a process of cultural exchange and theological borrowing. While the Israelite accounts maintain distinct theological emphases and monotheistic perspectives, they are nevertheless situated within a broader cultural milieu shaped by the cosmological ideas of the ancient Near East. Studying the parallels between Genesis 1-2 and Enuma Elish not only enriches our understanding of ancient Near Eastern religious beliefs but also sheds light on the development of Israelite faith within its cultural and historical context. It highlights the dynamic nature of religious thought and the complex interplay of cultural influences in shaping religious traditions.

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2. Spiritual Training and Employability in Management Institutes

Prof. Amit Chaturvedi

Abstract:

Purpose – This paper aims to propose that spiritual training in business management institutes contribute to employability among the students of business management. It is observed that there remain course shortcomings in business management institutes' programme due to various causes that fail to boost employability among the students of such management institutes.

Unavailability of spiritual training fail to provide necessary element to the business management students whereby they can become employable. Here, the spiritual training act as a super facilitator to boost employability among the business management students.

Design/ methodology/approach - The study of Harvard Business School, a business school imparting management education, was employed to corroborate the claim.

Findings- Frequently the students of business schools lack spiritual competence in their academic and professional life due to lack of spiritual training available in the business schools they study. Additionally lack of motivation among the business schools to get ranked in the category of top B schools do not compel them to develop spiritual training course. Against this backdrop, spiritual training course, developed by business management institutes, can contribute to the employability requirements among the students of business management.

Originality/ value- The underpinning conclusions are to introduce the unique importance of spirituality, which gives fresh impetus to the employability among the business management students in the country and in the world.

Keywords:

Spirituality, Employability, Business Schools, Knowledge, Harvard Business School

Introduction:

“We are not human beings having a spiritual experience. We are spiritual beings having a human experience.” Pierre Teilhard de Chardin

Spirituality involves internal attributes that are associated with individual contentment and satisfaction (Holder, Coleman, & Wallace, 2010). Studies suggest that spirituality provides advantages such as personal fulfilment, accountability, and creativity, ultimately enhancing subjective well-being. According to Moxley (1999), spirituality signifies a person who is interconnected, thoroughly involved and lively, and reliant on mutual connections. For Guillory (2000) spirituality originates from within a person. He characterizes spirituality as "our inner consciousness" and as something that "emanates internally, surpassing our deeply rooted beliefs and principles." The quest for subjective well-being is regarded as among the most valued and pursued goals in individuals' lives (Diener & Suh, 1997). The study confirms that "happiness" is a term commonly employed in everyday conversation by the general populace, while "subjective well-being" is a term more commonly employed by researchers. (Luthans,2002). It's generally agreed upon that happiness is a subjective, positive, and internal state of mind psychologically (Veenhoven, 2010). Factors that impact subjective well-being can be classified into two methods: the bottom-up and top-down approaches. The bottom-up approach prioritizes external elements like demographics, whereas the top-down approach highlights internal factors such as genetics and personality (Diener, 1984). Spirituality is inherent and unique to each individual, representing an aspect of one's identity that includes awareness, development, values, quest for deeper truths, inner understanding, compassion, tranquillity, genuineness, and well-being (Neck & Milliman, 1994). Those with elevated levels of spirituality often view themselves as adequately self-assured to confront work-related challenges and possess the abilities to utilize effective coping strategies for stress management, preventing burnout, and thereby fostering happiness and maintaining their overall well-being.

Employability:

Broadly speaking, existing definitions of employability can be categorised into three main groups. The first group emphasises the capabilities of individuals (De Vos et al., 2011; Hillage and Pollard, 1998; Hogan et al., 2013; Sanders and Grip, 2004; Yorke, 2006). These definitions resonate with the idea that employability of an individual depends upon personal assets or intrinsic characteristics. While Hillage and Pollard (1998) refer to it as capability, Yorke (2006) terms it a set of achievements – skills, understandings and personal attributes, and for De Vos et al. (2011) these are capabilities and willingness. These definitions emphasise the absolute dimensions of employability which relate to whether individuals possess the appropriate capabilities, skills and attitudes that employers need (Morrison, 2012). The second group's definition drew attention to the relative dimensions of employability. They often critique definitions based on individual capacity as ignoring the fact that employability is primarily determined by the labour market (Brown et al., 2003; Sin and Amaral, 2017). For example, Brown et al. (2003, p. 114) interpret employability as the "relative chances of finding and maintaining different kinds of employment". Employability can be influenced by broader external factors such as social, institutional and economic factors (Sin and Amaral, 2017).

Emphasis on the relative dimensions of employability has not received great attention in literature. Some conceptualisations of employability often overlook how social structures such as gender, race, social class and disability interact with labour market opportunities (McGinn and Oh, 2017). However, the relative dimensions can be very important. For example, ethnicity could affect employability, as some employers discriminate on job applications. This suggests that we will need to understand relevant political, social and economic contexts, as well as how these factors intersect with one another in order to fully understand the concept of employability (Speight et al., 2012). The third group of definitions emphasise the “duality of employability” (Brown et al., 2003, p. 110): the need to understand both absolute and relative dimensions of employability. For example, Small et al. (2018, p. 4) interpret employability as “capacity to be self-reliant in navigating the labour market, utilising knowledge, individual skills and attributes, and adapting them to the employment context, showcasing them to employers, while taking into account external and other constraints”. Part of this duality is the interplay of disciplinary training and application of subject-specific skills in a job. As industries and career paths change, graduates are expected to possess attributes that are not only discipline-specific but also transferrable to a broader range of jobs and careers (König and Ribarić, 2019; Williams et al., 2019). These two latter groups of definitions not only recognise the importance of personal characteristics which make a graduate more likely to gain employment and be successful in their chosen occupations but also emphasise the influence of external factors on the opportunities for employability. While the individual and their skills and competencies are positioned within a particular social context in these definitions (Holmes, 2013; Vuksanovic et al., 2014), skills and competencies are essential and must be acquired.

Harvard Business School:

The growth of the Harvard Business School campus owes a great deal to charitable contributions, beginning with a generous gift from financier George F. Baker. In 1908, Harvard Business School started with 80 students, conducting classes in various spots across the Harvard College grounds. By the early 1920s, enrolment had soared to nearly 700. Dean Wallace B. Donham launched an effort to establish a dedicated campus where both faculty and students could fully engage in academic and communal activities. Donham's vision, combined with Baker's significant donation and the collaborative work of architects McKim, Mead & White, along with landscape architect Frederick Law Olmsted, resulted in the swift construction of the initial twelve HBS buildings between 1925 and 1927. Positioned along the Charles River, the original structures of HBS followed its graceful bend, reflecting the esteemed Georgian Revival style prevalent in the University's architecture nearby. These initial buildings, now modernized, serve as the core of the present-day campus, spanning 40 acres and featuring 33 structures. As enrolment increased and requirements changed, the school's administration enlarged the campus, seamlessly integrating new buildings with the existing ones.

This expansion upholds the founders' vision of fostering diverse interactions among students, faculty, and guests. The enduring backing of HBS alumni and supporters, who acknowledge the transformative influence of business education, has been pivotal in nurturing this unique academic community. The story behind each named building highlights the crucial support that lays the groundwork for the campus. Originally named the "Harvard University, Graduate School of Business Administration, George F. Baker Foundation," Harvard Business School commemorates the exceptional generosity of George Fisher Baker, Sr. (1840-1931). His remarkable donation in 1924 funded the construction of the original campus. Baker, a distinguished financier, philanthropist, and former president of the First National Bank of New York (later Citibank), wielded significant influence in US finance and industry. Beginning as a teller at the age of 23, he invested \$3,000 to become an original shareholder in the First National Bank. In just 14 years, he ascended to the role of president. Through his astute management, the institution weathered the financial challenges of the late nineteenth and early twentieth centuries. Baker's expertise in business extended to his roles on the boards of over forty companies, including several struggling railroads that he acquired and restored. He also found success through investments in the utilities, steel, and rubber industries. Despite maintaining a low public profile, Baker was sought out by leaders in business and government for his advice, which he willingly offered. Recognizing the impact of economic instability, his 1924 contribution to the school emphasized the importance of professional management education. When initially asked by Harvard Overseer Bishop William Lawrence for a \$1 million donation for the new campus, Baker declined. After discussions with his son, George F. Baker Jr., a Harvard College graduate, the elder Baker opted to donate \$5 million "to have the privilege of building the entire school."

Harvard Business School as a Business School with Spiritual Training:

Harvard business school offers a three-credit course the spiritual lives of leaders. The course tries to explore the following question of the students:

What defines spirituality? How can it be fostered? Explain the attributes of spiritual leadership. How can I reconcile conflicts between my convictions and the objectives of my professional and personal endeavours? What understanding of different faith traditions is crucial for effective leadership in diverse global settings? Why do religious establishments often falter or inflict harm, resulting in substantial discord and turmoil? In addition to these, the course tries to address the following questions of the students:

- Incorporating my faith and personal beliefs seamlessly into my professional life to align my career objectives with my values and aspirations—how can this be achieved?
- I aim to glean insights from religions beyond my own to enrich my leadership skills for guiding future teams.

- How do senior leaders translate their internal spiritual convictions into tangible leadership behaviors?
- What impact do spirituality and religion have on high-stakes decision-makers, and is there a distinction between the two?
- By comprehending the spiritual practices and commitments of my culturally diverse business partners, how can I foster deep, enduring relationships with them?
- While navigating leadership in a secular setting, how can I remain true to my personal faith?"
- "When is it suitable to engage in discussions about my faith and beliefs in the workplace while ensuring inclusivity?
- How can we infuse our employees' daily experiences with meaning and purpose?
- How can an atheist cultivate connections akin to those among spiritual individuals?
- How can leadership promote cohesion amidst prevalent divisive rhetoric and populism? Particularly, how can young women leaders navigate situations of power imbalance resistant to change?
- Given the divisive nature of religion and faith traditions in various contexts, is there a way to address this without completely dismissing spirituality and faith?

The department has brought together an impressive array of leaders, scholars, and intellectuals from diverse regions to support its endeavours. Despite their hectic schedules, many of these leaders have prioritized participation due to the importance they attribute to this field.

Strikingly, they are rarely queried about the fundamental principles and inspirations guiding their leadership. The course curriculum includes.

I. The Inner Journey – Learning to Make Meaning

The Dance of Dharma, Leadership and Character, Making Meaning in the Workplace, Finding Meaning in Relationship with Nature

II. The Outer Journey – Focusing on Your Leadership Role

Difficult Decisions: How Faith Shapes Boardroom Debate, Faith as An Enabler and Disabler, Linking Spirituality, Health and Leadership, Poetic Justice: Islam and Business

III. Moving Beyond – Locating Purpose in the World

Moral Growth as a Business Leader, Spiritual Philanthropy in Emerging Markets, Trans-Generational Change: The Lessons of Ashoka, Spirituality in Technology, Regenerative Capitalism

The course expectations include:

- regular attendance at a 2-hour class every week for 12 weeks during the term.
- participation in six 90-minute Journey Group sessions spread throughout the semester, composed of a small group of students from various Harvard schools.
- optional participation in field trips scheduled on weekends or evenings throughout the semester, offering visits to places like the Arnold Arboretum, Harvard Art Museum, Harvard Dance Centre, and retreats to locations such as the Society of St. John the Evangelist or Blue Cliff Monastery.
- taking initiative to organize and lead sessions with invited guests, who are often featured in our weekly sessions. Previous guests have included Ken Frazier (CEO, Merck), Dr. Lisa Miller (Columbia University), David Brooks (NYT columnist and author), Martha Minow (former dean, Harvard Law School), and Larry Bacow (president, Harvard University).
- submission of a final paper or project reflecting on personal spiritual development and insights gained throughout the semester.

Grading relies on both classroom participation and the final paper/project. Participation is assessed based on the depth of engagement and enthusiasm rather than the quantity of comments. Throughout the term, the department offers numerous opportunities to demonstrate involvement with the course content and guest speakers, nurturing a cohesive community within and beyond the classroom. The course seeks to help students understand how a deepened understanding of spirituality and faith traditions can motivate both personal and organizational objectives, exemplified by leaders across various fields such as business, public health, education, and public policy. Furthermore, students are expected to gain insight into how this understanding can shape their personal and professional development over time.

Ultimately, the course aims to cultivate a greater appreciation and comprehension of the significant influence spirituality holds on individuals and societies. The course profoundly influences students' self-awareness, growth as leaders, understanding of the communities they interact with, and their personal sense of purpose. The course materials include a wide array of sources, incorporating carefully chosen readings from ancient wisdom traditions as well as modern works, including pieces authored by guest speakers. While the department has developed various case studies for the course, they emphasize experiential learning and direct interaction with invited guests over conventional case-based teaching approaches. During the course, each student is placed into a Journey Group comprised of five members. These groups are deliberately diverse, bringing together individuals from different schools within the university. The groups meet six times throughout the semester, striving for a consistent and mutually agreeable schedule. Although the department encourages in-person meetings, attendance at some face-to-face sessions is obligatory.

Journey Groups provide a safe and confidential space for students to explore their guiding principles and chronicle their spiritual progress during the term. A well-liked activity in these groups is "Rivers of Life," where students utilize coloured pencils and drawing paper to depict the pivotal life experiences that have shaped their previous leadership experiences and aspirations for the future.

Concluding Remark:

The lack of spiritual education in management institutions is a prevalent issue with multiple underlying factors. Earlier, we explored Harvard Business School's journey to becoming a leading institution in management education, highlighting the challenges it faced and its impressive ability to innovate across all facets of its work, including spiritual education. Harvard Business School strives to develop leaders who can effectively tackle modern challenges. Its alumni not only excel academically but also embody human values and a sense of social responsibility, making them highly sought-after worldwide. Business schools dedicated to nurturing business professionals can integrate spiritual education into their programs to foster academic excellence and improve the employability of their students.

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3. Exploring the Detachment Dilemma: The Impact of Inadequate Human Resource Management Practices on Employee Engagement in the Corporate Sector

Prof. Anjali Jha

Abstract:

Employee engagement is crucial for organizational success, yet many companies struggle with high levels of work detachment among their workforce. The phenomenon of work detachment among employees in the corporate sector presents a significant challenge to organizational effectiveness and productivity. This abstract explores the implications of insufficient Human Resource Management (HRM) practices on employee engagement levels, shedding light on the factors contributing to detachment within corporate environments. Drawing upon a review of scholarly literature and empirical evidence, this abstract underscores the critical role of robust HRM strategies in fostering a culture of engagement and commitment among employees.

By identifying the root causes of work detachment, organizations can implement targeted interventions to address HRM shortcomings and cultivate a work environment conducive to sustained employee motivation and performance. Employee engagement is pivotal for organizational success in the corporate sector, yet many companies grapple with high levels of work detachment among their workforce. This delves into the nexus between inadequate Human Resource Management (HRM) practices and the prevalence of employee disengagement, dissecting the factors contributing to detachment within corporate environments. Drawing upon a synthesis of existing literature and empirical evidence, this abstract underscores the pivotal role of effective HRM strategies in cultivating a positive work atmosphere and outlines potential interventions to tackle detachment issues.

By illuminating the underlying causes of work detachment, organizations can proactively implement tailored HRM initiatives to bolster employee engagement and consequently enhance overall productivity and organizational performance. This research article investigates the role of human resource management (HRM) practices in fostering employee engagement and identifies the factors contributing to work detachment in the corporate sector. Drawing upon a comprehensive review of the literature and empirical evidence, this article highlights the significance of effective HRM strategies in promoting a positive work environment and offers insights into potential interventions to address detachment issues. By understanding the underlying causes of work detachment, organizations can implement targeted HRM initiatives to enhance employee engagement and productivity.

Keywords:

Human Resource Management, Employee Engagement, Work Detachment, Corporate Sector, Organizational Performance

Introduction:

Employee engagement is widely recognized as a critical determinant of organizational performance and competitiveness in the corporate sector. Engaged employees are more committed, motivated, and

productive, leading to higher levels of customer satisfaction and financial success. However, many companies face challenges related to work detachment, where employees exhibit low levels of enthusiasm, involvement, and connection with their work. This detachment not only undermines individual performance but also has detrimental effects on team dynamics, organizational culture, and overall productivity.

In today's competitive corporate landscape, the success of an organization hinges significantly on the engagement and commitment of its workforce. Employees who are deeply involved in their work, enthusiastic about their roles, and aligned with the organization's goals contribute to higher productivity, innovation, and overall organizational performance. However, an alarming trend persists in many corporate sectors: a notable detachment among employees from their work responsibilities and organizational objectives.

This detachment, characterized by low levels of enthusiasm, motivation, and connection to work, poses a substantial challenge to organizational effectiveness and sustainability. It not only impacts individual performance but also has wider implications for team dynamics, workplace culture, and ultimately, the bottom line. At the heart of this detachment dilemma lies the inadequacy of Human Resource Management (HRM) practices within organizations. While HRM plays a pivotal role in shaping the employee experience and fostering a positive work environment, the failure to implement effective HRM strategies can exacerbate detachment issues. From recruitment and training to performance management and employee relations, HRM practices influence various aspects of the employee lifecycle. When these practices fall short in addressing the diverse needs and expectations of employees, it can lead to disengagement, disillusionment, and ultimately, work detachment.

This introduction sets the stage for a deeper exploration into the detrimental effects of inadequate HRM practices on employee engagement within the corporate sector. By examining the root causes of work detachment and its implications for organizational performance, this research aims to shed light on the urgency of addressing HRM

shortcomings and implementing targeted interventions to cultivate a more engaged and productive workforce. Through a comprehensive analysis of existing literature and empirical evidence, this study seeks to provide insights and recommendations to help organizations mitigate detachment issues and foster a culture of employee engagement and commitment.

This research article aims to explore the phenomenon of work detachment among employees in the corporate sector, with a specific focus on the role of human resource management (HRM) practices. By examining the relationship between HRM strategies and employee engagement, this article seeks to identify the underlying causes of detachment and propose effective interventions to address these issues. Through a combination of theoretical analysis and empirical evidence, this article provides valuable insights for practitioners and researchers interested in enhancing employee engagement and organizational effectiveness.

Factors Contributing to Work Detachment: Several factors contribute to work detachment among employees in the corporate sector, including inadequate HRM practices, poor leadership, job dissatisfaction, lack of recognition, and limited opportunities for career advancement. In particular, ineffective HRM strategies play a significant role in exacerbating detachment issues by failing to address the diverse needs and expectations of employees. Common HRM failures include insufficient training and development opportunities, lack of communication and feedback mechanisms, unfair performance evaluation systems, and rigid organizational structures that stifle creativity and innovation.

Impact of Work Detachment on Organizational Performance:

Work detachment can have far-reaching consequences for organizational performance, ranging from decreased productivity and morale to increased absenteeism, turnover, and customer dissatisfaction.

Detached employees are less likely to go the extra mile, collaborate with colleagues, or contribute innovative ideas, leading to stagnant growth and competitive disadvantage. Moreover, work detachment can create a toxic work environment characterized by low trust, high stress, and conflict, further undermining organizational effectiveness and sustainability.

Work detachment, characterized by low levels of engagement, motivation, and connection to work responsibilities, can have profound implications for organizational performance across various dimensions. Understanding these impacts is crucial for organizations seeking to address detachment issues and enhance their overall effectiveness. This section explores the multifaceted consequences of work detachment on organizational performance:

- 1. Decreased Productivity:** Detached employees are less likely to invest discretionary effort in their work tasks, resulting in decreased productivity levels. They may exhibit reduced initiative, creativity, and attention to detail, leading to suboptimal performance outcomes. As a result, organizational efficiency and output may suffer, negatively impacting competitiveness and profitability.
- 2. Increased Absenteeism and Turnover:** Work detachment often correlates with higher rates of absenteeism and turnover within organizations. Employees who feel disconnected from their work are more likely to take frequent sick leaves or seek opportunities elsewhere. This can result in increased recruitment and training costs, disruption of workflow, and loss of institutional knowledge, all of which impede organizational continuity and growth.
- 3. Reduced Employee Morale and Satisfaction:** Detached employees are unlikely to derive satisfaction or fulfillment from their work, leading to diminished morale and job satisfaction levels. This can create a negative work environment characterized by low morale, cynicism, and disengagement, further exacerbating detachment issues. Consequently, organizational culture may suffer, hindering collaboration, teamwork, and employee retention.
- 4. Impact on Customer Satisfaction and Quality of Service:** Work detachment can have ripple effects on customer satisfaction and the quality of products or services delivered by the organization. Employees who are detached from their work are less likely to deliver exceptional customer service or meet customer expectations. This can result in decreased customer loyalty, negative word-of-mouth, and damage to the organization's reputation and brand image.
- 5. Impaired Innovation and Adaptability:** Detached employees are less inclined to contribute innovative ideas, challenge the status quo, or adapt to changing market conditions. This can hinder organizational innovation and agility, limiting the organization's ability to respond effectively to evolving customer needs, technological advancements, or competitive pressures. In today's fast-paced business environment, innovation and adaptability are critical for long-term success and survival.
- 6. Negative Impact on Team Dynamics and Collaboration:** Work detachment can disrupt team dynamics and collaboration within the organization. Detached employees may withdraw from team activities, fail to communicate effectively, or resist collaborative efforts. This can impede information sharing, decision-making processes, and the achievement of team goals, hindering overall organizational performance.

The impact of work detachment on organizational performance is multifaceted and far-reaching. From decreased productivity and increased absenteeism to diminished morale and impaired innovation, detachment issues can undermine organizational effectiveness and competitiveness. Addressing work detachment requires proactive measures to foster a culture of engagement, recognition, and empowerment within the organization.

By prioritizing employee well-being, communication, and leadership development, organizations can mitigate detachment issues and cultivate a high-performing workforce poised for success in today's dynamic business landscape.

Role of Human Resource Management in Fostering Employee Engagement:

Effective HRM practices are essential for fostering employee engagement and creating a positive work environment conducive to high performance and innovation. HRM initiatives such as performance management, talent development, employee recognition, and work-life balance programs can help enhance job satisfaction, motivation, and commitment among employees. Moreover, proactive communication, transparent decision-making processes, and participatory leadership styles can build trust and foster a sense of belongingness within the organization.

Interventions to Address Work Detachment: To address work detachment issues, organizations need to adopt a holistic approach to HRM that focuses on employee well-being, professional development, and organizational culture. Key interventions may include:

1. Implementing employee engagement surveys to assess levels of detachment and identify areas for improvement.
2. Providing training and development opportunities to enhance skills, competencies, and job satisfaction.
3. Establishing clear performance goals and feedback mechanisms to align individual and organizational objectives.
4. Recognizing and rewarding employees for their contributions and achievements.
5. Promoting a culture of open communication, collaboration, and continuous improvement.

Human Resource Management (HRM) plays a pivotal role in shaping the workforce's engagement levels, directly influencing organizational success and competitiveness. Employee engagement, marked by a high level of enthusiasm, commitment, and involvement in work, is essential for achieving higher productivity, innovation, and employee retention. HRM's strategic and operational practices are fundamental in creating an environment that fosters engagement, nurtures talent, and aligns individual aspirations with organizational goals. This section outlines the key roles HRM plays in enhancing employee engagement within organizations:

- 1. Recruitment and Selection:** The foundation of employee engagement is laid during the recruitment and selection process. HRM ensures that the organization attracts and selects candidates who not only possess the required skills and competencies but also align with the organizational culture and values. By focusing on cultural fit and potential

for engagement, HRM sets the stage for a motivated and committed workforce from the outset.

2. **Onboarding and Socialization:** Effective onboarding and socialization processes help new employees integrate into the organization seamlessly, fostering a sense of belonging and commitment early in their tenure. HRM designs these processes to align new hires with the organization's mission, values, and goals, ensuring they understand their role in achieving them. This early engagement is crucial in reducing turnover and building a loyal workforce.
3. **Training and Development:** Continuous learning and development opportunities are significant drivers of employee engagement. HRM's role in identifying and addressing learning needs ensures that employees feel valued and invested in, leading to higher motivation and engagement levels. Career development programs, mentoring, and coaching initiatives further support employees' career aspirations, enhancing their commitment to the organization.
4. **Performance Management:** A fair and transparent performance management system is essential for sustaining employee engagement. HRM develops and implements performance appraisal systems that accurately reflect employees' contributions, providing constructive feedback and recognizing achievements. By aligning individual objectives with organizational goals, HRM ensures employees see the value of their work and remain motivated to excel.
5. **Compensation and Benefits:** Competitive compensation and benefits packages are critical components of employee engagement. HRM structures these to reflect the organization's appreciation of its workforce, aligning them with industry standards and organizational capabilities. Beyond financial incentives, benefits related to work-life balance, health, and well-being contribute significantly to employee satisfaction and engagement.
6. **Work Environment and Culture:** HRM plays a crucial role in shaping the work environment and organizational culture, key factors in fostering engagement. By promoting diversity, equity, inclusion, and a culture of open communication and collaboration, HRM creates a positive work atmosphere where employees feel respected, valued, and connected to their colleagues and the organization.
7. **7.Employee Relations and Communication:** Effective communication channels and positive employee relations are vital for engagement. HRM facilitates transparent communication between management and employees, ensuring that employees feel heard and involved in decision-making processes. This open dialogue fosters trust, a sense of inclusion, and alignment with organizational objectives.

HRM's role in fostering employee engagement is multifaceted, encompassing strategic and operational aspects of managing the workforce. By implementing practices that attract, develop, and retain talented and motivated employees, HRM contributes directly to the cultivation of a highly engaged workforce.

This, in turn, drives organizational performance, innovation, and competitiveness, underscoring the critical importance of HRM in achieving business success.

Causes of Work Detachment: Identifying the Factors Contributing To Work Detachment, Including Inadequate HRM Practices:

Work detachment, characterized by low levels of engagement, motivation, and connection to work responsibilities, can be influenced by various factors, including inadequate Human Resource Management (HRM) practices. Identifying these factors is crucial for organizations seeking to address detachment issues effectively. The following are key contributors to work detachment, with a focus on how inadequate HRM practices exacerbate these challenges:

- 1. Poor Communication:** Inadequate communication channels and practices within the organization can lead to work detachment. When employees feel uninformed, unheard, or disconnected from organizational goals and decisions, they may become disengaged. HRM plays a critical role in facilitating transparent communication between management and employees, ensuring that information flows effectively and employees feel valued and involved.
- 2. Lack of Recognition and Rewards:** Employees who feel undervalued or unappreciated for their contributions are more likely to experience work detachment. Inadequate recognition and rewards systems fail to motivate employees to perform at their best and can contribute to feelings of disillusionment and disengagement. HRM practices such as performance management and compensation structures should be designed to acknowledge and reward employees' efforts and achievements.
- 3. Insufficient Training and Development Opportunities:** When employees perceive limited opportunities for skill development and career advancement, they may become disengaged from their work. Inadequate training and development initiatives fail to equip employees with the necessary skills and knowledge to excel in their roles, leading to feelings of stagnation and detachment. HRM should prioritize investing in employee development programs that enable continuous learning and growth.
- 4. Unclear Expectations and Role Ambiguity:** Employees who are unsure about their roles, responsibilities, and expectations may experience work detachment. Inadequate HRM practices, such as ambiguous job descriptions or lack of performance feedback, can contribute to role confusion and disengagement. HRM should ensure that job roles and expectations are clearly defined, communicated, and aligned with organizational goals to foster employee engagement.
- 5. Poor Work-Life Balance:** Employees who experience excessive workloads, long hours, or job-related stress without adequate support may become detached from their work. Inadequate HRM practices that prioritize productivity over employee well-being can contribute to burnout and disengagement. HRM should promote work-life balance initiatives, such as flexible work arrangements, wellness programs, and stress

management support, to help employees maintain a healthy balance and remain engaged.

- 6. Lack of Career Growth Opportunities:** Employees who perceive limited opportunities for career advancement or progression within the organization may become disengaged from their work. Inadequate HRM practices that fail to provide clear pathways for career development can lead to feelings of frustration and detachment. HRM should focus on creating opportunities for internal mobility, succession planning, and professional growth to foster employee engagement and retention.

work detachment can be influenced by various factors, including inadequate HRM practices that fail to address employees' needs and expectations. By identifying and addressing these factors, organizations can mitigate detachment issues and create a positive work environment conducive to employee engagement and organizational success.

Performance Management Systems: Assessing The Role of HRM In Implementing Fair and Transparent Performance Management Systems That Promote Engagement and Recognition:

Performance management systems play a crucial role in driving employee engagement, motivation, and organizational success. These systems provide a structured framework for setting performance expectations, assessing individual and team performance, providing feedback, and recognizing achievements. Human Resource Management (HRM) plays a pivotal role in designing, implementing, and maintaining performance management systems that are fair, transparent, and conducive to employee engagement. The following outlines the key aspects of HRM's role in this process:

- 1. Designing Performance Metrics and Goals:** HRM collaborates with key stakeholders to establish clear performance metrics and goals aligned with organizational objectives. By defining measurable performance indicators and setting realistic targets, HRM ensures that employees understand what is expected of them and how their performance contributes to the organization's success.
- 2. Establishing Performance Appraisal Processes:** HRM develops and implements performance appraisal processes that are fair, objective, and transparent. This includes designing evaluation criteria, establishing assessment methods, and ensuring consistency and fairness in performance evaluations. HRM also provides training and support to managers and supervisors to conduct performance reviews effectively and provide constructive feedback to employees.
- 3. Providing Continuous Feedback and Coaching:** HRM promotes a culture of continuous feedback and coaching to support employee development and engagement. HRM provides managers and supervisors with the tools and resources

they need to provide ongoing feedback, coaching, and support to employees throughout the performance management cycle. This helps employees understand their strengths and areas for improvement, stay motivated, and work towards achieving their goals.

- 4. Recognizing and Rewarding Performance:** HRM plays a key role in implementing recognition and reward programs that acknowledge and celebrate employee achievements. By providing timely and meaningful recognition for exceptional performance, HRM reinforces positive behaviours and motivates employees to continue striving for excellence. HRM also ensures that reward systems are fair, transparent, and aligned with organizational values and objectives.
- 5. Addressing Performance Issues and Development Needs:** HRM supports managers and supervisors in addressing performance issues and identifying development needs proactively. HRM provides guidance and resources to help managers coach underperforming employees, address performance gaps, and develop action plans for improvement. HRM also facilitates training and development initiatives to enhance employees' skills and competencies and support their career growth.
- 6. Monitoring and Evaluating Performance Management Effectiveness:** HRM continuously monitors and evaluates the effectiveness of the performance management system to identify areas for improvement. This includes collecting feedback from employees, managers, and stakeholders, analysing performance data, and making adjustments to the system as needed. By regularly assessing performance management processes and outcomes, HRM ensures that they remain relevant, fair, and aligned with organizational goals.

HRM plays a critical role in implementing fair and transparent performance management systems that promote engagement and recognition within organizations. By designing effective performance metrics, establishing objective appraisal processes, providing continuous feedback and coaching, recognizing and rewarding performance, addressing development needs, and monitoring effectiveness, HRM helps drive employee engagement, motivation, and organizational success.

Compensation and Benefits Structures: Discussing the Importance of Competitive Compensation and Benefits Packages in Enhancing Employee Motivation and Engagement:

Competitive compensation and benefits packages are fundamental components of an organization's overall strategy to attract, retain, and motivate top talent. These structures play a pivotal role in shaping employee motivation, satisfaction, and engagement within the corporate sector. In this section, we will discuss the importance of competitive compensation and benefits packages in enhancing employee motivation and engagement:

- 1. Attracting Top Talent:** Competitive compensation and benefits packages are essential for attracting high-Caliber candidates to the organization. In today's competitive job market, talented professionals seek employers that offer attractive compensation packages, including competitive salaries, performance-based incentives, and comprehensive benefits such as health insurance, retirement plans, and paid time off. By offering competitive compensation and benefits, organizations can position themselves as employers of choice and attract top talent to their workforce.
- 2. Retaining Key Employees:** Beyond attracting talent, competitive compensation and benefits packages are critical for retaining key employees within the organization. Employees who feel adequately compensated and appreciated for their contributions are more likely to remain loyal to the organization and resist the temptation of external job offers. By offering competitive salaries, performance bonuses, career advancement opportunities, and other attractive benefits, organizations can reduce turnover rates and retain valuable talent, thereby enhancing organizational stability and continuity.
- 3. Motivating Performance and Productivity:** Competitive compensation structures that link pay to performance can serve as powerful motivators for employees to perform at their best. Performance-based incentives, such as bonuses, commissions, and profit-sharing programs, incentivize employees to achieve individual and organizational goals, driving productivity and performance. Additionally, merit-based salary increases and promotions provide employees with tangible rewards for their hard work and dedication, further motivating them to excel in their roles.
- 4. Enhancing Employee Satisfaction and Engagement:** Compensation and benefits packages that align with employees' needs and expectations contribute to higher levels of job satisfaction and engagement. When employees feel fairly compensated and receive valuable benefits that support their well-being and work-life balance, they are more likely to feel satisfied with their jobs and committed to the organization's success. This increased satisfaction and engagement translate into higher levels of discretionary effort, loyalty, and organizational citizenship behaviours, ultimately driving improved performance and outcomes.
- 5. Fostering a Positive Employer Brand:** Competitive compensation and benefits packages also play a crucial role in shaping an organization's employer brand and reputation. Organizations that offer attractive compensation packages and robust benefits programs are perceived as desirable employers in the eyes of current and prospective employees, as well as external stakeholders such as customers, investors, and business partners. A positive employer brand enhances the organization's ability to attract top talent, retain key employees, and maintain a competitive edge in the marketplace.

Competitive compensation and benefits packages are essential tools for enhancing employee motivation, satisfaction, and engagement within the corporate sector. By offering attractive compensation structures, including competitive salaries, performance-based incentives, and comprehensive benefits programs, organizations can attract, retain, and

motivate top talent, drive productivity and performance, and foster a positive employer brand. Investing in competitive compensation and benefits is not only a strategic imperative but also a key driver of organizational success and competitiveness in today's dynamic business environment.

Strategies For Addressing Work Detachment: Discussing Proactive Measures and Interventions Organizations Can Implement to Mitigate Detachment Issues and Enhance Employee Engagement:

Work detachment, characterized by low levels of engagement, motivation, and connection to work responsibilities, can have detrimental effects on organizational performance and employee well-being. To mitigate detachment issues and enhance employee engagement, organizations can implement proactive measures and interventions. The following are strategies organizations can adopt to address work detachment effectively:

- 1. Establish Clear Expectations and Goals:** Providing employees with clear expectations and goals helps align their efforts with organizational objectives and fosters a sense of purpose and direction. Managers should communicate job roles, responsibilities, and performance expectations clearly and regularly to ensure employees understand what is expected of them and how their work contributes to the organization's success.
- 2. Foster a Positive Work Environment:** Creating a positive work environment is essential for enhancing employee engagement and reducing work detachment. Organizations should promote a culture of trust, respect, collaboration, and open communication where employees feel valued, supported, and empowered to voice their opinions and ideas. Managers should lead by example and cultivate a supportive and inclusive work environment that promotes psychological safety and employee well-being.
- 3. Provide Opportunities for Growth and Development:** Offering opportunities for learning, growth, and career advancement is crucial for keeping employees engaged and motivated. Organizations should invest in employee development programs, training initiatives, and mentoring opportunities to help employees develop new skills, advance their careers, and realize their full potential. By providing pathways for growth and development, organizations can increase employee engagement and retention.
- 4. Recognize and Reward Performance:** Recognizing and rewarding employee contributions is essential for fostering a culture of appreciation and motivation. Organizations should implement recognition programs that acknowledge and celebrate employees' achievements, milestones, and contributions to the organization. Recognition can take various forms, including verbal praise, awards, bonuses, promotions, and other tangible rewards, and should be timely, meaningful, and personalized to the individual.

5. **Encourage Work-Life Balance:** Promoting work-life balance is critical for preventing burnout and reducing work detachment among employees. Organizations should encourage employees to prioritize their well-being and maintain a healthy balance between work and personal life. This may include offering flexible work arrangements, telecommuting options, paid time off, and wellness programs to support employees' physical, mental, and emotional health.
6. **Foster Strong Manager-Employee Relationships:** Building strong relationships between managers and employees is key to enhancing engagement and reducing work detachment. Managers should actively engage with their teams, provide regular feedback and coaching, and support employees in their professional growth and development. By fostering trust, communication, and collaboration, managers can create a supportive work environment where employees feel valued, respected, and motivated to perform at their best.
7. **Solicit Feedback and Act on It:** Encouraging feedback from employees and acting on their suggestions and concerns is essential for addressing work detachment and improving engagement. Organizations should provide channels for employees to voice their opinions, ideas, and feedback, such as employee surveys, suggestion boxes, or regular one-on-one meetings with managers. Management should listen attentively to employee feedback, address any issues or concerns promptly, and take proactive steps to implement changes that enhance employee engagement and satisfaction.

Addressing work detachment requires a proactive and multi-faceted approach that focuses on creating a positive work environment, providing opportunities for growth and development, recognizing and rewarding performance, promoting work-life balance, fostering strong manager-employee relationships, and soliciting feedback from employees. By implementing these strategies, organizations can mitigate detachment issues, enhance employee engagement, and create a more productive, motivated, and satisfied workforce.

Conclusion:

In conclusion, work detachment poses significant challenges for organizations in the corporate sector, undermining employee engagement, productivity, and organizational performance. Effective HRM practices play a crucial role in addressing detachment issues by fostering a positive work environment, promoting employee well-being, and enhancing organizational effectiveness. By implementing targeted interventions to improve HRM strategies, organizations can mitigate detachment problems and create a culture of engagement, innovation, and success. The phenomenon of work detachment among employees in the corporate sector poses a significant challenge to organizational effectiveness, productivity, and sustainability. This detachment, characterized by low levels of engagement, motivation, and connection to work responsibilities, can have far-reaching implications for individual and organizational performance.

Throughout this discussion, we have explored the detrimental effects of inadequate Human Resource Management (HRM) practices on employee engagement and organizational outcomes.

It is evident that the lack of effective HRM strategies contributes significantly to work detachment issues within corporate environments. From recruitment and training to performance management and employee relations, HRM practices shape various aspects of the employee experience. When these practices fail to address employees' diverse needs and expectations, it can lead to disengagement, absenteeism, turnover, and diminished productivity. However, while the challenges posed by work detachment are significant, they are not insurmountable. Organizations have the opportunity to address these issues proactively by prioritizing HRM initiatives that foster engagement, recognition, and empowerment. By investing in recruitment processes that assess cultural fit, providing comprehensive onboarding and development programs, implementing fair performance management systems, and fostering a positive work environment and culture, organizations can mitigate detachment issues and cultivate a highly engaged workforce.

Moreover, effective communication channels, transparent decision-making processes, and inclusive leadership practices are essential for building trust, collaboration, and employee involvement. By fostering a sense of belongingness and ownership among employees, organizations can create a supportive and motivating work environment conducive to sustained engagement and performance. Addressing work detachment requires a concerted effort from organizational leaders, HR professionals, and employees alike.

By recognizing the critical role of HRM in fostering engagement and implementing targeted interventions to address detachment issues, organizations can unlock the full potential of their workforce and achieve sustainable growth and success in today's competitive business landscape.

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4. Understanding the Role of Cognitive Processes in Decision Making: Implications in Practice

Prof. Nishit Singh

Humans alone do calculus, travel in machines with global positioning systems, search for life beyond our planet, and store information about how to do so in digital repositories accessible around the world. But none of these feats are hardwired in the human brain, nor were any of them invented de novo by a single enterprising individual.

Instead, all of these accomplishments depended on the accretion of thousands of years of incremental progress and a cognitive and cultural system that allowed (and motivated) individuals to acquire and transmit accumulated knowledge and skills (Tomasello M et al, 1993).

Organisms adopted cognitive biases rather than relying on conscious calculation.

The motives can be:

1. Speed- Cognitive Biases lead to rapid responses than the grinding demands of "expected utility calculations central to rational choice
2. Efficiency- Cognitive Biases are likely to have been biologically cheaper to produce, as well as more effective.
3. Evolvability- Cognitive Biases are likely to have been more readily available due to pre-existing cognitive machinery; and
4. Adaptive Landscape- Cognitive Biases may have been a small step up the slope of a local optimum in biological fitness (a "fitness peak," in the parlance of evolutionary biology), even if a better solution lay across a "valley" that natural selection could not cross.

According to Daniel Kahneman, "*We are prone to overestimate how much we understand about the world and to underestimate the role of chance in events.*"

The dual process model—our mind has two distinct operating systems, which he calls System 1 and System 2. System 1 represents fast, intuitive, and effortless choices, whereas System 2 represents deliberate, difficult ones. An example of System 1 interfering with System 2 is the Stroop effect.

Kahneman also asserted that "When System 1 runs into difficulty, it calls on System 2 to support more detailed and specific processing that may solve the problem of the moment." When it comes to the Stroop effect, System 1 (our automatic, fast thinking) seeks to find the quickest pattern available.

Kahneman believes by understanding how our brains make connections, we can overcome them to reach more logical conclusions by calling on System 2, our controlled thinking, quicker.

Introduction:

Cognition is a designed process of understanding using/relying on individual thinking processes, acquired knowledge, experience, and enabling senses as it stands out to carve and create as one of the vital aspects of human existence.

Since the earliest moments of human evolution to the complexities of modern-day society, cognition has been the cornerstone of the human ability to perceive, reason, explore, and solve problems and issues, and develop tools that enable need fulfilment, future growth, and survival (Sweller, 2003, 2020, 2022; Sweller and Sweller, 2006; Sweller et al., 2011; Paas and Sweller, 2022).

The evolution of cognition, and its applications in human learning, development, and evolutionary processes bring far-reaching impacts and have not only shaped individual lives but societies and civilizations too.

Evolution of Cognition: The journey of cognition can be traced to the earliest period of humanity when our ancestors grappled with the challenges of survival in a raw, harsh, and unpredictable environment (Pringle, 1951; Campbell, 1960; Popper, 1979; Mesoudi et al., 2004; Reisman, 2013; Kouvaris et al., 2017) . Over the millennia, the human brain evolved, becoming increasingly sophisticated in its capacity to process information, solve problems, and adapt to changing circumstances. The basic/primal cognitive abilities of early hominids to the currently sophisticated intricate neural networks of modern humans, cognition has undergone a huge evolutionary journey, reflecting the relentless drive of our species to understand and conquer the world.

Application in Human Processes: Cognition precedes and permeates most aspects of human action and activity, shaping how we perceive, learn, remember, and interact with the world. It provides undertones for our linguistics ability (Carpenter M et al, 1998) , (Brooks R et al, 2005) , creativity, decision-making, and social behavior. Through cognition, we make sense of our surroundings, solve complex problems, and innovate solutions to challenges before us.

In the field of education, cognition helps choose teaching methods and learning strategies, while in healthcare, it influences diagnoses, treatments, and interventions. In the realm of technology, cognitive science drives advancements in artificial intelligence and human-computer interaction, blurring the lines between human and machine cognition.

The Impacts of Cognition- Exploring Consequences for Teams and Societies:

The effect and impact of cognition on teams and societies is also of great significance as it serves as the bedrock upon which societies have been built over the period and has been well embedded in the societal processes and team functions. The effect, impact, and manifestations of the consequences of shaded/imprecise cognitive processes, whether at the level of a team or within an entire society, can be profound and far-reaching. In this exploration, *we delve into the impacts and fallout experienced by teams with deficient cognitive processes and societies characterized by low cognitive abilities.*

Civilizations, societies, and Teams rely on collective cognitive abilities to solve problems, innovate, and achieve common goals. When cognitive processes within a team are impaired or dysfunctional or the team needs to delve into the shaded uncharted domain(s), the implications and repercussions can manifest in various ways. Ineffective decision-making diminished problem-solving capabilities, and communication breakdowns became prevalent, hindering the team's productivity and performance. The barriers and incapacity to understand and leverage diverse perspectives, coupled with cognitive biases and limitations, can lead to conflict, stagnation, and missed opportunities. In the context of businesses and organizations, teams grappling with poor cognitive processes may struggle to adapt to changing environments, innovate in competitive markets, or respond effectively to challenges, ultimately jeopardizing their success and viability.

Zooming out to the societal level, the consequences of sub-level cognitive abilities are equally profound. Societies characterized by widespread cognitive deficits may face myriad challenges across multiple domains (Frith CD et al, 2012).

In education, low cognitive abilities among students impede learning outcomes, exacerbating disparities in academic achievement and perpetuating cycles of inequality. The workforce is saddled with diminished cognitive capacities, and limited productivity, innovation, and economic growth, undermining competitiveness and prosperity. In the area/field of governance and policymaking, the prevalence of cognitive biases and misinformation can erode trust in institutions, polarize societies, and impede collective decision-making, impeding progress and ultimately fostering social unrest.

The fallout of poor cognitive processes in teams and societies may also extend beyond inefficiency or underperformance. It may also undermine human potential and societal well-being. Addressing these challenges requires a multi-faceted approach that encompasses education, training, social support systems, and policy interventions. Working and investing in cognitive development, promoting critical thinking skills, and fostering environments conducive to collaboration and learning, can mitigate the impacts of cognitive deficits and empower individuals and communities to thrive in an increasingly complex and interconnected world.

Understanding Cognition: Evolution, Application, and Impact on Human Processes:

Cognition play a vital role in diverse fields such as learning science, cognitive neuroscience (Johnson, M.H., 2008), (McClelland, J.L., 2001), cognitive linguistics, cognitive behavioral therapy, and teamwork. Investigating the cognitive processes underlying human behavior and performance, the researchers and practitioners in the above-mentioned fields aim to advance knowledge, develop interventions, and improve outcomes across various domains of human endeavor.

Cognitive Neuroscience: Cognitive neuroscience seeks to uncover the neural mechanisms underlying cognitive processes and behavior. Cognitive neuroscientists investigate how different brain regions and networks support cognitive functions such as perception, memory, language, and decision-making deploying techniques such as neuroimaging, electrophysiology, and neuropsychological studies. Elucidating the neural basis of cognition, cognitive neuroscience informs our understanding of brain-behavior relationships, neurological disorders, and the effects of interventions on cognitive functioning. Insights from cognitive neuroscience have implications for fields such as education, healthcare, and artificial intelligence.

Cognitive neuroscience also investigates the emergence of cognitive function from the physical and chemical activity of neurons in the brain. Cognitive neuroscience helps unravel the mechanisms of the mind e.g.How the chemical and electrical signals produced by neurons in the brain give rise to cognitive processes, such as perception, memory, understanding, insight, and reasoning.

Cognitive Linguistics: Cognitive linguistics explores the relationship between language and cognition, emphasizing how cognitive processes shape language use and understanding. This interdisciplinary field investigates phenomena such as conceptual metaphor, mental imagery, language acquisition, and linguistic relativity. Cognitive linguists examine how cognitive structures and processes influence linguistic expressions, grammar, and semantics across languages and cultures. By integrating insights from psychology, linguistics, and neuroscience, cognitive linguistics offers a rich framework for studying the cognitive foundations of language and communication.

Cognitive linguistics also deals with the linguistic structuring of basic conceptual categories such as space and time, scenes and events, entities and processes, motion and location, and force and causation. It adds basic categories of cognition such as attention and perspective, volition and intention, and expectation and affect. It addresses the interrelationships of conceptual structures, such as those in metaphoric mapping, those within a semantic frame, those between text and context, and those in the grouping of conceptual categories into large structuring systems (Talmy. L, 2006).

Cognitive Behavioral Therapy (CBT): Cognitive behavioral therapy (CBT) is a combination of two therapeutic approaches, cognitive therapy and behavioral therapy. The exact treatment approaches depend on the illness or problem to be treated and the idea behind the therapy is that what we think, how we behave, and how other people make us feel are all closely related – and they all affect our wellbeing.

CBT is a widely used psychotherapeutic approach that targets maladaptive thoughts, emotions, and behaviors to promote psychological well-being. Central to CBT is the recognition of cognitive processes, including cognitive distortions, schemas, and automatic thoughts, as key determinants of emotional and behavioral responses. By identifying and challenging dysfunctional cognitive patterns, individuals can develop more adaptive coping strategies and change negative behaviors. CBT techniques, such as cognitive restructuring, behavioral experiments, and exposure therapy, are grounded in cognitive principles and have been applied effectively across various mental health conditions, including anxiety disorders, depression, and PTSD.

Learning Science: Learning science focuses on understanding how people learn and retain information effectively. Cognition plays a central role in learning processes, as it encompasses the mental activities involved in acquiring, processing, storing, and retrieving knowledge. In learning science, cognitive theories and models provide frameworks for understanding the mechanisms underlying learning, memory, attention, and problem-solving. By studying cognition, researchers in learning science aim to develop evidence-based instructional strategies, curriculum designs, and educational technologies that optimize learning outcomes across diverse learners and contexts.

Teamwork and High-Performance Teams: Effective teamwork relies on coordinated cognitive processes among team members to achieve shared goals and tasks. Cognition influences team dynamics, communication, decision-making, and problem-solving within high-performance teams. Shared mental models, mutual understanding, and distributed cognition are essential for promoting collaboration and synergy among team members. Cognitive factors such as team composition, leadership styles, and task complexity shape team performance and outcomes. Understanding the cognitive underpinnings of teamwork is crucial for optimizing team effectiveness, fostering innovation, and enhancing organizational performance in diverse domains, including business, healthcare, and sports.

Cognitive biases affect clinicians by allowing a practitioner to create their own subjective reality, which may alter their own perception of a data point. This “systematic pattern of deviation from an established norm or rationality in judgment” may lead to alteration in one’s practices, affecting one’s behavior (Landucci F et al, 2021). It is important to note that psychological deviation as a result of cognitive bias affects all humans—not just medical professional—and can cause errors in personalized medical care on an individual basis, or in public health policies, affecting whole populations (Lechanoine F et al, 2020).

The effects of cognitive bias on errors in medicine have long been understood to affect patient safety (Croskerry P, 2003), (Saposnik G, 2016). Cognitive bias can have significant impacts on decision-making for clinicians, including anesthesia professionals, potentially affecting the lives of patients (Beldhuis IE et al, 2021), (Saposnik G et al, 2016). By first understanding cognitive biases and how they affect our practice, we may mitigate their effect and improve patient safety.

All studies found at least one cognitive bias or personality trait to affect physicians. Overconfidence, lower tolerance to risk, the anchoring effect, and information and availability biases were associated with diagnostic inaccuracies in 36.5 to 77 % of case scenarios. Five out of seven (71.4 %) studies showed an association between cognitive biases and therapeutic or management errors.

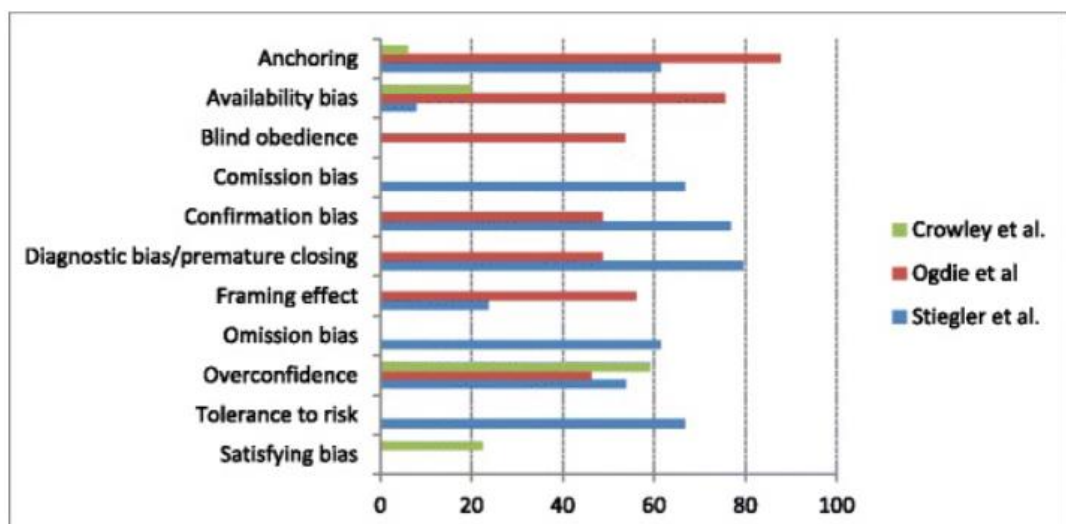
Most studies (60 %) targeted cognitive biases in diagnostic tasks, and fewer focused on treatment or management (35 %) and on prognosis (10 %). Literature gaps include potentially relevant biases (e.g. aggregate bias, feedback sanction, hindsight bias) not investigated in the included studies. Moreover, only five (25 %) studies used clinical guidelines as the framework to determine diagnostic or treatment errors. Most studies (n = 12, 60 %) were classified as low quality.

Decision Making and Its Cognitive Processes in Anesthesiology: The quality and safety of health care are under increasing scrutiny. Studies have suggested that health care is plagued with errors (Kohn et al, 2000), unexplained practice variability (Brook RH et al, 2000), (Reid RO et al, 2010), (Schuster MA et al, 1998), and guideline noncompliance (McGlynn EA et al, 2003), (Driskell OJ et al, 2012). These observations have led to increased interest in understanding decision-making cognitive processes and improving educational strategies for teaching decision-making skills (Berner ES et al, 2008), (Morrow DG et al, 2011). Most anesthesiology journals have not systematically described decision-making processes, and we understand little about how decisions may be improved or harmed by cognitive factors. The incidence of diagnostic error varies across physician specialties, with rates ranging from 2 to 12% in diagnostic radiology and pathology, 12 to 15% in emergency medicine, and up to 50% concerning diagnosing the cause of death (Podbregar M et al, 2001). Although the incidence of erroneous decision-making in anesthesiology is not known, reports from the American Society of Anesthesiologists closed claims registry suggest that more than half of diagnosis-related adverse events in obstetric anesthesia were related to a delay in diagnosis or treatment (Davies JM et al, 2009). Most decision researchers believe that specialties characterized by a high degree of time pressure, data uncertainty, stress, and distractors may have an even greater incidence of errors (Graber ML et al, 2012). In some estimates, more than two-thirds of missed or delayed diagnoses are caused in part by cognitive errors in decision-making (Graber ML et al, 2005). In principle, medical decision-making should be relatively straightforward. A constellation of clinical findings should generate a limited differential of known clinical conditions, ordered

by their probability of occurrence. Diagnostic tests or responses to empiric therapy would then refine the list until only a few candidates exist with (usually) a clear favorite. Abundant evidence, however, suggests that real-world medical decision-making is beset with variability and complexity. Physicians often fail to agree on the interpretation of diagnostic test results (Van Den Einden LC et al, 2013), (Gobezie R et al, 2008), (Lim et al, 2013), are inconsistent in their approach to management (Aldrink JH et al, 2012), (Buchan CA et al, 2012), (Frank SM et al, 2012), and arrive at different diagnoses in the presence of identical information (Graber ML et al, 2005). Even for clinical conditions with a widely accepted theoretical framework and established diagnostic and therapeutic strategies, a startling amount of unexplained practice variability exists (Chong PC et al, 2009). Noncompliance with evidence-based guidelines developed by expert panels is high (McGlynn EA et al, 2003), further highlighting the need to understand physician decision-making. Noncompliance observed in simulated preoperative evaluation by anesthesiology trainees and experts shows the need to assess decision behavior in addition to medical knowledge (Vigoda MM et al, 2011), (Vigoda MM et al, 2012).

Studies evaluating more than two cognitive biases, found that 50 to 100 % of physicians were affected by at least one (Ogdie AR et al, 2012), (Stiegler MP et al, 2012), (Crowley RS et al, 2013). Only three manuscripts evaluated more than 5 cognitive biases in the same study, in-line with the narrow scope of most studies (Ogdie AR et al, 2012), (Stiegler MP et al, 2012), (Crowley RS et al, 2013).

The most commonly studied personality trait was tolerance to risk or ambiguity, whereas the framing effects and overconfidence were the most common cognitive biases. The framing effect, overconfidence, and tolerance to risk/ambiguity were the most commonly studied cognitive biases. However, methodological limitations make it difficult to provide an accurate estimation of the true prevalence.



Decision Making: Decision-making is a process that chooses a preferred option or a course of action from among a set of alternatives based on given criteria or strategies (Wang, Wang, Patel, & Patel, 2004; Wilson & Keil, 2001). Decision-making is one of the 37 fundamental cognitive processes modeled in the layered reference model of the brain (LRMB) (Wang et al., 2004; Wang, 2007b).

The study of decision-making is interested in multiple disciplines such as cognitive informatics, cognitive science, computer science, psychology, management science, decision science, economics, sociology, political science, and statistics (Berger, 1990; Edwards & Fasolo, 2001; Hastie, 2001; Matlin, 1998; Payne & Wenger, 1998; Pinel, 1997; Wald, 1950; Wang et al., 2004; Wilson et al., 2001).

Each of those disciplines has emphasized a special aspect of decision-making. It is recognized that there is a need to seek an axiomatic and rigorous model of the cognitive decision-making process in the brain, which may serve as the foundation of various decision-making theories.

Four Essential Cognitive Skills for the Future of Work:

- 1. Attention:** The paramount cognitive skill for professional advancement. Strong cognitive abilities enable individuals to resist distractions and maintain focus on critical elements and/or tasks. Attention can be categorized into three sub-skills: sustained attention (long-term focus on a single task), selective attention (maintaining focus amidst distractions like emails or conversations), and divided attention (managing multiple tasks simultaneously without losing track of progress).
- 2. Adaptability:** In the evolving landscape of work, adaptability stands out as a cornerstone cognitive skill. Adaptability has become a standard requirement in many workplaces. Consequently, decision-makers need to continually develop and demonstrate adaptability will be highly valued in the emerging tech-driven professional workspace.
- 3. Agile Thinking:** Complementing adaptability, agile thinking is another indispensable cognitive skill. According to McKinsey, people capable of swiftly acquiring competencies beyond their expertise will distinguish themselves. In contemporary workplaces, agile thinking entails lateral problem-solving, maintaining contingency plans, and embracing a growth mindset by learning from past errors to foster personal development.
- 4. Prioritization:** While strong time-management and prioritization skills have long been recognized as crucial, their significance has only grown in the context of today's rapidly evolving work environment. With adaptability and agility emerging as key attributes, the capacity to effectively balance and prioritize numerous data points – the available and missing information, often within tight timeframes, is poised to become even more essential for success in the execution and outcome of the process/work.

Conclusion:

In conclusion, this work sheds light on the intricate interplay between cognition and decision-making processes, with implications for various fields, including anesthesiology and patient safety. By examining the evolutionary origins, applications in human processes, and impacts on teams and societies, we gain a deeper understanding of how cognition shapes individual behaviors and collective outcomes.

It also underscores the critical role of cognitive processes in medical decision-making, highlighting the need for improved strategies to mitigate errors and enhance patient care. Insights from cognitive neuroscience, cognitive linguistics, and cognitive behavioral therapy offer valuable perspectives for optimizing decision-making skills and fostering better outcomes in healthcare settings.

Moreover, the exploration of decision-making across disciplines such as cognitive informatics, psychology, and management science underscores the interdisciplinary nature of this research area. By integrating diverse perspectives and methodologies, we can develop more comprehensive models of decision-making that capture the complexities of real-world scenarios.

Ultimately, this research not only advances our theoretical understanding of cognition and decision-making but also has practical implications for enhancing educational strategies, improving patient safety, and promoting better outcomes in healthcare and beyond. By recognizing the importance of cognitive processes and investing in their development, we can pave the way for a future where decisions are made more effectively, resulting in improved individual well-being and societal progress.

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5. From Grassroots to Global: Community - Led Language Revitalization

Prof. Stuti Rag

Abstract:

In a world where languages are vanishing at an alarming rate, the preservation of linguistic diversity is more critical than ever. This chapter explores the multifaceted aspects of language preservation, emphasizing the indispensable role of communities in safeguarding their linguistic heritage. We delve into the cultural significance of languages, highlighting how they serve as repositories of traditions, values, and histories, intricately woven into the fabric of communities. As nearly half of the world's languages face extinction by the century's end, community involvement becomes pivotal in revitalizing endangered languages. We examine grassroots initiatives undertaken by communities, such as language documentation, educational programs, and cultural celebrations, which serve to preserve and promote their languages. Additionally, modern technology emerges as a potent tool in language preservation, facilitating digital archives, mobile applications, and online platforms that bolster community efforts. The paper also sheds light on the challenges faced in language preservation, including funding limitations, intergenerational transmission, and political and social barriers. Nonetheless, amidst these challenges, success stories from around the world offer inspiration and hope.

From the Māori language revival in New Zealand to the Hawaiian language resurgence in Hawaii, community-driven initiatives, coupled with supportive policies, have demonstrated the power of collective action in preserving languages. Ultimately, this paper underscores the imperative of valuing and protecting linguistic diversity, ensuring that the voices and cultural legacies embedded within languages endure for generations to come.

Keywords:

Language preservation; Linguistic diversity; Community involvement; Cultural significance; Endangered languages; Grassroots initiatives; Modern technology.

Introduction:

Language is more than a means of communication; it holds cultural heritage, knowledge, and identity. Unfortunately, languages are disappearing rapidly worldwide. Experts estimate that nearly half of the world's 7,000 languages might become extinct by the end of the 21st century. Communities play a crucial role in preserving and revitalizing these endangered languages.

This chapter delves into the importance of community involvement in language preservation. It looks at the methods communities use to protect their linguistic heritage and examines the challenges and successes of these efforts. By understanding these dynamics, we can better appreciate the vital role languages play in maintaining cultural diversity and knowledge.

The Importance of Language Preservation:

1. Cultural Identity and Heritage:

Languages are not just tools for communication; they are the heartbeats of cultures. They encapsulate traditions, values, and histories passed down through generations. Imagine a world where languages vanish – we'd lose touch with our roots, our stories, and our identities. Preserving languages is like safeguarding a treasure chest of cultural diversity, ensuring that each community's unique heritage remains alive and vibrant.

2. Knowledge and Worldview:

Languages offer us distinct lenses through which we perceive the world. They carry invaluable insights into nature, social customs, and ways of thinking. For example, indigenous languages often hold deep ecological knowledge about local ecosystems. When a language disappears, it's like closing a window to a whole realm of understanding. We lose not just words, but entire worlds of wisdom. Preserving languages isn't just about saving sounds; it's about preserving the very fabric of human intellect and connection to our surroundings.

In essence, language preservation is a cornerstone of cultural and intellectual richness. It's about honouring the past, embracing diversity, and safeguarding the future. By valuing and protecting languages, we ensure that the tapestry of human experience remains vibrant and whole for generations to come.

Role of Communities in Preserving the Language:

Communities play a vital role in preserving languages through grassroots initiatives. These efforts are led by community members who understand the importance of their language and work actively to protect it.

1. **Language Documentation:** Communities record their language using audio, video, and written materials. They create dictionaries and gather stories passed down through generations. This documentation is like a time capsule, preserving their language for future generations to learn and study.

2. **Language Classes and Workshops:** Community members, especially young people, participate in language classes and workshops. These sessions teach vocabulary, grammar, and language usage. It can happen in schools or community centres, helping to ensure the language continues to be spoken and understood.
3. **Cultural Programs and Festivals:** Celebrating cultural heritage is another way communities preserve their language. They organize festivals, storytelling sessions, and traditional arts performances. These events provide opportunities for people to use their language in everyday conversations and celebrations. They also instil a sense of pride and belonging in community members, strengthening their connection to their language and culture.

By taking these grassroots actions, communities actively contribute to the preservation of their languages. They recognize that their language is more than just a means of communication—it's a crucial part of their identity and heritage.

Through these initiatives, they ensure that their language continues to thrive and remain a vibrant aspect of their community's life for generations to come.

Technological Integration:

Modern technology offers valuable tools for language preservation, aiding communities in their efforts in the following ways:

1. **Digital Archives:** By creating digital archives of language resources, communities ensure the preservation and accessibility of documentation. Online platforms and databases serve as repositories for vast linguistic data, making it readily available to a global audience. This ensures that valuable information about the language, including recordings, texts, and dictionaries, can be accessed and studied by linguists and community members alike.
2. **Mobile Applications:** Tailored language learning apps cater to specific languages, offering users interactive and engaging tools for language acquisition. These apps incorporate audio, visual, and interactive content, making the learning process more enjoyable and effective. Users can practice vocabulary, grammar, and pronunciation at their own pace, fostering greater fluency and confidence in using the language.
3. **Social Media and Websites:** Communities utilize social media platforms and dedicated websites to share language resources, promote cultural events, and engage with a wider audience. Through these online channels, communities can raise awareness about their language preservation efforts, garner support from interested individuals, and connect with other language preservation initiatives globally. This online presence helps to amplify the visibility of the language and its cultural significance, reinforcing its importance within and beyond the community.

Here are Several Examples of Endangered Indian languages, as Recognized by UNESCO:

1. Koro (Arunachal Pradesh): Koro is a Tibeto-Burman language spoken by a small population in Arunachal Pradesh. Its unique linguistic features make it distinct from other languages in the region.
2. Toto (West Bengal): Toto is spoken by the Toto tribe in the Toto Para area of West Bengal. The language has very few speakers and is highly endangered.
3. Kurukh (Odisha, Jharkhand, Chhattisgarh): Kurukh, also known as Oraon, is a Dravidian language spoken by the Oraon tribe. While it has more speakers than many endangered languages, it is still at risk due to the influence of dominant regional languages.
4. Great Andamanese (Andaman and Nicobar Islands): The Great Andamanese languages are nearly extinct, with very few speakers remaining. These languages are critical for understanding the history and culture of the Andamanese people.
5. Sumi Naga (Nagaland): Sumi Naga is a Sino-Tibetan language spoken by the Sumi Naga tribe in Nagaland. While it is still spoken by many, younger generations are increasingly shifting to more dominant languages.
6. Mahl (Lakshadweep): Mahl is an Indo-Aryan language spoken in the Lakshadweep islands. It faces endangerment due to the small population and the influence of Malayalam and English.

Challenges in Language Preservation:

Funding and Resources:

One of the primary challenges in language preservation is securing adequate funding and resources. Many endangered language communities are located in economically disadvantaged regions, making it difficult to obtain the necessary support for preservation initiatives.

Government grants, non-governmental organization (NGO) support, and private donations are crucial in sustaining these efforts.

Intergenerational Transmission:

The successful transmission of language from one generation to the next is essential for its survival. However, in many communities, younger generations are increasingly adopting dominant languages for socioeconomic reasons.

Bridging the gap between older and younger generations through educational programs and creating contexts where the language is used daily is vital.

Political and Social Factors:

Political and social factors can either support or hinder language preservation. In some cases, policies favouring linguistic homogenization and assimilation pose significant barriers to preserving minority languages. Advocacy for language rights and supportive language policies are essential to overcome these obstacles.

Success Stories:

Māori Language Revitalization in New Zealand:

The revitalization of the Māori language in New Zealand is a notable success story. Community-driven efforts, supported by government policies, have led to a resurgence in the use of Māori. Initiatives such as Kohanga Reo (language nests) and Kura Kaupapa Māori (Māori immersion schools) have been instrumental in teaching the language to young children and integrating it into daily life.

Hawaiian Language Revival:

Hawaii's experience with language revival offers another inspiring example. The establishment of Hawaiian language immersion schools and the promotion of Hawaiian language media have significantly increased the number of Hawaiian speakers. Community engagement and institutional support have been key factors in this success.

Conclusion:

Community involvement is essential for language preservation. The combined efforts of individuals, with the support of technology and favourable policies, are key to ensure endangered languages survive and thrive. Despite the challenges, many communities around the world are making significant progress in safeguarding their linguistic heritage. Local initiatives often include documenting languages, creating educational programs, and fostering environments where these languages can be actively used and passed down to younger generations. Technology, such as mobile apps and online platforms, plays a crucial role in these efforts by providing accessible resources for learning and communication.

Supportive government policies and funding can also make a big difference, helping to create more structured and sustainable preservation programs. Additionally, raising awareness about the importance of linguistic diversity can garner broader public support, further aiding preservation efforts.

By continuing to support and expand these initiatives, we can help ensure that the rich tapestry of global linguistic diversity is maintained for future generations.

Every language is a unique repository of culture and knowledge and preserving them enriches our understanding of the world and our place in it. Community-driven efforts, bolstered by technology and policy support, are thus vital in keeping these linguistic treasures alive.

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6. The Use and Evolution of Artificial Intelligence in Trade: A Comprehensive Review

Prof. Shailesh Kumar Dubey

Abstract:

The integration of artificial intelligence (AI) in trade has rapidly advanced in recent years, shaping global economic landscapes and transforming traditional business practices. This comprehensive review examines the multifaceted utilization and evolutionary trajectory of AI in trade. Through an extensive analysis of scholarly literature, industry reports, and case studies, this review synthesizes the current state of AI applications across various trade sectors, including finance, logistics, marketing, and supply chain management. Additionally, it investigates the underlying technologies driving AI adoption, such as machine learning, natural language processing, and predictive analytics. Furthermore, this review explores the implications of AI on trade efficiency, competitiveness, and market dynamics, while also addressing concerns regarding job displacement, data privacy, and ethical considerations. By elucidating the opportunities and challenges associated with AI in trade, this review contributes to a nuanced understanding of its transformative potential and guides future research directions in this rapidly evolving field. Artificial Intelligence (AI) has emerged as a transformative force in the realm of international trade, revolutionizing traditional business models and processes. This abstract offers a comprehensive overview of the burgeoning role of AI in trade, highlighting its applications, impacts, and future prospects. Drawing upon a synthesis of academic literature, industry reports, and real-world case studies, it delineates the diverse array of AI technologies being deployed across various facets of trade, including finance, logistics, marketing, and supply chain management. Furthermore, it delves into the evolutionary trajectory of AI in trade, tracing its development from basic automation to sophisticated predictive analytics and machine learning algorithms. Moreover, this abstract explores the implications of AI for trade efficiency, market competitiveness, and global economic dynamics, while also addressing pertinent challenges such as job displacement, data security, and ethical considerations. By providing insights into the transformative potential of AI for trade, these abstract aims to inform policymakers, industry stakeholders, and researchers alike, fostering a deeper understanding of its implications and guiding future endeavors in this rapidly evolving domain. This chapter delves into the transformative impact of Artificial Intelligence (AI) on global trade, underscoring a revolution that is reshaping industries, economies, and the very fabric of trade relations. AI's dynamic role extends from automating routine tasks to pioneering advanced strategies for market penetration, supply chain optimization, and customer service enhancement. By weaving through various sectors, this chapter illustrates AI's capacity to not only streamline operations but also to foster innovation, drive efficiency, and open new avenues for international trade.

Through a blend of case studies, theoretical insights, and empirical analysis, the narrative unfolds to reveal how AI technologies are pivotal in navigating the complexities of modern trade, addressing challenges, and seizing opportunities in a rapidly evolving digital landscape. Artificial Intelligence (AI) has revolutionized numerous industries, and the realm of trade is no exception. This paper provides a comprehensive review of the utilization and evolution of AI in trade, exploring its various applications, benefits, challenges, and future prospects. By analyzing current trends and advancements, this research aims to shed light on the transformative impact of AI on trade practices worldwide.

Keywords:

Artificial Intelligence, Trade, Supply Chain Management, Trade Finance, Market Analysis, Customs, Automation, Predictive Analytics.

Introduction:

The advent of AI has marked a new era in the history of trade, introducing a spectrum of technologies that are fundamentally altering how businesses operate, compete, and thrive in the global market. From machine learning models predicting market trends to blockchain ensuring transparency in supply chains, AI is at the forefront of a trade revolution.¹

In recent years, the integration of Artificial Intelligence (AI) into various sectors has catalyzed transformative changes, redefined traditional business paradigms and reshaping global trade dynamics. The intersection of AI and trade represents a pivotal point where technological innovation converges with economic activity, offering unprecedented opportunities and challenges. This comprehensive review endeavours to explore the multifaceted landscape of AI adoption in trade, elucidating its evolution, applications, impacts, and future trajectories. The advent of AI technologies, encompassing machine learning, natural language processing, and predictive analytics, has endowed trade-related industries with capabilities once deemed the realm of science fiction. From automating routine tasks to optimizing complex decision-making processes, AI has permeated every facet of trade, spanning finance, logistics, marketing, and supply chain management. Through advanced algorithms and data-driven insights, AI systems can uncover patterns, forecast trends, and optimize operations with unprecedented accuracy and efficiency.

¹ Y. Syah, R. B., Muliono, R., Akbar Siregar, M., & Elveny, M. (2024, June 1). An efficiency metaheuristic model to predicting customers churn in the business market with machine learning based. *IAES International Journal of Artificial Intelligence (IJ-AI)*, 13(2), 1547. <https://doi.org/10.11591/ijai.v13.i2.pp1547-1556>

However, the journey towards AI-enabled trade is not devoid of challenges. Concerns regarding job displacement, data privacy, algorithmic bias, and ethical implications loom large, necessitating a nuanced understanding of the socio-economic ramifications of AI adoption. Moreover, the democratization of AI technologies raises questions about equitable access and regulatory frameworks to ensure responsible and inclusive deployment. Against this backdrop, this comprehensive review aims to provide a holistic examination of the use and evolution of AI in trade.

Drawing upon a synthesis of scholarly research, industry reports, and real-world case studies, it seeks to delineate the current state-of-the-art practices, emerging trends, and future prospects in AI-driven trade. By critically analysing the opportunities and challenges inherent in AI adoption, this review aspires to inform policymakers, industry stakeholders, and researchers, facilitating informed decision-making and guiding future endeavours in this rapidly evolving domain.

In essence, the fusion of AI and trade represents a paradigm shift with profound implications for global commerce. As AI continues to mature and permeate trade ecosystems, understanding its transformative potential and navigating its complexities will be imperative for harnessing its benefits while mitigating risks. Through this comprehensive review, we embark on a journey to unravel the intricate tapestry of AI in trade, illuminating pathways towards a more efficient, inclusive, and sustainable global trading landscape. The integration of AI technologies in trade has significantly altered traditional business paradigms, facilitating enhanced decision-making, efficiency, and competitiveness. This section provides an overview of the growing significance of AI in trade and outlines the objectives of the study.

Objectives of the Study:

The objective of this comprehensive review, titled "The Use and Evolution of Artificial Intelligence in Trade," is to thoroughly explore the multifaceted landscape of AI adoption within the trade sector. This study aims to provide a comprehensive overview of current AI practices across various trade domains, including finance, logistics, marketing, and supply chain management. By tracing the evolutionary journey of AI in trade, from basic automation to advanced cognitive computing, the review seeks to elucidate key milestones and technological advancements that have shaped its development.

Additionally, the study aims to analyze the implications of AI adoption on trade efficiency, competitiveness, and market dynamics, while also identifying opportunities and challenges associated with its integration. Through a synthesis of scholarly research, industry reports, and real-world case studies, this review endeavours to provide actionable insights and recommendations for policymakers, industry stakeholders, and researchers to foster responsible and sustainable AI adoption in trade.

1. To provide a comprehensive overview of the current state-of-the-art practices in the utilization of Artificial Intelligence (AI) across various sectors of trade, including finance, logistics, marketing, and supply chain management.
2. To elucidate the evolutionary trajectory of AI in trade, spanning from rudimentary automation to sophisticated cognitive computing, and to identify key milestones, technological breakthroughs, and paradigm shifts that have shaped its development.
3. To examine the diverse array of AI technologies and methodologies being deployed in trade, including machine learning, natural language processing, predictive analytics, and autonomous systems, and to analyze their respective applications, strengths, and limitations.
4. To assess the implications of AI adoption on trade efficiency, competitiveness, and market dynamics, and to explore how AI-enabled technologies are reshaping business models, supply chain networks, and consumer behaviours.
5. To identify and analyze the opportunities and challenges associated with the use of AI in trade, including concerns related to job displacement, data privacy, algorithmic bias, and ethical considerations, and to propose strategies for mitigating risks and maximizing benefits.
6. To synthesize insights from scholarly research, industry reports, and real-world case studies to provide actionable recommendations for policymakers, industry stakeholders, and researchers aimed at fostering responsible, inclusive, and sustainable AI adoption in trade.
7. To contribute to the advancement of knowledge in the field of AI-enabled trade by identifying gaps in existing literature, highlighting areas for further research, and proposing future directions for academic inquiry and practical implementation.

By addressing these objectives, the study aims to provide a comprehensive and nuanced understanding of the use and evolution of AI in trade, offering insights that can inform decision-making, drive innovation, and shape the future of global commerce in the AI era.

Evolution of AI in Trade:

This section traces the evolutionary trajectory of AI in trade, from its nascent stages to the current state of advancement. It highlights key milestones, technological breakthroughs, and emerging trends shaping the future of AI-enabled trade practices.

The evolution of Artificial Intelligence (AI) in trade has been characterized by significant milestones, technological breakthroughs, and paradigm shifts that have reshaped the way businesses operate and economies interact. Initially, AI's role in trade was limited, primarily encompassing basic automation tasks and rule-based systems.

However, with advancements in computing power, data availability, and algorithmic sophistication, AI has evolved into a powerful tool driving innovation and efficiency across various trade sectors.²

- 1. Early Automation:** The nascent stages of AI adoption in trade were marked by the automation of repetitive tasks such as data entry, transaction processing, and simple decision-making processes. Rule-based systems and expert systems were prevalent, albeit limited in their ability to adapt to changing circumstances and complex scenarios.
- 2. Machine Learning Revolution:** The advent of machine learning algorithms, particularly supervised and unsupervised learning techniques, revolutionized AI's capabilities in trade. These algorithms enabled systems to learn from data, identify patterns, and make predictions or decisions without explicit programming. In trade, machine learning found applications in areas such as fraud detection, risk assessment, and customer segmentation.
- 3. Predictive Analytics:** The integration of predictive analytics, powered by AI and machine learning algorithms, enabled businesses to forecast future trends, market dynamics, and consumer behaviour with unprecedented accuracy. Predictive analytics became instrumental in optimizing inventory management, pricing strategies, and supply chain logistics, thereby enhancing trade efficiency and competitiveness.
- 4. Natural Language Processing (NLP):** The advancement of natural language processing technologies enabled AI systems to interpret and generate human language, facilitating communication and interaction between traders, customers, and stakeholders. NLP found applications in trade through sentiment analysis, chatbots for customer service, and automated document processing, streamlining communication and decision-making processes.
- 5. Cognitive Computing:** The emergence of cognitive computing, encompassing AI technologies such as deep learning and neural networks, unlocked new frontiers in trade. These technologies enabled AI systems to simulate human-like cognitive abilities, including perception, reasoning, and problem-solving. In trade, cognitive computing found applications in complex decision-making tasks, such as portfolio optimization, risk management, and trade finance.
- 6. Autonomous Systems:** The convergence of AI with robotics and Internet of Things (IoT) technologies led to the development of autonomous systems capable of executing tasks and making decisions without human intervention. In trade, autonomous systems

² Nandish, M. (2023, June 23). How has the rapid growth of Artificial Intelligence impacted business management? A case study of prominent organizations that have experienced significant incline in growth due to adaptation to AI advancements. *International Journal of Research Publication and Reviews*, 4(6), 4124–4130. <https://doi.org/10.55248/gengpi.4.623.47437>

revolutionized logistics, warehouse management, and transportation, enhancing efficiency, reducing costs, and minimizing errors.

Overall, the evolution of AI in trade has been characterized by a transition from rudimentary automation to sophisticated cognitive computing, enabling businesses to unlock new levels of productivity, innovation, and competitiveness. As AI continues to advance and permeate every aspect of trade, its transformative impact is expected to accelerate, reshaping global trade landscapes and paving the way for a new era of interconnected, intelligent commerce.

Future Prospects and Implications:

Looking ahead, this section discusses the future prospects and implications of AI in trade, including:

- Continued integration of AI technologies across trade processes
- Expansion of AI applications in emerging markets and industries
- Collaboration between stakeholders to address challenges and harness AI's full potential.

The future of Artificial Intelligence (AI) in trade holds immense promise, poised to drive further innovation, efficiency, and competitiveness across global markets. As AI technologies continue to advance and evolve, several key trends and implications are likely to shape the trajectory of AI-enabled trade in the coming years.³

1. **Enhanced Trade Efficiency:** AI's ability to automate processes, optimize operations, and extract insights from vast datasets will continue to enhance trade efficiency. From streamlined supply chain management to real-time risk assessment and predictive pricing strategies, AI will enable businesses to operate with greater agility and responsiveness, reducing costs and improving productivity.
2. **Data-Driven Decision-Making:** The proliferation of AI in trade will usher in an era of data-driven decision-making, where businesses leverage advanced analytics and predictive modelling to inform strategic choices. By harnessing AI's capabilities to extract actionable insights from complex data streams, traders can identify emerging trends, anticipate market fluctuations, and capitalize on new opportunities more effectively.
3. **Personalized Customer Experiences:** AI-powered technologies such as natural language processing and machine learning algorithms will enable businesses to deliver

³ Sreeram, S. (2019, January 11). *Artificial intelligence and jobs of the future*. *AI Matters*, 4(4), 22–28. <https://doi.org/10.1145/3299758.3300060>

personalized customer experiences at scale. From tailored product recommendations to conversational commerce interfaces and virtual assistants, AI will enable traders to engage with customers in more meaningful and contextually relevant ways, driving customer satisfaction and loyalty.

4. **Regulatory and Ethical Considerations:** As AI becomes increasingly integrated into trade operations, policymakers and regulators will face new challenges in ensuring responsible and ethical AI deployment. Issues such as data privacy, algorithmic bias, and transparency will require careful consideration to mitigate potential risks and safeguard consumer rights while fostering innovation and competition.
5. **Workforce Transformation:** The widespread adoption of AI in trade will necessitate workforce transformation, with roles evolving to focus more on tasks that require human judgment, creativity, and emotional intelligence. While AI has the potential to automate routine tasks and increase productivity, it may also lead to job displacement in certain sectors, highlighting the importance of reskilling and upskilling initiatives to ensure a smooth transition to the AI-enabled workforce of the future.
6. **Global Trade Dynamics:** AI's impact on trade extends beyond individual businesses, influencing broader economic and geopolitical dynamics. As AI-enabled technologies reshape supply chains, logistics networks, and market access, they will have far-reaching implications for global trade patterns, regional competitiveness, and the distribution of economic power.

The future of AI in trade holds immense promise for driving innovation, efficiency, and competitiveness in global markets.

However, realizing this potential will require proactive efforts to address regulatory, ethical, and workforce challenges while harnessing AI's transformative capabilities to unlock new opportunities for economic growth and prosperity.⁴

“By embracing AI as a strategic enabler of trade, businesses and policymakers can navigate the complexities of an increasingly interconnected and data-driven global economy, shaping a more resilient, inclusive, and sustainable trading landscape for the future.”⁵

⁴ Bhalla, N., Brooks, L., & Leach, T. (2023, December 4). Ensuring a 'Responsible' AI future in India: RRI as an approach for identifying the ethical challenges from an Indian perspective. *AI And Ethics*. <https://doi.org/10.1007/s43681-023-00370-w>

⁵ More, S. J. (2007, September 1). Shaping our future: animal health in a global trading environment. *Irish Veterinary Journal*, 60(9). <https://doi.org/10.1186/2046-0481-60-9-540>

Applications of AI in Trade:

Certainly! AI is revolutionizing various aspects of trade with its capabilities to analyze data, automate processes, and make informed decisions. Here are some additional applications of AI in trade:

- 1. Trade Negotiation Support:** AI can analyze historical trade agreements, market trends, and geopolitical factors to provide insights and recommendations to negotiators. Natural language processing (NLP) algorithms can also assist in summarizing complex legal documents and identifying potential areas for compromise.
- 2. Logistics Optimization:** AI algorithms optimize transportation routes, minimize shipping costs, and reduce delivery times by analyzing factors such as weather conditions, traffic patterns, and transportation capacities. This enhances efficiency and reliability in the movement of goods across borders.⁶
- 3. Customer Relationship Management (CRM):** AI-powered CRM systems help companies manage relationships with customers, suppliers, and partners more effectively. By analysing communication data, sentiment analysis algorithms can identify customer preferences, anticipate needs, and personalize interactions, leading to improved customer satisfaction and loyalty.
- 4. Trade Documentation Automation:** AI automates the generation, verification, and processing of trade documents such as invoices, bills of lading, and certificates of origin. Optical character recognition (OCR) technology converts paper-based documents into digital formats, reducing manual data entry errors and streamlining document workflows.
- 5. Supply Chain Transparency:** AI-enabled blockchain platforms enhance transparency and traceability in supply chains by recording transactions and tracking the movement of goods from production to consumption. This helps companies ensure ethical sourcing, comply with regulatory requirements, and address issues such as counterfeiting and product recalls.
- 6. Predictive Maintenance:** AI-driven predictive maintenance systems analyze sensor data from machinery and equipment to anticipate maintenance needs and prevent costly downtime. By detecting anomalies and predicting failures in advance, companies can optimize asset utilization and minimize disruptions in production and distribution processes.
- 7. Trade Compliance Monitoring:** AI algorithms monitor regulatory changes, sanctions lists, and trade policies to ensure compliance with international trade regulations. By

⁶ Pathivada, B. K., & Perumal, V. (2019, January). *Analyzing dilemma driver behavior at signalized intersection under mixed traffic conditions*. *Transportation Research Part F: Traffic Psychology and Behaviour*, 60, 111–120. <https://doi.org/10.1016/j.trf.2018.10.010>

flagging potential violations and assessing risks in real-time, companies can mitigate compliance risks and avoid penalties associated with non-compliance.

- 8. Market Intelligence:** AI-powered analytics platforms gather and analyze market data, consumer trends, and competitor strategies to provide actionable insights for strategic decision-making. Machine learning algorithms can identify emerging market opportunities, predict demand fluctuations, and optimize pricing strategies to gain a competitive edge in global markets.

These applications demonstrate how AI is reshaping trade operations, from optimizing supply chains and streamlining finance processes to enhancing market analysis and ensuring regulatory compliance. As AI technologies continue to evolve, their impact on trade is expected to grow, driving innovation and efficiency across the global economy.

Revolutionizing Market Analysis with AI:

Ability to process and analyze vast datasets has given businesses unprecedented insights into market trends, consumer behaviour, and competitive dynamics. This section examines how AI-powered tools are enabling businesses to make informed strategic decisions, tailor their product off Here's an expansion on how AI is revolutionizing market analysis:

- 1. Data Processing and Analysis:** AI-powered tools can process and analyze vast amounts of structured and unstructured data from various sources, including social media, consumer reviews, and economic indicators. Natural language processing (NLP) algorithms extract insights from text data, sentiment analysis identifies consumer preferences, and machine learning models detect patterns and trends in market behaviour.⁷
- 2. Real-time Market Monitoring:** AI algorithms continuously monitor market conditions, competitor activities, and consumer sentiment in real-time. This enables businesses to react quickly to changes in demand, pricing dynamics, and emerging trends, allowing them to stay ahead of competitors and capitalize on market opportunities.
- 3. Consumer Behaviour Analysis:** AI-powered analytics platforms analyze consumer behaviour across multiple channels and touchpoints, providing a comprehensive view of customer preferences, purchasing patterns, and brand interactions. Predictive analytics algorithms forecast future buying behaviour, enabling businesses to

⁷ Dangi, D., Dixit, D. K., & Bhagat, A. (2022, July 25). *Sentiment analysis of COVID-19 social media data through machine learning*. *Multimedia Tools and Applications*, 81(29), 42261–42283. <https://doi.org/10.1007/s11042-022-13492-w>

personalize marketing strategies, optimize product offerings, and enhance customer engagement.

4. **Competitive Intelligence:** AI-driven competitive intelligence tools analyze competitor strategies, product launches, pricing changes, and customer feedback to identify strengths, weaknesses, and opportunities in the market. By benchmarking performance against industry peers and identifying competitive threats, businesses can refine their positioning, differentiate their offerings, and develop effective market strategies.
5. **Market Segmentation and Targeting:** AI algorithms segment the market based on demographic, psychographic, and behavioural attributes, enabling businesses to identify target audiences with precision. Predictive modelling techniques identify high-value customer segments, allowing businesses to tailor their marketing messages, customize product features, and optimize resource allocation for maximum impact.
6. **Forecasting and Trend Prediction:** AI-powered forecasting models use historical data, market trends, and external factors to predict future demand, sales volumes, and revenue projections with accuracy. By incorporating machine learning algorithms, these models adapt to changing market dynamics and refine their predictions over time, providing valuable insights for strategic planning and resource allocation.
7. **Product Innovation and Development:** AI-driven market analysis helps businesses identify unmet customer needs, emerging trends, and niche market segments, guiding product innovation and development efforts. By leveraging insights from consumer feedback, competitor analysis, and trend forecasting, businesses can prioritize R&D investments, optimize product features, and bring new offerings to market faster.
8. **Risk Assessment and Mitigation:** AI algorithms assess market risks, such as demand volatility, supply chain disruptions, and regulatory changes, to inform risk management strategies and contingency planning. By identifying potential threats and vulnerabilities in advance, businesses can mitigate risks, protect against financial losses, and maintain resilience in competitive markets.

AI is revolutionizing market analysis by empowering businesses to harness the power of data, gain actionable insights, and drive informed decision-making. By leveraging AI-powered tools and techniques, businesses can stay agile, responsive, and competitive in today's dynamic and fast-paced markets.

Conclusion:

The chapter concludes by reflecting on the future trajectory of AI in trade. It emphasizes the need for ongoing research, development, and collaboration between policymakers, technologists, and business leaders to harness AI's full potential responsibly. As AI continues to evolve, its role in shaping the future of trade is undeniable, offering both opportunities and challenges that will define the next era of global commerce. This paper emphasizes the transformative impact of AI on trade practices, underscoring its potential to drive innovation, efficiency, and competitiveness in the global marketplace.

By addressing challenges and capitalizing on emerging opportunities, stakeholders can leverage AI technologies to navigate the evolving landscape of international trade successfully. This exploration into AI dynamics reveals a trade revolution that is not only reshaping existing practices but also charting the course for the future of international trade. The insights provided in this chapter aim to equip readers with a deeper understanding of AI's transformative impact, encouraging a proactive approach to embracing AI technologies in navigating the complexities of the global trade landscape.

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7. Is Your Employee A HERO? – A Positive Psychology Standpoint to Increase Desirable Consequences

Dr. (Fr.) Mukl Clarence, S. J.

Purpose:

To provide a positive psychology standpoint to facilitate desirable consequences among employees via psychological capital (PsyCap).

Design/Methodology/Approach:

The authors have gone through PsyCap literature extensively to pinpoint the modality to increase employee PsyCap. Also, based on the previous empirical works, they assert essential interventional training, which boosts PsyCap. This paper is written for HR professionals; therefore, care was taken to avoid bombastic words related to terms and concepts.

Findings:

HERO (hope, efficacy, resilience and optimism) is known to predict desirable consequences such as organizational citizenship behaviour, job satisfaction, organizational commitment, work engagement, health and creativity. Organizations spend several thousand dollars to increase among employee desirable consequences.

HR professionals now have an alternative, positive psychology standpoint to consider as part of their overall employee interventional training program to improve their desirable consequences via PsyCap. Suggested modules of training are easy to use.

Originality/Value:

This paper provides insights into this important concept of employee PsyCap and interventional training programs from a positive psychology perspective. It aims to leverage interventional training to enhance employee PsyCap so that HR professionals can augment their employees' desirable consequences.

Keywords:

Psychological capital, interventional training, desirable consequences.

Introduction:

Researchers have shown an increasing interest in “Psychological Capital” (PsyCap) and its positive impact on employees’ attitudes, behavior, and performance in recent years. The findings of several evidence-based and intercultural studies conclusively highlight the efficacious capacity of PsyCap to predict desirable consequences (organizational citizenship behavior, job satisfaction, organizational commitment, work engagement, health and creativity) and reduce undesirable consequences (absenteeism, incivility, cynicism and stress). Further, during the post-Covid era, the value of PsyCap has been viewed as more vital. During the Covid pandemic, many organizations conducted sessions wherein behavioral psychologists unfolded the pathways to increase PsyCap. As a result, it brought solace in the life of many employees. Yet, many organizations are not in a position to boost their employees’ PsyCap for various reasons. Thus, this viewpoint garner information in a quick reference and practical guide on how PsyCap can increase and attain desirable outcomes.

PsyCap (HERO) in a Nutshell:

Drawing from insights of positive psychology, Fred Luthans, a management professor of University, and George Holmes developed a concept called psychological capital. It is an umbrella term consisting of four traits: hope, efficacy, resilience, and optimism (HERO). Luthans proposes that a person with psychological capital (PsyCap) will have enough personal resources to combat against perils of well-being, resulting in work in predicting desirable consequences at the workplace (Luthans et al., 2015).

In laypeople, understanding capital refers to a necessary resource for the production and growth of organisations or industries or individuals. In conformity with social sciences, one can say that there are four types of capital; 1) economic capital, which indicates what one has. Economic capital specifies possession of monetary resources, which is essential for success. 2) Similarly, social capital denotes who you know.

It is argued that having contacts and networking with people and knowing people serve as assets for human resources and organizational growth. 3) Human capital refers to what one knows (skills, knowledge, and attitudes). It includes the abilities and strengths of the individual. Human capital is a reliable predictor of ones’ progress. 4) Psychological capital refers to what one possesses within; it refers to the substance or makeup of a person. The uniqueness of PsyCap lies in its HERO constructs which are measurable, malleable and positive. PsyCap thrusts upon the dictum of “who you are” and what you can become”. Research findings indicate that persons with high in HERO construct remain victorious in all spheres of life, be it professional and personal (Luthans et al., 2006). Psychological capital constitutes of four states, “HERO within”. A summary of each is presented as follows:

1. Hope is one's capacity to determine one's goal and explore the strategy to achieve that goal. In sum, it includes goals, paths, and power. Hopeful people proactively explore other alternatives to meet the goals when the primary way does not work. To conclude, hope is a cognitive state that helps individuals become more realistic about their expectations of the desired goals through self-determination, perception, and energy.
2. Efficacy entails the belief that one has the ability, skill, and knowledge to marshal all the resources available, be it cognitive, conative, or affective, to complete a given task. Persons having efficacy states are considered to have the following characteristic: they set high goals for themselves, do well in challenging situations, are motivated persons, make efforts to reach their goals, and persist in times of challenges before giving up. Six traits are closely associated with efficacy: confidence, command, adaptability, personal effectiveness, positive attitudes, and individuality.
3. Resilience includes the energy to bounce back or recovery from the divested condition. It is the positive energy of individuals, which fights with adverse events to recover from failure. It works with three dimensions of control, coherence, and connectedness. A person who has the states of resilience is said to possess objectivity, convictions, adaption, and evaluation characteristics. It also includes the process of positive adaption to different adversities and risks.

Optimism refers to having a positive and realistic perspective. Optimistic people have internal stability and believe that they control the situation. It is a kind of attributional style. Optimism is cognitive skills in its emphasis, reflecting a reasoned judgment that good would predominate over evil. While encountering positive events or experiences, people with an optimistic mindset adopt internal, stable and global attributions, and while engaging adverse events, they use external and specific attribution.

Ordinary Ways to Increase PsyCap:

While there are many ways to increase PsyCap among employees, the pertinent ones are given below:

1. **Hope:** organizations can have sessions where employees can be taught to make personal and professional goals for their growth based on SMART metrics. SMART stands for specific, measurable, achievable, realistic, and timebound. Besides, employees can be asked to reflect on possible obstacles on the path of their goals and make the strategy to overcome them.
2. **Efficacy:** During sessions, employees can be given positive feedback and talked about their worth and strength. Also, they can be asked to visualize that they have achieved their envisaged goal. During training programs ensure that employees learn a new set of professional skills to build their confidence. To increase efficacy, organizations should create a culture of wellness by training employees in spirituality and mental

health workshops. In sum, organizations make every effort to enhance the confidence level of their employees.

3. **Resilience:** SWOT (strengths, weakness, opportunities and threat) analysis can be done for the employees, and obtained insight can be communicated to them as to how they can build grit and perseverance in challenging situations. Employees can be given apt training to improve /her knowledge and skills of their work domain. Organizations can keep a check on their employee's emotional upheavals in the face of misfortune and suggest practical coping skills.
4. **Optimism:** Employees can be asked to count their achievements and strengths. Based on SWOT and goal setting (SMART) exercise, employees can be requested to formulate their understanding. Employees can be trained to be creative and to see the bright side of every challenging circumstance. Further, during training sessions, evidence-based information can be imparted to employees on the importance of being in a good relationship and nurturing them, be it with spouse, children, friends, and colleagues. Practical guidelines of associating with positive people and reading positive books can be encouraged to employees.

Insights For HR Executives and Leaders:

HR executives and leaders can adopt the Positive psychology approach to develop PsyCap among employees of their organizations. While each of these training interventions has different characteristics and impacts – they have empirically proven to improve the PsyCap of employees. Some of the practical and effective ways for HR professionals to adopt would be:

- Training employees with the ways to make (SMART) specific, measurable, attainable, realistic and timebound goals to navigate challenges and strategy to overcome those challenges.
- Promoting the sessions on appraisals, capacity building program, and SWOT analysis
- Orienting employees to discover meaning, spirituality, and happiness in life.
- Teaching employees to engage in positive self-talk and positive evaluation of life and its events.

Conclusion:

In the face of adverse scenarios created by Covid 19 at the workplace, resulting in a reduction of productivity and well-being. The seeming need for PsyCap has been accentuated to heal and boost the employees. Usually, organizations spend billions of dollars to increase desirable consequences among employees with limited success. PsyCap is known to enhance the same of the employees. PsyCap includes a collection of state-like traits that can improve organizational productivity and well-being in life (Youssef-Morgan & Luthans, 2015).

This study explores potential strategies of PsyCap interventions. PsyCap interventions have shown effective improvement in HERO elements and PsyCap among employees. Empirical research on PsyCap, and its constructs, has highlighted its positive outcome with desirable consequences. Traditionally to the positive implications of PsyCap, research findings were conducted in organizational settings alone. However, research on PsyCap and its constructs has recently begun in various settings such as educational context, health professional employees, defence employees, and mental health prerequisites. Thus, among other studies, this viewpoint discusses applying PsyCap interventions for a desirable outcome.

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8. Reimagining India for the 21st Century

Dr. (Fr.) Mukti Clarence, S. J.

Introduction:

The post Independent India has accomplished significantly on many fronts and yet it remains largely cut off from the lofty ideals of equality, justice, and fraternity on one hand and the other a secular and democratic framework that was set in motion by the framers and founders of India's constitution. Today we are increasingly beleaguered by the falling indices that not only have repeatedly exposed India's 'development bottlenecks' of inequality, hunger, poverty, and malnutrition but have also strangled the complete development and advancement of this great nation that is 75 years old. What is even more puzzling is that these issues and problems that are embarrassing us on the world stage, are not prioritized to be solved and eliminated and instead, disproportionate attention is attached to trivial issues like what people wear and eat. The emotive issues like religion, language, and caste have taken precedence over the real issues like unemployment, inequality and the basics like water, food, and housing.

Contemporary India is plagued by five fault lines as observed by Ramchandra Guha, that have pushed this country away from the path of development and progress. These fault lines include deepening religious polarization; persisting social inequalities; growing environmental degradation; declining credibility of public institutions; and the rise of authoritarianism and the creation of the cult of personality.

One of the fastest growing economies that India is, sadly constrained by jobless growth and the great progress that we have made has not reached all the corners of India. As noted by Vikram Patel, 'it is too bad that our idea of modernization does not include basics like clean toilets, decent housing, drinking water and nutritious food.'

In the recent years the phrase #NewIndia has been popularized by the ruling government. However, this new India that is promoted does not seem to be premised on an inclusive roadmap or a 'welfare of all' perspective. Instead, it has been usurped by a Majoritarian mindset to ridicule and mistreat the minority communities, at the cost of constitutional safeguards, and by a homogenizing complex that is bent on misusing power and authority to uniformise peoples and politics, cultures and religions, beliefs and ideas, thought processes and art expressions.

In this context, how do we, as social scientists, reimagine an India of 21st century that is inclusive, just and in sync with the Constitutional values? How do we envision a new India, not the one that is presently promoted on a majoritarian mindset, but one that is constitutionally led, and inspired by the constitutional values of justice, equality and

fraternity? How do we creatively imagine an India that is increasingly enriched by its pluralism in cultures and religions, diversity in its dress and food habits, while at the same time being bound together by belonging to one common identity, togetherness and citizenry? How do we collectively work towards improving India's indicators and indices on health, education, democracy, equality, freedom etc and put India back on world stage, to be admired and respected as a shining example, one that is devoid of the fault lines that are plaguing us today?

In this article, I juxtapose the stark difference between rhetoric and reality in India's socio-political and economic landscape. By scrutinizing data, the truth will emerge, revealing the gaps between the lofty promises and the actual ground realities. The sole intention is to let the truth prevail, thereby providing a chance for India to align with the vision of its founding stalwarts, as articulated by the Constituent Assembly and revered sages of our country.

This vision is of a nation where equality, justice, and inclusivity are not mere ideals but lived realities, and where development transcends regional, religious, and social divides. As we examine the counter-narratives to illiberal ideologies, the comparative development models of Gujarat and Kerala, the ideological conflict between constitutional nationalism and Hindutva nationalism, the challenges in achieving the Sustainable Development Goals (SDGs), and the development asymmetries across states and districts, it becomes imperative to confront the uncomfortable truths. Only through such critical reflection can we hope to dissolve the domestic walls that divide us and create an India that truly embodies the principles of democracy, secularism, and sustainable development envisioned by our forebears.

1. Counter-Narratives to Illiberal Ideologies:

India, the world's largest democracy, is facing significant challenges from rising illiberal ideologies that threaten its foundational principles of democracy and secularism. Majoritarianism, which prioritizes the interests of the majority community while marginalizing others, undermines the pluralistic ethos that has been central to India's identity. To counter this trend, it is imperative to develop robust counter-narratives rooted in democratic and secular ideologies.

Reinforcing Constitutional Values:

The Indian Constitution is a living document that enshrines the principles of justice, liberty, equality, and fraternity. These values must be emphasized as non-negotiable foundations of the Indian state. Educational curricula should be designed to highlight the importance of these principles, and public discourse should be steered towards celebrating the constitutional vision of a diverse and inclusive India.

Civil society organizations, educators, and the media can play a crucial role in reinforcing these values by creating awareness and fostering a culture of constitutional patriotism.

Promoting Secularism and Pluralism:

Secularism in India is not merely the separation of religion and state but the equal respect for all religions. This principle should be vigorously defended against attempts to promote a singular religious or cultural identity. Promoting interfaith dialogue and understanding is crucial. Community leaders, religious scholars, and cultural icons can collaborate to organize events and platforms that celebrate India's religious and cultural diversity. Highlighting the contributions of various communities to India's composite culture can also strengthen secular and pluralistic values.

Strengthening Civil Society and Media:

A vibrant civil society is essential for the health of any democracy. Non-governmental organizations (NGOs), advocacy groups, and grassroots movements can act as watchdogs, holding the government accountable and ensuring that minority rights are protected. These organizations should be supported and empowered to carry out their functions effectively. Additionally, a free and independent media is crucial in providing unbiased information, countering misinformation, and facilitating informed public debate. Journalistic integrity and media literacy among citizens must be promoted to resist the manipulation of information for majoritarian ends.

Fostering Inclusive Economic Development:

Economic disenfranchisement often fuels social and political alienation, which can be exploited by illiberal ideologies. Inclusive economic policies that address the needs of marginalized communities are essential. Initiatives such as affirmative action, skill development programs, and equitable access to resources can help in reducing economic disparities. Ensuring that economic growth benefits all sections of society will reduce the appeal of divisive ideologies that thrive on economic grievances.

Engaging in Grassroots Political Mobilization:

Grassroots political mobilization is vital in countering majoritarian narratives. Political parties committed to democratic and secular values should engage with citizens at the grassroots level, understanding their concerns and aspirations. This engagement should focus on issues of common interest such as health, education, employment, and infrastructure rather than divisive identity politics. Building alliances across communities and fostering a sense of common purpose can help in creating a broad-based movement against majoritarianism.

Leveraging social media and Digital Platforms:

Social media and digital platforms have become powerful tools for shaping public opinion. They can be leveraged to spread counter-narratives that challenge illiberal ideologies.

Creating and disseminating content that highlights stories of communal harmony, social justice, and democratic values can counter the spread of hate and misinformation. Digital campaigns that engage young people, who are often the most active online, can be particularly effective in promoting inclusive and democratic ideals.

Encouraging Judicial Activism:

The judiciary in India has historically played a crucial role in protecting democratic values and minority rights. Encouraging judicial activism and ensuring the independence of the judiciary is essential. Public interest litigations (PILs) and legal advocacy can be used to challenge unconstitutional laws and policies that promote majoritarianism. A vigilant judiciary can act as a bulwark against the erosion of democratic and secular values.

2. Inclusive and Sustainable Models of Development: Gujarat Vs Kerala:

India's diverse states present varied models of development, with Gujarat and Kerala often cited as distinct examples. Gujarat is renowned for its rapid industrial growth and infrastructure development, while Kerala is celebrated for its high human development indicators and social progress. This comparison elucidates the strengths and weaknesses of both models in terms of inclusivity and sustainability.

Gujarat: Industrial Growth and Infrastructure:

Gujarat's development model, often termed as the "Gujarat Model," emphasizes economic growth through industrialization, infrastructure development, and investment-friendly policies. Over the past few decades, Gujarat has witnessed impressive economic growth rates, driven by robust industrial activity and infrastructure projects.

Economic Growth and Industrialization:

Gujarat's Gross State Domestic Product (GSDP) growth rate has consistently outpaced the national average, with significant contributions from sectors such as manufacturing, petrochemicals, and pharmaceuticals.

The state has created a conducive environment for business, marked by efficient regulatory frameworks and proactive governance.

Infrastructure Development:

The state boasts well-developed infrastructure, including extensive road networks, ports, and power supply systems. Projects like the Gujarat International Finance Tec-City (GIFT City) exemplify the state's focus on creating world-class infrastructure.

Challenges in Inclusivity:

However, Gujarat's development model has faced criticism for not being inclusive enough. Despite high economic growth, social indicators such as literacy rates and health outcomes lag those of other states. The benefits of industrial growth have not uniformly reached all sections of society, with rural and marginalized communities often left behind.

Kerala: Human Development and Social Progress:

Kerala's development approach, often referred to as the "Kerala Model," emphasizes social equity, public health, and education. Unlike Gujarat, Kerala's development trajectory has focused more on improving human development indicators rather than solely economic growth.

Human Development:

Kerala consistently ranks high on human development indices, with remarkable achievements in literacy, life expectancy, and healthcare. The state's literacy rate is the highest in India, and its healthcare system is often considered a model for other states. Public policies in Kerala prioritize education and health, resulting in widespread social benefits.

Social Equity:

Kerala's development model is inclusive, aiming to reduce social inequalities. The state's policies ensure access to basic services for all, including marginalized communities. Social welfare programs and effective public distribution systems have played a significant role in reducing poverty and ensuring food security.

Sustainable Development:

Kerala's approach also aligns with principles of sustainable development. The state has focused on preserving its natural resources, promoting tourism, and encouraging sustainable agricultural practices.

Kerala's emphasis on sustainable development is evident in its policies geared towards environmental conservation and renewable energy.

Economic Challenges:

While Kerala excels in social development, it faces economic challenges, such as lower industrial growth and higher unemployment rates compared to states like Gujarat. The state's reliance on remittances from the Gulf region also poses economic vulnerabilities.

Comparative Analysis:

Inclusivity:

Kerala's model is more inclusive, with policies that ensure broad-based social welfare and human development. In contrast, Gujarat's rapid industrial growth has not equally benefited all societal segments, leading to disparities.

Sustainability:

Kerala's development approach is more sustainable, with a strong focus on environmental conservation and social equity. Gujarat, while economically dynamic, needs to address the environmental impacts of industrialization and ensure that growth benefits are more evenly distributed.

Holistic Development:

An ideal development model might integrate the strengths of both states: Gujarat's economic dynamism and Kerala's social inclusivity and sustainability. Policymakers could learn from Gujarat's infrastructure and industrial strategies while adopting Kerala's focus on social development and environmental sustainability.

In conclusion, the development models of Gujarat and Kerala offer valuable lessons. Gujarat demonstrates the potential of rapid economic growth through industrialization, while Kerala highlights the importance of human development and social equity. Balancing these approaches could lead to a more inclusive and sustainable development trajectory for India as a whole.

3. Constitutional Nationalism Vs Hindutva Nationalism:

India's political landscape is marked by an ongoing debate between two distinct forms of nationalism: constitutional nationalism and Hindutva nationalism. These ideologies represent divergent visions for the nation's identity, values, and governance.

Understanding their differences is crucial for comprehending the current socio-political dynamics in India.

Constitutional Nationalism:

Foundational Principles:

Constitutional nationalism is rooted in the principles enshrined in the Indian Constitution, which was adopted on January 26, 1950. This form of nationalism is inclusive, pluralistic, and secular, emphasizing justice, liberty, equality, and fraternity.

The Constitution reflects the vision of the founding fathers, who aimed to create a democratic and inclusive nation-state.

Inclusive and Pluralistic:

Constitutional nationalism celebrates India's diversity, advocating for the coexistence of various religions, languages, cultures, and ethnicities. It promotes secularism, where the state treats all religions equally and does not favour any religion. This approach aims to protect the rights of all citizens, regardless of their background.

Legal and Institutional Framework:

The Indian Constitution provides a robust legal and institutional framework to uphold democratic values. It includes provisions for fundamental rights, which guarantee civil liberties to all citizens. Institutions such as the judiciary, Election Commission, and various constitutional bodies are designed to ensure the rule of law and protect minority rights.

Current Challenges:

Despite its strong foundations, constitutional nationalism faces challenges. There are concerns about the erosion of democratic norms, increasing intolerance, and attempts to undermine secularism. Critics argue that the state's actions sometimes contradict the constitutional ethos, threatening the inclusivity that defines India.

Hindutva Nationalism:

Ideological Basis:

Hindutva nationalism, propagated by organizations like the Rastriya Swayamsevak Sangh (RSS) and political parties such as the Bhartiya Janata Party (BJP), envisions India primarily as a Hindu nation.

This ideology, rooted in the works of V.D. Savarkar and M.S. Golwalkar, seeks to establish cultural hegemony by promoting Hindu values and traditions.

Majoritarian Focus:

Unlike constitutional nationalism, Hindutva nationalism is majoritarian, prioritizing the interests and identity of the Hindu majority. It often views India's history and culture through a Hindu-centric lens, which can marginalize religious and cultural minorities. This ideology seeks to redefine national identity based on Hindu cultural dominance.

Political Manifestations:

Hindutva nationalism has gained significant political traction, especially since the BJP's rise to power. Policies and rhetoric under this ideology often emphasize Hindu cultural symbols and practices. For instance, initiatives like cow protection, the promotion of Sanskrit, and the construction of the Ram Temple in Ayodhya are emblematic of this approach.

Controversies and Criticisms:

Hindutva nationalism has been criticized for fostering divisiveness and intolerance. Incidents of communal violence, lynching over beef consumption, and the vilification of religious minorities are often linked to this ideology. Critics argue that Hindutva nationalism undermines the secular and inclusive fabric of India, leading to social polarization.

Comparative Analysis:

Inclusivity vs. Exclusivity:

Constitutional nationalism is inherently inclusive, seeking to integrate diverse communities within a common national framework. Hindutva nationalism, on the other hand, is exclusive, often marginalizing non-Hindu communities and promoting a homogeneous cultural identity.

Secularism vs. Majoritarianism:

Constitutional nationalism upholds secularism, ensuring that the state remains neutral in religious matters. Hindutva nationalism promotes majoritarianism, where Hindu values and beliefs are given primacy, potentially leading to state bias in favour of the majority religion.

Democratic Values vs. Cultural Nationalism:

Constitutional nationalism is deeply rooted in democratic values, emphasizing individual rights and freedoms. Hindutva nationalism focuses more on cultural nationalism, which can conflict with individual rights when cultural conformity is enforced.

4. SDGs: Poverty, Hunger, Health, Education, Sanitation, Housing:

India's progress towards the United Nations Sustainable Development Goals (SDGs) highlights both achievements and significant challenges. This analysis focuses on key SDGs: poverty (SDG 1), hunger (SDG 2), health (SDG 3), education (SDG 4), sanitation (SDG 6), and housing (SDG 11), elucidating the primary obstacles that impede further progress.

SDG 1: No Poverty

Challenges:

India has experienced a substantial reduction in poverty over recent decades. According to the World Bank, the poverty rate fell from 21.2% in 2011 to an estimated 10% in 2019. However, the COVID-19 pandemic has disrupted this progress, potentially pushing millions back into poverty. Significant regional disparities remain, with higher poverty rates in states such as Bihar, Uttar Pradesh, and Jharkhand. The informal economy dominates the labor market, leaving many workers without social security and vulnerable to economic shocks. Structural inequalities, including caste discrimination and gender inequality, further entrench poverty, particularly among marginalized communities.

SDG 2: Zero Hunger

Challenges:

India ranks 107th out of 121 countries on the Global Hunger Index 2022, indicating serious levels of hunger. Child malnutrition remains a critical issue, with high rates of stunting (34.7% in 2019-21) and wasting (19.3%). Inefficiencies in the Public Distribution System (PDS) and food wastage impede food security efforts. The agricultural sector struggles with low productivity, fragmented landholdings, and the adverse effects of climate change. Economic barriers limit access to nutritious food, particularly for marginalized populations.

SDG 3: Good Health and Well-being

Challenges:

India's healthcare system faces numerous challenges, despite improvements in life expectancy and reductions in maternal and child mortality rates. Access to quality healthcare is uneven, particularly in rural areas, where there is a shortage of medical professionals and inadequate infrastructure. The rising burden of non-communicable diseases (NCDs), such as diabetes and heart disease, adds to the existing challenges of infectious diseases.

Financial barriers remain significant, with out-of-pocket expenses leading to economic hardship for many families. Public health spending is relatively low, limiting the resources available for comprehensive healthcare interventions.

SDG 4: Quality Education

Challenges:

While near-universal enrolment has been achieved at the primary level, the quality of education is a major concern. Learning outcomes are poor, with many students lacking basic literacy and numeracy skills. According to the Annual Status of Education Report (ASER) 2021, only about 50% of fifth graders could read a text meant for second graders. High dropout rates among marginalized communities exacerbate educational inequalities. The education system suffers from inadequate infrastructure, such as insufficient classrooms and poor sanitation facilities. Teacher training and recruitment are also inadequate, leading to significant variations in teaching quality.

SDG 6: Clean Water and Sanitation

Challenges:

Access to clean water and sanitation has improved, but quality and sustainability issues persist. Rural areas face challenges in ensuring consistent and safe water supply, while urban areas struggle with water pollution and waste management. The depletion of groundwater resources and contamination due to over-extraction and pollution pose serious threats. Disparities in access to clean water and sanitation facilities are stark, with marginalized communities frequently lacking reliable services. Ensuring the long-term sustainability of water and sanitation improvements is a significant challenge.

SDG 11: Sustainable Cities and Communities (Housing)

Challenges:

Rapid urbanization in India presents significant challenges for achieving sustainable development. Housing shortages and inadequate infrastructure are major issues, leading to the proliferation of informal settlements and slums. Urban planning and governance need substantial improvements to manage the growing urban population sustainably. The urban poor often lack access to basic services such as clean water, sanitation, and electricity. Environmental sustainability is another critical concern, with urban areas facing challenges such as air pollution, waste management, and climate change impacts. The affordability of housing remains a significant barrier, preventing many from accessing decent living conditions.

5. Development Asymmetries Across the States/Districts:

India's development trajectory is characterized by significant asymmetries across its states and districts. These disparities are evident in various socio-economic indicators, reflecting the diverse regional contexts and governance models. This analysis examines the factors contributing to development asymmetries in India, drawing on data and studies from various sources.

Economic Disparities:

Gross State Domestic Product (GSDP):

Economic disparities are stark across Indian states. States like Maharashtra, Tamil Nadu, and Gujarat boast high Gross State Domestic Product (GSDP), driven by industrialization and services sectors. In contrast, states such as Bihar, Uttar Pradesh, and Madhya Pradesh lag with lower GSDP, reflecting limited industrial activity and high dependence on agriculture.

Per Capita Income:

Per capita income levels vary significantly, highlighting the unequal economic development. For instance, as per the Economic Survey of India 2020-21, Goa had the highest per capita income, significantly outstripping states like Bihar and Uttar Pradesh, which are among the lowest. This disparity is a result of varying levels of industrialization, **infrastructure development, and investment climates.**

Employment Opportunities:

Employment opportunities also differ markedly across states. States with robust industrial and service sectors like Karnataka and Maharashtra offer more formal employment opportunities, whereas states with a predominant agricultural base like Odisha and Chhattisgarh have higher informal employment rates and lower income levels.

Social Indicators:

Education:

Education indicators such as literacy rates and school enrolment levels show significant regional variations. Kerala boasts a literacy rate of 96.2%, the highest in India, due to its longstanding focus on educational reforms and public investment in education. On the other hand, Bihar's literacy rate stands at 70.9%, one of the lowest, reflecting historical neglect and insufficient educational infrastructure (Census 2011).

Health:

Health outcomes also exhibit regional disparities. States like Kerala and Tamil Nadu have better health indicators, including lower infant mortality rates and higher life expectancy, due to better healthcare infrastructure and higher public health expenditure. Conversely, states like Uttar Pradesh and Jharkhand struggle with higher infant and maternal mortality rates, reflecting inadequate healthcare services and poor health infrastructure (NFHS-5, 2019-21).

Poverty:

Poverty levels are uneven across India. According to the NITI Aayog's National Multidimensional Poverty Index 2021, states like Bihar, Jharkhand, and Uttar Pradesh have the highest poverty rates, with significant portions of their populations living below the poverty line. In contrast, states like Kerala and Punjab have lower poverty rates, benefiting from better economic opportunities and social welfare schemes.

Infrastructure and Public Services:

Infrastructure Development:

Infrastructure development is another area with significant regional imbalances. States such as Gujarat and Maharashtra have well-developed infrastructure, including roads, ports, and industrial corridors, which facilitate economic activities. In contrast, northeastern states and parts of central India face infrastructural deficits, hindering economic growth and access to services.

Access to Basic Services:

Access to basic services such as electricity, clean water, and sanitation varies widely. Southern and western states generally have better access to these services due to proactive governance and investments. For instance, the Swachh Bharat Mission has led to substantial improvements in sanitation in many states, but the implementation and outcomes have been uneven, with some northern and eastern states lagging (Ministry of Jal Shakti, 2021).

Governance and Policy Implementation:

Governance Quality:

The quality of governance significantly impacts development outcomes. States with effective governance structures, transparent administration, and robust policy implementation, like Tamil Nadu and Karnataka, tend to perform better on development

indicators. Poor governance, corruption, and administrative inefficiencies plague states like Bihar and Uttar Pradesh, impeding development efforts.

Policy Implementation:

Policy implementation varies across states, affecting development outcomes. For instance, the implementation of central schemes like the Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) and Pradhan Mantri Awas Yojana (PMAY) shows varied success rates across states, reflecting differences in administrative efficiency and political will.

Conclusion:

India's socio-political and economic landscape is marked by intersecting challenges and opportunities, necessitating an integrated approach. The rise of illiberal ideologies like majoritarianism threatens India's democratic fabric, making counter-narratives emphasizing pluralism, tolerance, and inclusive governance crucial (Chatterjee, 2020). This ideological conflict is further reflected in the clash between constitutional nationalism, which upholds secularism and democratic values, and Hindutva nationalism, which envisions India as a Hindu nation (Bhargava, 2018). Additionally, contrasting development models in states like Gujarat and Kerala illustrate the need for balanced strategies that integrate economic growth with social equity and environmental sustainability. Kerala's emphasis on human development and Gujarat's industrial growth present lessons for crafting inclusive and sustainable policies (Dreze & Sen, 2013).

Progress towards the Sustainable Development Goals (SDGs) in India highlights both achievements and persistent challenges, such as poverty, malnutrition, inadequate healthcare, and poor educational outcomes (UNDP, 2020). These issues are exacerbated by significant regional disparities, with states like Maharashtra and Gujarat performing better economically compared to Bihar and Uttar Pradesh (NITI Aayog, 2021). Addressing these challenges requires strengthening democratic institutions, promoting inclusive development models, and ensuring equitable resource distribution. By adopting a comprehensive and integrated approach that focuses on enhancing policy implementation, increasing public investment, and fostering partnerships, India can work towards a more equitable, inclusive, and sustainable future.

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9. Gender Disparities in the Labour Market – A Review of Causal Factors

Dr. Sanchita Ghosh Chowdhury

Introduction:

Gender equality is not only an ethical imperative but also an intelligent strategy to foster innovation, creativity, and overall institutional performance."

Omar López Alfano, Technical Secretary, National Research System, Panama

This year's International Women's Day theme, "Invest in Women, Accelerate Progress," is indicative of the prospective future returns that may accrue from investing in women. Across the globe, women have time and again excelled in every field and have contributed significantly to the progress of nations. With appropriate and adequate support, women not only secure better career opportunities for themselves but also become agents of change within their families and communities. Despite such remarkable achievements, women continue to face numerous barriers and inequalities that hinder them from attaining their full potential. A few remarkable ones are lack of investment in women education and women health care along with a disproportionate allocation of economic opportunities to women. Women are paid less; most of their work is unpaid household work and they often have difficulty accessing finance and other wealth-creating resources.

Globally, among 1.4 billion unbanked adults, the predominant are women living in rural areas with limited education and resources. The level of female work force participation remains low globally. World Bank estimates (2022) show that the worldwide labour force participation rate (LFPR) for women was only 47.3% in 2022.

Despite technological advancements and high rates of economic growth, a persistent decline has been observed in the LFPR of women in developing nations. Specifically, in India, female labour force participation has decreased from 28% to 24% between 1990 and 2022. The economies of today are failing women.

Review and Discussion:

Several studies have shown that gender equality has a positive impact on economic growth, poverty reduction, health outcomes, and social stability. By unlocking the potential of women, we can accelerate progress in all these areas. Balakrushna *et. al.* in their article published in 'The Hindu' studies the economic impact of the non-participation of married women in the workforce in India and finds a considerable negative impact.

They find that a diminished level of women's labour force participation rate (LFPR) has significant consequences for women's intra and inter-household bargaining power, as well as the overall economic progress of the nation.

Claudia Goldin, Noble prize winner in Economics for the year 2023, whose research advanced the understanding of women's labour market outcomes says, "There are still large differences between women and men in terms of what they do, how they're remunerated and so on". Her deep research into the economic history of women has provided a fresh perspective into the existing gender disparities in the labour market. She was able to isolate the underlying factors that have contributed to these disparities since ages, together with the currently existing inequalities.

Ashwini Deshpande, a professor of Economics at Ashoka University, in an article published in 'The Centre for Economic Data and Analysis (CEDA)' in 2023, finds that from recording a substantial decline in the first two decades of the millennium, there has been a recent increase in Women's Labour Force Participation in India and questions its veracity. Very interestingly she finds that although an improvement in female labour force participation rates can be found, especially in the rural areas, it can be majorly attributed to improved measurement techniques for the initial years and to an increase in women in self-employment, which is a combination of paid work and disguised unemployment for the later years. However, she finds no increase in job opportunities in rural areas.

Menon and Tomy in their 2019 article titled "Women and work: Examining India's policy landscape" studied a database of 53 legislations and policies, examining the gender focus, targeting strategies, support, safety, inclusion mechanisms, eligibility criteria, benefits and geographic focus of those policies among other things. They found that although financial support is quite common, very few schemes tackle the social and familial barriers that prevent women from participating in the labour force.

They also noted a remarkable lack of critical factors such as safety and security initiatives, safe transportation and childcare facilities for young mothers. They opine these factors to be crucial for post-placement retention, which was found to be worse in women as compared to men. Further, the skilling agencies were found to suffer from a selection bias towards the more employable, thus excluding the group that actually needed the intervention.

However, Sunaina Kumar in her 2024 article on, "The female workforce in India: Emerging trends and insights" found the participation rate of the female workforce in India to be changing as younger and more educated women enter the workforce. She imposes that in order to harness the democratic dividend and to accomplish a growth rate of 8 percent by 2030, women must account for more than half of the new workforce. She holds conservative social norms and both demand and supply side factors to be responsible for the prevalent gender gap in the Indian workforce.

She also finds that due to recent structural transformations in the Indian economy, older but less educated women are exiting the workforce and younger but more educated women are entering it. This is having a positive impact on the gender gap in the country and will have a long-term impact on the economic participation of women in the Indian labour force.

Fernandez and Puri in the ICRIER Policy brief finds that despite strong economic growth, decline in fertility, expansion of education, and improved access to infrastructure, the female labour force participation rates have seen a declining trend in India since the 1990s. Their research sought to explain the trending change in female labour force participation rates from 2017–2018 to 2021–2022 and to explain the heterogeneity across demography and industries in India with regard to the same.

They find pursuit of higher education, unpaid care work, and lack of proper access to healthcare to be the most important reasons for low participation of females in the Indian workforce. As a policy recommendation, they suggest the creation of a ‘pull factor’ to draw rural women in to non-agricultural jobs. They also suggest the removal of social inequalities and improved working conditions for women. To reduce gender disparity in healthcare, behavioural interventions were suggested as a viable mechanism.

Bhalla and Kaur in their article on “Labour Force Participation of Women in India: Some facts, some queries” explore some of the alleged reasons for the low female participation rates. On close examination of NSS data, they find that there is little difference in the unpaid/paid nature of jobs between men and women.

They also find that the labour force participation rates in India is largely underestimated due to the presence of a large number of school going population. They also find little evidence of the U-shape relationship between female labour force participation and income in India. Their research rather reveals an inverted U with the inflexion coming at higher than the 95th percentile. However, they found spousal education to have a strong negative relationship with the female labour force participation rate due to considerations of ‘family statuses.

A study by UNDP covering several nations makes an interesting read. In Argentina, the National Bank of Argentina (BNA) became the world’s first bank to receive the Gender Equality Seal for Public Institutions, for its dedicated efforts in reducing gender gaps in financial inclusion. BNA is credited with benefitting over 3,000 women-led companies with subsidized lines of credit and developing a wide range of financial products dedicated to help women access finance. In India, UNDP India has partnered with the Skill Council for Green Jobs. With an aim to remove barriers that prevent women from accessing training and employment opportunities, the same Skill Council offered an incentive of INR 2,500 (US\$30) to each woman who participated in the training. Similar stories were reported in Sahel, Panama, Nigeria, and Afghanistan giving women the hope and support and more importantly the skill to stand on their own feet.

Thus, it will not be wrong to say that economic reform can only happen when institutions and policymakers are ready for gender equality. Accelerating gender equality will go a long way in promoting human development and supporting sustainable growth.

Conclusion:

Recognizing the fact that higher participation of women in the labour force is pertinent to escalation in India's economic development, the government is taking several initiatives. To enhance the employability of female workers, the Government is providing training to them through a network of Women Industrial Training institutes, National Vocational Training Institutes and Regional Vocational Training Institutes. Under the Aatmanirbhar Bharat Rojgar Yojana (ABRY) benefits of Rs. 2562.7 Crore have been provided to 15.8 lakhs women beneficiaries. Several women empowerment schemes such as STEP (training and employment programme), MSK (Healthcare Programme), Mahila E-Haat (online entrepreneurship opportunities) and many more have been initiated over the years. In her speech at the 25th Anniversary of the Fourth World Conference on Women, Union Minister for Women and Child Development Smriti Irani said that recognizing the importance of gender equality for overall economic development, India has brought more than 200 million women into the formal banking system through the Government's Financial Inclusion Initiative. Additionally, equal opportunity to access insurance, loans, and social assistance were created for women through the innovative use of digital technologies. Thus, India seems to be giving sufficient attention to the economic development of its women labour force.

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10. Understanding Generation Z: Challenges and Resilience

Dr. (Fr.) Mukt Clarence, S. J.

Introduction:

Generation Z, defined as individuals born between the mid-to-late 1990s and early 2010s, represents a cohort distinct from previous generations due to their unique formative experiences in an era of rapid technological advancement and social change. As the first true digital natives, they have grown up with smartphones, social media, and instant access to information, profoundly shaping their worldview and daily interactions. This generation has also been influenced by significant global events and trends, including the economic repercussions of the 2008 financial crisis, the rise of social media and influencer culture, increasing awareness of climate change, and, most recently, the COVID-19 pandemic. These factors have contributed to their pragmatic and socially conscious outlook on life.

Generation Z's diversity is another defining characteristic. They are the most ethnically and culturally diverse generation in history, which has fostered an inclusive mindset and a strong commitment to social justice. This diversity is reflected in their social networks, media consumption, and political attitudes, making them champions of equality and inclusivity.

Understanding Generation Z is crucial for several reasons. As they enter adulthood, their behaviors, values, and preferences are beginning to shape various sectors, from the workforce and education systems to marketing strategies and political landscapes. Businesses, educators, policymakers, and researchers need to comprehend the unique attributes and challenges of this generation to effectively engage with and support them. This article aims to explore the sociology of Generation Z by examining their identity, social behaviors, values, and the sociocultural influences that shape their experiences. By delving into these aspects, we can gain insights into how this generation is poised to impact the future and what strategies can be employed to harness their potential.

Digital Natives:

Generation Z is often referred to as digital natives due to their inherent familiarity with technology from a young age. According to Twenge (2017), this generation's seamless integration of technology into daily life distinguishes them from previous cohorts. They have never known a world without the internet, and their earliest memories likely include playing with a tablet or watching videos on a smartphone. This constant exposure to digital media has not only shaped their social interactions but also influenced their cognitive development and learning styles.

From an early age, Generation Z has been using technology not just as a tool, but as an extension of themselves. They are adept at navigating multiple devices and platforms simultaneously, often referred to as "media multitasking." This ability to juggle various forms of media and information sources has led to the development of unique cognitive skills, such as enhanced visual-spatial abilities and faster information processing. However, it also raises concerns about attention span and the depth of their engagement with content (Twenge, 2017). Social media platforms like Instagram, Snapchat, and TikTok play a central role in the lives of Gen Z, serving as primary venues for social interaction, self-expression, and entertainment. These platforms have created new forms of socialization and community-building that transcend geographical boundaries. However, they also come with challenges, such as cyberbullying, social comparison, and privacy issues. The constant need to be online and present on social media can lead to stress and anxiety, contributing to the mental health issues prevalent among this generation (Twenge, 2017). Education for Generation Z has been heavily influenced by digital technology. They are accustomed to using digital tools for learning, from educational apps and online resources to virtual classrooms. This digital integration has made learning more accessible and personalized, allowing students to learn at their own pace and access a wealth of information beyond traditional textbooks. However, the reliance on digital media for learning also poses challenges, such as ensuring equitable access to technology and maintaining students' attention in a virtual environment. Generation Z's digital nativity also extends to their consumer behavior. They are more likely to engage in online shopping and use digital payment methods. Their purchasing decisions are heavily influenced by online reviews, social media endorsements, and digital advertising. Brands that successfully engage Gen Z do so by leveraging social media influencers and creating interactive and immersive online experiences. In summary, being digital natives' shapes Generation Z's social interactions, cognitive development, learning styles, and consumer behaviors. Their adeptness with technology provides them with unique skills and opportunities, but it also presents challenges that need to be addressed by educators, parents, and policymakers.

Diverse and Inclusive:

Cultural diversity is not merely tolerated but celebrated by Generation Z. Raised in an era of globalization and multiculturalism, Gen Zers exhibit a profound appreciation for the richness of human cultures and traditions. Their exposure to diverse cultural influences, facilitated by the internet and social media, has fostered a cosmopolitan outlook and a spirit of cultural curiosity (Manca & Ranieri, 2017). This cultural pluralism permeates their interactions, consumption choices, and worldview. Generation Z is at the vanguard of challenging traditional gender norms and advocating for LGBTQ+ rights. With greater visibility and acceptance of diverse gender identities and sexual orientations, Gen Zers champion inclusivity and equality for all individuals, regardless of their gender identity or sexual orientation. This commitment to gender and sexual inclusivity is reflected in their language, social interactions, and activism efforts.

Generation Z's consumption patterns are guided by their values of inclusivity and social responsibility. They are discerning consumers who prioritize brands and businesses that demonstrate a commitment to diversity, equity, and inclusion (DEI) initiatives. From supporting companies with diverse representation in advertising to favoring brands with transparent supply chains and ethical business practices, Gen Zers use their purchasing power to advocate for inclusivity and social justice (Cain, 2019). Generation Z is renowned for its activism on social justice issues, ranging from racial equality and environmental sustainability to LGBTQ+ rights and gender equity. This activism is characterized by its inclusivity and intersectionality, as Gen Zers amplify the voices and experiences of marginalized communities and advocate for systemic change. Through grassroots organizing, online campaigns, and direct action, Gen Zers are driving meaningful progress towards a more inclusive and equitable society.

Social Behaviors and Interactions:

One of the most notable aspects of Generation Z's communication style is the prevalence of visual language. Emojis, acronyms, and gifs have become ubiquitous in digital conversations, serving as shorthand for conveying emotions, reactions, and context. Rather than relying solely on written text, Gen Zers use these visual elements to enhance their messages and add depth to their communication. Emojis, in particular, have evolved into a sophisticated form of expression, with users selecting from a vast array of symbols to convey nuanced emotions and sentiments. This visual language transcends linguistic barriers, enabling Gen Z to communicate effectively with individuals from diverse backgrounds and cultures. While digital communication offers unparalleled convenience, it also poses challenges for Generation Z. The constant connectivity afforded by smartphones and social media can lead to information overload and digital fatigue. Gen Zers must navigate a barrage of notifications, messages, and updates, often feeling overwhelmed by the constant influx of information. Moreover, the prevalence of online communication platforms raises concerns about privacy, cybersecurity, and the authenticity of online interactions. Gen Zers must remain vigilant about safeguarding their personal information and discerning between genuine connections and superficial interactions in the digital realm. Understanding Generation Z's communication style is essential for educators, employers, and policymakers seeking to engage with and support this generation effectively. In educational settings, instructors must recognize the role of technology in students' lives and incorporate digital tools and platforms into their teaching practices. In the workplace, employers must adapt their communication strategies to accommodate Gen Z's preference for digital channels and embrace collaborative technologies that facilitate remote work and virtual collaboration. Likewise, policymakers must consider the implications of digital communication on issues such as privacy, cybersecurity, and digital literacy, ensuring that Gen Z has the skills and resources to navigate the digital world safely and responsibly.

Social and Political Engagement:

This generation holds distinctive attitudes towards values, beliefs, and social and political engagement, shaped by their unique experiences, upbringing, and exposure to global events. This cohort, often characterized by their digital fluency and multicultural outlook, exhibits a diverse range of values and beliefs, reflecting the complexities of modern society. Generation Z places a high value on inclusivity, diversity, and social justice, advocating for equality and representation across various dimensions, including race, gender, sexuality, and socioeconomic status (Pew Research Center, 2020). They are vocal proponents of environmental sustainability, expressing concerns about climate change and advocating for policies and practices that promote ecological conservation and renewable energy (Twenge, 2017). Moreover, Generation Z is characterized by its digital activism and social consciousness, leveraging technology and social media platforms to raise awareness about social and political issues and mobilize support for causes they believe in (Twenge, 2017). This generation's engagement in social and political activism has significant implications for policymakers, businesses, and society at large. By understanding and responding to Generation Z's values, beliefs, and modes of engagement, researchers can inform efforts to address pressing social and political challenges and create a more inclusive and equitable future for all.

Mental Health Awareness:

They show a distinctive attitude towards mental health awareness, reflecting a growing recognition of the importance of mental well-being and destigmatization of mental health issues within this cohort. Unlike previous generations, Generation Z is more open and vocal about mental health struggles, seeking to foster a culture of acceptance and support. This generation acknowledges the prevalence of mental health disorders and the impact they can have on individuals' lives, prompting increased advocacy for mental health awareness and access to resources (O'Keeffe, 2019). Generation Z's attitudes towards mental health are shaped by their experiences with stress, academic pressure, social media, and societal expectations, leading to a greater emphasis on self-care, mindfulness, and seeking professional help when needed (Twenge, 2017).

Moreover, Generation Z leverages digital platforms to share personal stories, offer support to peers, and advocate for mental health initiatives, contributing to a broader conversation about mental well-being. As researchers, understanding Generation Z's attitude towards mental health awareness is crucial for developing targeted interventions, support services, and policies that address the unique needs and challenges faced by this generation. By fostering a culture of openness, destigmatization, and proactive mental health care, researchers can empower Generation Z to prioritize their mental well-being and build resilience in the face of adversity.

Fear of Missing Out (FOMO):

FOMO refers to the anxiety or apprehension that one is missing out on something enjoyable or rewarding happening elsewhere, often amplified by social media. Generation Z, growing up in an era of constant connectivity and social media influence, experiences FOMO more intensely than previous generations. Social media platforms like Instagram, Snapchat, and TikTok create a curated version of reality, showcasing only the highlights of people's lives. This constant exposure to others' seemingly perfect lives can lead to feelings of inadequacy, loneliness, and anxiety among Generation Z. The pressure to keep up with the latest trends, events, and experiences shared on social media can result in excessive screen time, sleep disturbances, and a diminished sense of self-worth as individuals compare their lives to others.

Body Image Concerns:

Generation Z is bombarded with idealized and often unrealistic images of beauty and body standards through social media, advertising, and mainstream media. This constant exposure to edited and filtered images can distort perceptions of beauty and lead to body image dissatisfaction. Body shaming and cyberbullying are prevalent on social media platforms, exacerbating body image concerns among Generation Z. Negative comments, comparisons, and unrealistic beauty standards can contribute to low self-esteem, eating disorders, and mental health issues. The pressure to attain an idealized body image can lead to unhealthy behaviors such as extreme dieting, excessive exercise, and cosmetic procedures among Generation Z, further perpetuating body image issues and insecurity.

Decline in Face-to-Face Interaction:

With the rise of digital communication platforms and social media, face-to-face interaction among Generation Z has declined significantly. Instead of engaging in real-life interactions, many young people prefer to communicate through text messages, social media posts, and video calls. The decline in face-to-face interaction can have negative consequences for social skills development, emotional intelligence, and relationship-building among Generation Z.

Without regular practice and exposure to real-life social situations, individuals may struggle to navigate interpersonal relationships and communication challenges. Research has shown that excessive screen time and reliance on digital communication can lead to feelings of loneliness, isolation, and disconnection from others. Despite being more connected digitally, Generation Z may experience a lack of genuine connection and intimacy in their relationships.

Low Self-Esteem:

Generation Z faces unique pressures and challenges that can contribute to low self-esteem, including academic pressure, social media influence, and economic uncertainty. The constant comparison to others, fear of missing out, and body image concerns can erode self-confidence and self-worth. Social media platforms often promote unrealistic standards of success, beauty, and happiness, leading individuals to question their own worth and accomplishments. The pressure to curate a perfect online persona can create feelings of inadequacy and insecurity. Low self-esteem can have far-reaching effects on mental health, academic performance, and overall well-being. It can manifest in symptoms such as anxiety, depression, perfectionism, and self-doubt, hindering individuals' ability to reach their full potential and thrive in various areas of life.

Education and Career Aspirations:

They display distinct attitudes towards education and career aspirations, influenced by their experiences, values, and the rapidly evolving global landscape. This cohort places a high value on education, viewing it as a pathway to personal growth, professional success, and societal impact. Generation Z seeks educational experiences that are engaging, interactive, and relevant to real-world challenges, favoring experiential learning, project-based approaches, and interdisciplinary studies (Twenge, 2017). Moreover, they prioritize digital literacy and technological proficiency, recognizing the importance of digital skills in today's job market. When it comes to career aspirations, Generation Z is characterized by its entrepreneurial spirit, creativity, and desire for meaningful work. They are drawn to careers that offer opportunities for innovation, flexibility, and social impact, valuing work-life balance and personal fulfillment over traditional markers of success (Twenge, 2017). Generation Z's attitudes towards education and career aspirations have significant implications for educational institutions, employers, and policymakers. Educational institutions must adapt their curricula and teaching methods to meet the evolving needs and preferences of Generation Z, incorporating technology, real-world applications, and experiential learning opportunities into the educational experience. Likewise, employers must recognize and respond to Generation Z's values, offering meaningful work, career development opportunities, and flexible work arrangements to attract and retain top talent. Policymakers must also consider the implications of Generation Z's educational and career aspirations for workforce development, economic growth, and social mobility, ensuring that educational and employment opportunities are accessible to all members of this generation, regardless of background or circumstance. As researchers, understanding Generation Z's attitudes towards education and career aspirations can inform efforts to address the challenges and opportunities presented by this cohort, facilitating the development of policies, programs, and initiatives that support their academic and professional success and contribute to a more equitable and prosperous future for all.

Education Challenges:

High Academic Pressure: Generation Z often faces intense academic pressure to excel in school. This pressure stems from various sources, including parents, teachers, peers, and societal expectations. The emphasis on standardized testing, GPA, and college admissions can create a hyper-competitive environment that contributes to stress, anxiety, and burnout among students.

Technology Distraction: While technology offers many benefits in education, it also presents challenges for Generation Z students. The constant presence of smartphones, social media, and digital distractions can impede concentration, productivity, and academic performance. Technology addiction and multitasking can further exacerbate these challenges, making it difficult for students to focus on learning.

Cost of Education: Higher education is becoming increasingly expensive, with rising tuition costs, student loan debt, and financial barriers limiting access to quality education for many Generation Z students. The burden of student loan debt can have long-term financial implications, delaying milestones such as homeownership, marriage, and retirement savings.

Adapting to Remote Learning: The COVID-19 pandemic has accelerated the adoption of remote learning, presenting new challenges for Generation Z students. Adapting to online classes, digital platforms, and virtual collaboration can be challenging, particularly for students who lack access to reliable internet connectivity, technology devices, or a conducive learning environment at home.

Job Market Challenges:

Economic Uncertainty: Generation Z is entering the job market during a period of economic uncertainty, characterized by job insecurity, wage stagnation, and volatile employment prospects. The aftermath of the COVID-19 pandemic has further exacerbated these challenges, with widespread layoffs, business closures, and disruptions to traditional work models. **Skills Mismatch:** Despite having access to more education and training opportunities than previous generations, Generation Z often faces a skills mismatch between the skills they possess and those demanded by employers. Rapid technological advancements, automation, and globalization are reshaping the labor market, requiring new skills and competencies that traditional education systems may not adequately provide. **Gig Economy and Precarious Work:** Generation Z is increasingly drawn to non-traditional work arrangements such as gig work, freelancing, and short-term contracts. While these options offer flexibility and autonomy, they also come with challenges such as income instability, lack of benefits, and limited job security. Balancing multiple gigs or side hustles can also lead to burnout and work-life imbalance.

Competitive Job Market: The job market is highly competitive, with an oversupply of qualified candidates vying for limited job opportunities. Generation Z must navigate fierce competition, networking challenges, and the need to differentiate themselves from their peers to secure desirable positions. Additionally, entry-level jobs often require previous work experience, creating a catch-22 situation for recent graduates seeking to gain practical experience.

Conclusion:

In conclusion, Generation Z, with its distinct characteristics, faces a multitude of challenges in various aspects of life, including education, employment, and social interactions. As digital natives, they navigate a rapidly changing landscape shaped by technology, globalization, and socio-economic shifts. Challenges such as mental health issues, academic pressure, technology distraction, economic uncertainty, and job market competitiveness present formidable obstacles for Generation Z individuals as they transition from education to the workforce. However, despite these challenges, Generation Z also demonstrates resilience, adaptability, and a strong sense of social consciousness. They embrace diversity, advocate for social justice, and leverage technology to drive positive change in their communities and beyond. Their entrepreneurial spirit, creativity, and commitment to making a difference offer hope for a brighter future. Moving forward, addressing the needs and aspirations of Generation Z requires a collaborative effort from educators, employers, policymakers, and society at large. Investments in education, mental health support, skills training, and economic opportunities are essential to empower Generation Z individuals to thrive in an ever-evolving world. Embracing inclusivity, innovation, and sustainability, while fostering meaningful connections and mentorship, will pave the way for Generation Z to fulfill their potential and contribute positively to society.

In essence, Generation Z represents a generation of promise and potential, poised to shape the future with their unique perspectives, values, and aspirations. By recognizing their challenges, harnessing their strengths, and providing the necessary support and opportunities, we can ensure that Generation Z emerges as leaders, innovators, and change-makers in the years to come.

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11. Evolving Trends in Management Accounting: Navigating the Challenges of Contemporary Manufacturing Environments

Prof. Sushmita Choudhury Sen

Abstract:

This article explores the transformative impact of evolving manufacturing environments on management accounting practices. With the advent of technological advancements, globalization, and shifting consumer demands, manufacturing industries have undergone significant changes, akin to a new industrial revolution. In response, management accounting has faced numerous challenges, necessitating a reevaluation of traditional practices and the adoption of innovative approaches. This paper explores the criticisms of conventional management accounting, the requirement for strategic integration, performance evaluation in contemporary contexts, and the imperative for adaptable accounting systems. Drawing insights from scholarly literature, it underscores the significance of aligning management accounting with strategic objectives and operational realities to enhance competitiveness and facilitate informed decision-making in the modern manufacturing landscape.

Keywords:

management accounting, evolving manufacturing environments, technological advancements

Introduction:

In the last two decades, the manufacturing industry has undergone through significant upheaval akin to a new industrial revolution. This period of rapid change has compelled manufacturing firms to adopt innovative management techniques to effectively navigate shifts like increased information accessibility, rapid technological advancements, and the expansion of global markets. Within manufacturing departments, collaborative efforts have emerged to better cater to diverse customer needs, resulting in the adoption of new organizational structures and production methods to keep pace with evolving demands.

To meet competitive challenges, companies have diversified their product offerings, prioritized quality, enhanced delivery mechanisms, and embraced greater flexibility in order to satisfy the need for an increasingly competitive global market. Uncertainty and continual radical shifts characterize this new market landscape, demanding adaptability and quick responses for corporate survival.

Furthermore, the effects of this evolving environment extend beyond production processes to encompass post-production support activities and services. This has necessitated the application of novel work and organizational techniques, as well as innovative approaches to coordinating, integrating, and managing organizational activities. Consequently, alongside development of technology, there has been a growing interest among managers in adopting new management practices. The 1980s and 1990s marked a period of reevaluation across all facets of manufacturing, with new business strategies challenging the traditional role of management accounting.

The examination of these changes by industry professionals, academics, and management consultants has spurred an ideological shift in manufacturing, resulting to a critical reassessment of the conventional role of management accounting. Consequently, there have been rising scrutiny of the efficacy of conventional method of managerial accounting practices in this era of crisis and transformation within the manufacturing sector.

The challenge to conventional management accounting:

Within the contemporary manufacturing landscape, understanding evolving information needs, utilizing new communication platforms, and grasping the ramifications of shifting organizational structures are imperative for management accountants to effectively respond. Peavy (1990) asserts that the advent of cutting edged technologies in manufacturing necessitates a reevaluation of accounting for cost models to align with the principles of lean inventory management inherent in just-in-time manufacturing philosophies. However, conventional management accounting is criticized for its inadequacies in adapting to these environmental changes.

Traditionally, managerial accountants have focused on tasks such as inventory valuation and external reporting, rather than actively contributing to strategic planning. There is now a compelling argument for integrating a strategic dimension into accounting practices, as the function of managerial accounting in shaping overall strategic decisions has been downplayed, reducing accountants to mere record-keepers. Present day managerial accounting systems prioritize short-term measurements, leading to rewards for management and employees that are skewed towards immediate results. However, sustainable competitive advantage demands long-term measurement and attention, which are vital for fostering employee motivation and fostering innovation.

Performance evaluation:

In traditional management accounting, performance evaluation relied solely on financial metrics, neglecting crucial aspects of automation performance like customer satisfaction, flexibility, and innovation (Bhimani, 1993, 1994).

Irrelevant and repetitious reports:

A significant portion of manufacturers still allocate between one-third to one-half of their production reporting resources towards assessing labor efficiency and utilization. This emphasis was pertinent half a century ago when labor costs typically comprised 30-40% of total expenses. However, with the adoption of modern manufacturing techniques, labor expenses now constitute only 5-10% of total costs. Consequently, managers' primary concerns have shifted towards factors like cycle time, quality, delivery, scrap, and inventory management. Despite this shift, accounting reports often fail to circulate widely, hindering comprehensive job product costing.

Conventional cost accounting systems frequently fall short in accurately assessing product costs. Many of these systems provide misleading information, posing a substantial difficulty for supervisors who depend on them without recognizing their limitations. Moreover, while traditional accounting systems predominantly focus on product costs, new manufacturing methods prioritize the production process and its effect on overall production expenses.

Overhead planning, control and allocation:

A significant area of discontent with practical management accounting methods pertains to the treatment and distribution of overhead expenses (Bromwich and Bhimani, 1994: 95). Historically, overheads have been assigned based on labor hours, a prominent feature of conventional cost accounting. However, the diminishing proportion of labor and variable costs within total expenses, attributed to advancements in manufacturing technologies, renders this method obsolete. In numerous modern manufacturing processes, labor accounts for only 5% - 10% of total costs (Howell and Soucy, 1988: 22). Furthermore, automation widens the gap between variable and full costs (Howell and Soucy, 1988: 27).

Given the divergent trends of labor and overhead costs, relying on labor-based overhead distribution and conventional cost accounting techniques no longer aligns with the evolving manufacturing landscape.

New challenges for management accounting:

According to a substantial body of literature in management accounting, conventional management control practices and procedure for cost accounting are deemed inadequate to fulfill the management requirements of modern manufacturing operations. These methods fail to provide relevant indicators for decision-making and do not adequately reflect the notable rise in manufacturing efficiency and effectiveness associated considering the implementation of new manufacturing methods like Total Quality Control (TQC), Just-In-Time (JIT) inventory systems, and computer-integrated manufacturing processes.

Today, effective managerial accounting systems must accurately reflect the value-creating activities of companies across various domains such as operations, development of product and procedure, marketing, and sales. This necessitates timely and permanent changes in management accounting systems to align with the evolving manufacturing processes and provide pertinent information for managerial decisions and controls.

It is emphasized that accounting systems should serve the goal of the company and be in line with its strategic objectives, considering the rapid changes occurring in manufacturing processes. There is one compelling argument for incorporating a strategic dimension into accounting practices, enabling management accounting to focus on creating added consumer value relative to competitors. This strategic approach also facilitates monitoring participation in the marketplace using a comprehensive range of strategic variables. Accounting for Strategic management (SMA) is proposed as a means to make visible the costs associated with strategies deployed by the firm. However, the idea that SMA demands impossible information hinders its widespread use. It is underscored that management accounting has the responsibility to provide such crucial information.

Globally competitive organizations strive to balance economies of scale and scope while fostering meaningful interrelations between organizational activities operating in diverse cultural contexts. This necessitates revising both corporate information systems for accounting and local systems to accommodate these changes. Performance evaluation is advocated to be based not only on financial data but also on factors such as customer satisfaction, flexibility, and innovation. Using Japanese companies as an example, it emphasizes how non-financial quantitative and qualitative data are becoming increasingly valued. A key takeaway is the imperative for management accountants to understand operational processes and embed accounting systems for managers within operational activities. Collaboration between accounting personnel, manufacturing managers, and product and process engineers is vital to guarantee that measurement systems are responsive to the evolving manufacturing environment.

The adoption of a new approach to management accounting entails implementing methods to account for fixed overheads that reflect realistic technological, economic, and managerial characteristics. The requirement for effective, timely, and user-friendly reporting systems tailored to the new manufacturing environment is emphasized.

Conclusion:

In today's economic and manufacturing landscape, organization management accounting systems must strive for excellence. Fierce international rivalry and quickening technological progress, and the imperative to manage innovation necessitate the provision of accurate and timely information to support management decision-making in creating competitive advantages.

While an outstanding management accounting system is crucial, it does not, by itself, ensure success in the contemporary market. True success hinges on delivering products and services that go beyond meeting but exceed customers' needs. Conversely, an accounting system for managerial decision that is inefficient can compromise efforts in excellent marketing, process optimization, and product creation.

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12. English as Second Language Learning in India: Challenges and Resolutions

Dr. Swati Singh

Abstract:

The primary purpose of this paper is to discover and determine the most appropriate method of English language teaching in the Indian classrooms. The study has explored the prior research in this area especially English language teaching in India. In order to know the challenges, the study comes across the articles published in British Council UK/IN journal. Some effective methods of teaching are discussed that are adopted by the teachers in Indian classroom. The study stresses on the problem-solving approach in teaching students. The study concludes as per the empirical research and suggests effective techniques to teach students English as second language. The study will be a fruitful endeavour in the field of ELT specifically teaching English as creative practices.

Keywords:

ELT; British Council; Methods of teaching.

Introduction:

In India, English is the second largest medium of instruction in schools after Hindi. The number of students has increased in English medium schools in current scenario. As a result, a large number of English medium schools have started in urban, semi-urban and rural areas. The real struggle is, most of the schools apply methods to teach the language seems inadequate. Children find difficulty in attaining reading and speaking skills. They have a limited revelation to English in their learning environment. As per the research in this area, there are a large number of schools in India where students are not able to communicate, read and understand the mode of instruction. Due to this, children undergo poor language skills, and it affects their learning outcomes critically.

The problem of language learning varies from urban to semi-urban and rural area. As the students of urban area are comparatively good, because they have exposure of English at home. Their parents are educated so that students are quite familiar in the mode of instruction. But students from semi-urban and rural areas have inhibitions about English as second language. They want to learn English because they consider it as the opening of opportunities. They take so much pressure to learn English, and simultaneously have fear in speaking, reading and writing. Children suffer in writing, reading, speaking and understanding English due to anxiety of judgement.

This study stresses on the suitable methods for English teaching so that a large number of students can get benefit. In order to realize the appropriate method of teaching in Indian classrooms, we should know the existing methods of teaching. Some of the most predominant methods are as follows:

Grammar-Translation Method: Grammar-Translation Method (GTM) is the oldest method of Language teaching. It is widely applicable in foreign language teaching. The method has been prevalent from the mid-19th to mid-20th century. In the current scenario too, this method is used to teach foreign language and English in the classroom. GT method of teaching is also known as “Classical method” and “The Traditional method” because in the past days it had been used to teach classic languages such as, Latin and Greek. GT method was originated to teach English language, but it was applied to teach other modern languages in Europe and US.

GT method aims to teach language by enabling the students to read the literature of the source language, to know the grammatical structure of the source language, vocabulary building, and written translation into and out of the target language with a special focus “on the form, and not the meaning” (Krashen, 128).

Direct Method: Direct method of teaching was established in England (1900) and it has a contrastive approach to GT method. As Direct method focuses on target language and doesn't use native language in the process of learning. It is a method of teaching foreign language stressing on to improve the oral skills. The main purpose of this method is to acquire the fluency in second language as similar to the native language. It is based on question-answer patterns and rules of grammar are taught through presentation (Naik, 68).

Monitor Model: Stephen Krashen gave the theory of learning under the term Monitor model also called Input Hypothesis. According to Krashen, language acquisition is more effective than language learning. Where acquisition is a natural-phenomena that one is acquired subconsciously, language learning is conscious process, people are given formal instructions in this process. After some time of its emergence, the model is alienated into five hypotheses as a group (Byram). These are as follows:

- The Input Hypothesis: At this stage of learning, learners understand the language more efficiently. Krashen describes this as “I+1, here I stands for Interlanguage (transitory stage between target language to native language) and +1 is the advanced stage of language acquisition.
- The Acquisition-learning Hypothesis: This stage differentiates between acquisition and learning. Where former is a natural phenomenon, later is conscious process.
- The Monitor Hypothesis: According to this hypothesis, we can monitor language output only in learned language not in the 1st language.

- The Natural Order Hypothesis: This hypothesis claims that language learning is acquired in a particular order and is universal to everyone.
- The Affective Filter Hypothesis: It talks about the constraints that people encounter in the process of language learning. When learners may have fear or embarrassment in learning a language. In such situations the affective filter should be 'up'.

In Monitor model, person's learned system acts as a monitor to check what is being spoken. Person checks internally before speaking second language (Krashen).

Suggestopedia: Suggestopedia was developed in the 1970s by psychiatrist Georgi Lozanov. It was affirmed by UNESCO as the second language learning technique. This method of teaching stresses on the comforts of students. The process of teaching is divided into three phases:

1. Deciphering—teacher introduces some written and oral content specially the foreign language text and translation in native language to the students.
2. Concert session—this session has two options active and passive. Active deals with reading a text at a normal speed by the teacher and followed by students. Passive suggests the students to relax and listen to the teacher. Soothing music are played in the background while passive session is going on.
3. Elaboration—in this phase, students share to the teacher what they have learnt. They express it via acting, songs and games (Richards and Rogers).

We have seen the most prevalent methods of teaching. There have been various researches conducted that discovers the suitable method for language teaching. In Indian context, a lot of projects have been done in order to find the challenges and solutions in diverse regions. For this paper, I have reviewed some articles related to action research undertaken by ELT professionals. The articles are retrieved from ELTReP Awards in India published online by British Council.

Review of Literature:

An article by T. R. Murlikrishnan, "The role of translation in second language learning with specific reference to specialized technical course" stresses on the role of first language (L1) in second language (L2) learning. The study advocates the relevance of translation method of teaching despite knowing the fact that this method had been criticized by a number of scholars in later half of the twentieth century. However, various researchers find this method appropriate for second language teaching as it has maximized effects. The study concludes that L1 is steppingstone in learning the L2 successfully.

Bhanu Shankar in his paper, "Shared reading strategies using bilingual methods to improve listening, speaking and reading skills in young learners between the ages of four and eight"

aims to improve learning outcomes in language by applying ‘Shared reading methodology’. This method is used to improve language acquisition within young students. They use to teach students through story telling activities. Along with this, other engaging activities were provided that help in enhancing their language learning.

“The teaching of English grammar in Hindi medium high schools in Jharkhand” by Robert Slattery discusses problems and challenges that have been faced by the students of Jharkhand region. The study identified the major causes why after ten years of learning English, students were not able to write or speak grammatically correct sentences. The study is an empirical study based on interviews with teachers and observations of students in the classroom. The study suggests that the problem is in the methodology that has been adopted by the teachers to teach students English.

Subhra Sarita Samal in the article, “Phonological awareness training for learning to read in early ESL contexts: A study of young learners in Odisha” focuses on reading problems and evaluated the effectiveness of phonological awareness (PA) training in the improvement of those learner’s reading skills.

The study concludes that introductory classes of Anganwadi preschool does not focus on sound awareness while teaching of rhymes to the students. Rhymes are meant to teach sound patterns to the little students. The study also reveals that English textbooks also limited in PA activities that is essential for acquiring reading and speaking skills.

The paper, “An Assessment of ICT implementation for English language teaching in secondary schools in Bihar” by Chanchala Tiwari and Ranjit Singh stress on the role of ICT in teaching-learning process. Government committees recommended blended learning technology with education. The findings of this research reveals that the perceptions of English language teachers of Bihar of the use of ICT for teaching English are favourable.

Maruthi Kumari Vaddapalli in “The Effect of Self-regulated Strategy Development (SRSD) instruction on improving the paragraph writing skills of engineering students” investigates about SRSD instruction to know whether it is an effective way to improve writing skills.

The study concludes that teacher of engineering colleges should get training in teaching writing skills so that they can teach them efficiently.

We can see, these studies are a part of projects. The studies are based on different states of India and identifies the challenges in teaching-learning English as a second language.

But there is one thing common in all the studies, the struggles of students to acquire written and oral proficiency in English as second language. This study is fundamentally pondered upon the choices of methodologies made by the teachers to teach English.

Discussion and Conclusion:

After careful exploration of these studies, we have understood the challenges teachers face while teaching the students. Some questions arise regarding the aptness of methodology for teaching such as:

- What should be the method to teach English as second language?
- How teachers perceive the attitudes of the students towards method of teaching?
- How should teachers implement the methodology in teaching?

In order to find the answers of these questions, one should be able to understand their students well, their background, level of learning and so on. Teacher can make questionnaire for students, interact with them, take interviews, discussions, etc. Once we learn about students' attitude, we will be able to choose the correct methods of teaching.

Various studies revealed that in Indian states, students have little exposure in out-of-school. In most of the cases in India, students are the first generation to learn English as second language. The scenario is different from those students who lives in urban or metropolitan cities where their parents are educated and working. Their knowledge and proficiency are higher than other students. So, in the process of second language learning, various factors play crucial role. If we look upon the methodology, we can clearly see that distinction is made between methods of teaching. Some methods are specifically focus on writing skills and have association with first language. While some methods are designed to concentrate on speaking proficiency. Every method has its pros and cons. If we take Grammar Translation method, it is considered to be the most effective teaching method in terms of error free writing skills in L2 learning. Student with this method acquire fundamental base in second language, they gain mastery in grammar rules and can write accurate sentences. But it has some major setbacks, students are not able to express properly in spoken form. Their speaking proficiency is not good as compared to writing. Simultaneously, some methods like Direct method, Suggestopedia, Read-out-loud have special focus on speaking skills. They work on the oral proficiency of the learners and provide great fluency after learning. But students are weak in grammar rules and there are chances that their writings are filled with grammatical errors.

The study concludes that we need multi-model approach to teach Indian students English as second language. India is a land of diverse cultures and languages. We have seen in the literature review, a lot of research have been conducted in the states of Telangana, Odisha, Bengal, Jharkhand and Bihar. Each state has its own language that has been spoken by the people of their respective states. English is used as second language and formal mode of instruction in schools. The studies have also revealed that students are unable to communicate in reading, writing and speaking. One method is not enough for teaching, we should combine two or more method for effective teaching. In order to start from beginners'

level, we should choose GT method of teaching. After that we should apply the methods that focuses on speaking proficiency like Direct, Audio-visual, Read-out-loud and so on. By applying the multi-model approach of teaching-learning, we will be able to accomplish great success in teaching the students English as second language.

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13. Scope and Challenges in Collection and Marketing of Non-Timber Forest Products (NTFPs) in Jharkhand

Dr. Rajesh Kumar Rana

Introduction:

India has about 21.17% of the forest cover out of the total geographical area, in terms of area total forest cover is 1540 sq. KM million hectares. According to the Forest Survey Report 2021-22, seventeen states have a forest cover of over 33 %. The forest area is divided into very dense, moderate, and open forest areas, very dense areas when all lands with tree canopy density of 70 % (0.7 tree density) and above. Moderately dense include all lands with tree canopy density of 40% and more but less than 70 % and open forests have all lands with tree canopy density of 10 % and more but less than 70%.

The majority of Indian states have forest cover more than 25 % of total land area. All Indian states have their own geographical and climate characteristics like the Himalayan region, North East region, eastern, southern, and central regions, and their climatic characteristics are most likely different from each other's. Therefore, varieties of plants and trees are presented all over India like fruits, fuelwood, medicine plants, etc. So, in India, there is huge potential for Timber and non-timber forest products or Minor Forest products. In this case, Large-scale exploitation of timber leads to deforestation and it heavily impacts climate change or environmental degradation which is dangerous for human civilization as well excess deforestation will make it exhaustible even if it is a renewable resource.

Cutting down forest need to be optimal as their maximum sustainable yield capacity because once the forest is gone, they create the exact forest level, humans can plantation certain kinds of trees and plants or artificial forests but do not rehabilitate all biodiversity or flora and fauna of the previous one. So, it is the biggest concern about the use of timber products for the environment and livelihood and employment of the rural people which directly or indirectly depends on forest resources, especially for tribal people.

However, the use of Non-Timber Forest Products (NTFPs) is more eco-friendly, useful for the environmental quality, and sustainable sources of livelihood and employment generation of rural people. There is no homogeneity among the researchers about the categories of NTFPs. It may vary with institutional arrangements, local and national levels, products used from area to area, and even between households within a community because of this variation, it is the toughest work to abstract generalizations about NTFP use (Pandey A.K. et. al 2016). The NTFPs may be classified into different categories for example,

- **Based on the purpose of use: -**
 - (1. Food
 - (2. Fuel
 - (3. Medicine
 - (4. Household utensils and
 - (5. Farm implements
- **The part of plants harvested: -**
 - (1. Leaf,
 - (2. Fruit,
 - (3. Stem
 - (4. Roots
 - (5. Tree skin (Chhal)
- **Level of use: -**
 - (1. Self-supporting
 - (2. Commercial

NTFPs provide green social security to billions of people all over the world in different ways as food supplements, traditional medicines, fuel and fodder, low-cost building materials, and sources of employment and income generation. In some circumstances, the revenues earned from NTFPs are the only source of cash income. Hence, increases the dependency of people on commercially interesting NTFP resources.

Jharkhand is home to a wealth of natural resources (about 40% of the total natural resources in India). It is rich in forest reserves, water, land, and minerals. Several types of timber and non-timber forest produce from the forests of the state are the lifeline of many industries that are forest similarly, minerals like coal, iron ore, manganese, chromite, bauxite, uranium, and limestone are available in abundance at different places of the state. Jharkhand is also one of the leading states in the country for the production of coal.

This article is only concerned with the endowment of NTFPs in Jharkhand. At present, about 29.76 percent of the state's geographical area is under forest cover which includes about 3.26 percent of very dense forest (VDF), about 12.15 percent of moderately dense forest (MDF), and about 14.34 percent of open forest (OF) (forest-report-2021). Nature has endowed Jharkhand with rich forest resources. Tropical moist deciduous and tropical dry deciduous forests are commonly found in the state. The different varieties of trees which dominate the forests of Jharkhand include sal (*shorearobusta*), tendu (*diospyros melanoxylon*), vijaysar (*pterocarpus marsupium*), agnishikha or glory lily (*gloriosa superba*), Palash (*butea monosperma*) and mahua (*madhuca longifolia*).

The forest of Jharkhand is very productive and the commonly extracted forest products in the state are timber, fuel wood, fodder, and a range of Non-Timber Forest Products (NTFPs) such as fruits, nuts, edible fungi, vegetables, animals, and medicinal plants, resins, essences

and a range of barks and fibers such as bamboo, rattans, palms, and grasses (M.A. Islam and S.M. S. Quli 2017). Therefore, there is a huge potential for NTFPs in Jharkhand to exploit in different ways like creating employment opportunities for the local people and saving the forest (D. Saha & R.C. Sundriyal 2012).

Objective:

The purpose of this article is to explore the various scope of NTFPs to enhance the livelihood of rural people through the commercialization of its products and food processing. Therefore, rural people get more employment and cash earnings by installing, cottages, small-scale industries, and NTFPs-based industries.

Another purpose is to identify challenges in collecting and marketing NTFPs in Jharkhand. This article also helps beginner students/scholars to get fundamental ideas about NTFPs in one short. The information was gathered from previous studies, government reports, and websites,

Scope of NTFPs:

Jharkhand has a nature-gifted state in terms of forests and here variety of NTFPs are available, some products are identified but not all. There is a need to explore and identify such relevant plants and trees to generate local employment for rural peoples because out of the total population of Jharkhand, 24.05% of people live in urban regions, and around 75.95 percent live in the villages. According to the government website, jhamfcofed.com, the major NTFPs are mentioned and the annual production and their areas, MSP declared BY the government of India, market rate, products-related areas, and harvesting period.

Table No. I: Major Non-Timber Forest Products in Jharkhand

Name	The popular name of MFP	Annual Production (approx. in MT)	MSP declared by GOI	Approx. Rate in Market	Main Focus Area	Availability Period (Season)	Produces and Uses Value Added
Tamarindus Indica	Tamarind	50000	22.00	20-22	Simdega, Chaibasa, Lohardaga, Khunti	February – May	Seedless bricks, Paste
Bee sap	Madhu/Honey	5-10	132.00	140	Palamu, Gumla, Simdega, Chaibasa		Food
Pongamia pinnata	Karanj	10000	21.00	18-22	Gumla, Simdega, Chaibasa, Lohardaga	May – June	Antibiotics oil, Ointment, Spray, etc

Scope and Challenges in Collection and Marketing of Non-Timber Forest Products (NTFPs) in Jharkhand

Name	The popular name of MFP	Annual Production (approx. in MT)	MSP declared by GOI	Approx. Rate in Market	Main Focus Area	Availability Period (Season)	Produces and Uses Value Added
Sterculia urens	Karaya gum		108.00				
Madhuca indica seed	Dori	50000	22.00	20-24	Gumla, Simdega, Chaibasa, Khunti, Lohardaga, Palamu, Garhwa, Khunti	June – August	Oil / Soap
Shorea robusta	Sal Seeds	More than 100000M.T	10.00	8-12	Gumla, Simdega, Chaibasa, Lohardaga, Khunti	April– June	Oil / Feed
Shorea robusta	Sal Leaves		21.00		All-season except for summer		
Buchanania lanzan	Chironji guthli	1000	100.00	100-110	Palamu, Garhwa, Khunti, Simdega, Giridih, Bokaro	March-May	Dry fruit, Used confectionary
Terminalia chebela	Mrobalan (Harra)	500	11.00	15-20	Gumla, Simdega, Chaibasa, Lohardaga, Latehar, Ranchi	January-February	Harra powder & Triphala churna
Cassiatora	Chakvar	50000	--	10-15	Palamu, Garhwa, Latehar, Ranchi	January-March	Medicine
Hyoscyamus niger	Niger Seed	1000	--	40-50	Gumla, Simdega, Chaibasa, Hazaribhag, Palamu, Latehar	December-January	Medicine
Mangifera indica	Mango Pulp (Amsi)	500	--	60-70	Hazaribhag, Gumla, Simdega, Bokaro, Khunti	May- June	Food
Madhuca-longifolia	Mahua Flower	More than 100000 M.T	--	22-30	Gumla, Simdega, Chaibasa,	March- May	Wine /Medicine

Name	The popular name of MFP	Annual Production (approx. in MT)	MSP declared by GOI	Approx. Rate in Market	Main Focus Area	Availability Period (Season)	Produces and Uses Value Added
					Lohardaga, Latehar, Palamu, Garhwa, Khunti (most area of Jharkhand)		
Boswellia serrata	Tawar Gond	100	--	75	Palamu, Garhwa	March-June	Food
Boswellia serrata	Gijan Gond	500	--	100	Palamu, Garhwa	June-August	Medicine & Food
Andrographis paniculara	Kalmegh (Chiraita)	50	--	80-100	Palamu, Latehar	November-January	Medicine
Woodfordia fruticosa	Dhawai phool	20	--		Palamu	December-February	Medicine
Asparagus racemosus	Satawari	50-60	--	140-160	Palamu, Gumla, Khunti	All-season	Medicine
Rauwolfia serpentine	Sarpagandha	10-20	--		Palamu, Simdega, Giridih	September-December	Medicine
Withania somnifera	Aswagandha	10-20	--		Gumla, Lohardaga, Palamu	November-December	Medicine
Butea monosperma	Palas/ Tesuphool	1000 MT	--		Palamu, Khunti, Simdega, Giridih	March-May	Medicine
	Bantulsi	400-500	--	10-20	Palamu, Latehar, Garhwa	November-March	Medicine
Schleichera oleosa	Kusum	5000	--		Gumla, Simdega	June - October	Oil / Feed
Mucuna pruriens	Kaunch beej	40-50	--		Palamu, Chaibasa		Medicine
Aegle marmelos	Bael giri	50-100	--		Palamu	March-May	Food / Medicine
	Amla		--				Oil

Source: <https://jhamfcofed.com/reso/index.htm>

The NTFPs can collect directly from the forest and earn cash but other than that, there is a huge possibility to drive forest-based industries in local regions in Jharkhand. Some forest-based industries are mentioned below.

1. Sericulture (Silk) Industry: Jharkhand continues to be the leading producer of Tasar silk in the country. About 70 to 80 percent of the country's total production of silk comes from Jharkhand. Through sericulture, the textile industry can be established because of the low cost of raw materials and this industry is also most likely labor-intensive. Therefore, large employment opportunities will be created.

2. Lac Industry: Lac cultivation is an important livelihood option for the forest dwellers in Jharkhand. The state also has many lac processing units. Lac culture, being a labor-oriented activity, provides employment opportunities for local people. Jharkhand is the biggest lac producing state in India and accounts for more than 50 percent of the national produce. Out of seven major lac-producing districts of Jharkhand, Ranchi holds the top position followed by Simdega, Gumla, West Singhbhum, Palamau, Garhwa, Latehar, and others.

3. Kendu Leaves Based Industries: Kendu is one of the most valuable NTFPs found in Jharkhand. In Jharkhand, JSFDC (Jharkhand State Forest Development Corporation) is responsible for the collection and trading of kendu leaves in an organized manner. There needs to be more commercialization of kendu leave industry in these areas.

4. Herbal and Medicine Industry: Jharkhand lacks a herbal medicine industry and major quantities of herbal plants and produce are supplied to the industries located in West Bengal. More than 1500 ethno-medicinal plants are found in Jharkhand. Some of the popular medicinal plants of Jharkhand are Tulsi, Amla, Ashok, Ashwagandha, Bael/Bilva, Guluchi/Giloe, Calihari/Panchangulia Glori, Makoi/Kakamachi, SarpaGandha, Satavari, Gritkumari, Vringraj, Neem, etc. If related industries will install in a Jharkhand state, then it will create primary as well as secondary wave of employment.

5. Sal Plates Manufacturing Industry: Sal leaf is one of the most important NTFPs collected and processed in Jharkhand. Plate making with sal leaves is a popular and widely practiced household activity for livelihood sustenance among the tribal and other rural households in the state. Sal leaves plate is also an eco-friendly product. It can replace plastic products through modification with the help of modern technology. It is an all-weather-demandable product.

6. Bamboo-Based Industries: Groves of bamboo clumps are relatively common in Jharkhand and largely found in the forest areas on the hilly slopes of the plateau region. People use these bamboos for making beds, carpets, baskets, tori, sup, hand-fans, prasad, and flower carriers for temples, packing cases for vegetables and fruits, as fencing in the fields to protect the crops from grazing, hut making, roof making, thatching, lathi, etc.

Bamboo is found in abundance in the Dumka, Gumla, and East Singhbhum districts of Jharkhand. Across the state, mainly in Giridih, Goda, Dumka, Pakur, Sahibganj, and Jamtara, training-cum-production centers have provided livelihoods for some 2,000 families.

7. Timber Industry: Timber is a renewable, sustainable, attractive, strong, durable, and cost-effective natural building material that combines beauty, superior performance, and environmental advantage. The timber resources support the daily livelihood needs of the tribal and rural people of Jharkhand in terms of housing and fencing materials, poles, utensils, ornamental and decorative purposes, musical instruments, agricultural implements, carving woods, furniture, fuel wood, charcoal, kindling, medicines, etc.

Through the NTFPs, huge employment opportunities can be created for the local people directly and indirectly. Some minor forest products are directly usable for vegetables or as healthy food products and they can be produced as value-added products through the establishment of NTFPs industries (Mirjam et al. 2014). In short, there are the following scope of NTFPs.

- Sustainable livelihoods
- Forest-dependent livelihoods
- Sources of food
- Sources of fuel wood
- Sources of medicine
- Sources of employment
- Sources of cash income.

Issues and Challenges:

Non-timber forest products (NTFPs) play a crucial role in the livelihoods of many communities in Jharkhand. However, the collection, marketing, and management of NTFPs face several challenges.

Challenges in Collection: Several challenges arise during the collection of NTFPs in Jharkhand, regarding legal issues, ownership, health risks, etc. Most of the dwellers are from rural areas or indigenous tribes (Sujit K. Soren, 2023). Some challenges are as follows.

1. Land Ownership and Access Rights: Many forest areas are under state control, and the local communities often lack formal rights to access and collect NTFPs, leading to conflicts and restricted access. However, during collection, there are several conflicts faced by the dwellers.

2. Legal and Regulatory Barriers: The Forest Rights Act (FRA) of 2006 aims to address these issues. However, its implementation has been inconsistent, and many eligible communities have not received their due rights.

3. Deforestation and Degradation: Illegal logging, mining activities, and agricultural expansion contribute to forest degradation, reducing the availability of NTFPs.

4. Hazardous Conditions: Collecting NTFPs often involves working in hazardous conditions, including exposure to wildlife, harsh weather, and unsafe terrain, which poses health and safety risks.

5. Migration: Local communities or people are gradually migrating to urban areas to look a better job opportunity because traditional occupation has low returns and they are lacking sufficient cash flow to meet their basic needs. Therefore, the young generation is distracted from such occupations.

6. Marginalization of Indigenous Communities: Indigenous communities, who are primary collectors of NTFPs, often face social marginalization and exclusion, limiting their ability to effectively manage and benefit from forest resources.

7. Deforestation and Degradation: Illegal logging, mining activities, and agricultural expansion contribute to forest degradation, reducing the availability of NTFPs. However, they walk a long distance spend maximum time in the forest to collect NTFPs, and then get the minimum amount.

Challenges in Marketing:

The challenges in marketing Non-Timber Forest Products (NTFPs) are multifaceted and can significantly impact the livelihoods of those dependent on these resources. but various challenges arise during its marketing. Here this article mentioned some following important challenges.

1. Fluctuation in Production- Due to irregular seasons and being an unorganized sector, the production of MFPs sees a huge fluctuation range from 4% to 500% whereas despite irregular monsoons, the agricultural production varies in range of 20% to 50% only.

2. Lack of Uniformity- Non- timber Forest Products (NTFPs) face significant challenges due to inconsistent management practices. The lack of advanced technology and the use of non-organic seeds in the cultivation and promotion of these products exacerbate these issues. The production of MFPs is highly dependent on local conditions, including location, temperature, and seasonal rainfall, leading to considerable variability. Consequently, the shape, size, colour, and other properties of MFPs can vary significantly from year to year

and from one location to another. This inconsistency negatively impacts the selling price, as traders and industries that rely on these products require uniform quality and quantity. This lack of standardization poses a major obstacle to effective marketing and the establishment of MFPs in the marketplace (Sujit K. Soren, 2023).

3. Irregular collection- The MFPs collection is irregular as it is found in a scattered form. The quantity available at far-off places makes collection and transport uneconomic. The low and irregular supply of MFPs reduces the bargaining power of the sellers causing lower returns.

4. Seasonal Collection- Most MFPs are collected seasonally. Whereas the demand for some MFPs may be throughout the year. Local selling in the peak season depresses the price. Lack of proper transportation and storage causes damage to the product. So, the vendors allow low selling prices for MFPs in the market.

5. Competition with Substitutes- Many MFPs have lost their natural market due to competition with packaged synthetic products. These products look nice in packets and are long-lasting. For example, Awala available in the forests is cheaper than its synthesized by-products like muraba and achar. Another example is of Chironjee available in market is cheaper (80-90/kg) than packaged products (1000-1200/kg).

6. Fluctuation in Demand- The business trends are changing and an export environment is being created for these products. Due to uncertain production and uncertain demands, sometimes it is advantageous for small gatherers but disadvantageous for big traders.

7. Discrimination in Gender- The women of the village are traditionally assigned and burdened with other roles in the family so their activities in the market are restricted. Irregular collection, poor quality, and low production provide small gains from these products.

8. Poverty of Gatherers- The villagers involved in the collection of Minor Forest Products (MFPs) are mostly impoverished and heavily reliant on middlemen, often working under the instructions of vendors. This dependency, coupled with the unorganized nature of rural markets and the extreme poverty of the villagers, results in the consumption of Non-Timber Forest Products (NTFPs) at very low prices.

8. Too Many Intermediates- There is a complex supply chain between gatherers and consumers of Minor Forest Products (MFPs). Local traders often work on a commission basis for vendors, supplying products to wholesalers who then distribute them to other wholesalers both within and outside the state. Despite this extensive network of intermediaries, gatherers have limited options when it comes to choosing buyers.

Ideally, a competitive market should offer multiple buyers to ensure fair pricing for these products, but this is not currently the case.

9. Nature of Buyers- The middlemen are capable of maintaining a very strong chain in the marketing network. Sometimes they meet the personal requirements of primary gatherers. Due to this ability, the bond between the two is very strong. The payment is normally made by middlemen at the time of delivery. Mostly MFPs are collected from the gatherer's point. Different factors affect middleman's control on gatherers like poverty of the gatherers, language and transportation facilities, poor communication, ineffective agencies etc. strengthening the middleman. Unorganized and unbalanced bargaining power between sellers and buyers makes middlemen more profitable.

Conclusion:

In short marketing challenges include remote locations with poor infrastructure, limited market information, and reliance on middlemen, which reduces bargaining power and income. Collectors also struggle with branding and integrating into the value chain, facing competition and price volatility. Other than problems in the collection and marketing of NTFPs, processing, storage, and management of NTFPs are also a big concern. The management of Non-Timber Forest Products (NTFPs) faces numerous challenges. Inadequate storage facilities lead to spoilage due to NTFPs' perishable nature and climate sensitivity. Poor storage conditions also invite pests, and many collectors lack preservation knowledge. Traditional storage methods are often ineffective compared to modern technologies like refrigeration. Processing issues arise from limited local facilities and the high costs of setting up processing units, forcing collectors to sell raw products at lower prices. Collectors often lack the technical skills for value addition, and regulatory hurdles make compliance costly and complex.

Suggestion:

Solutions require a holistic approach, investing in infrastructure for storage and processing, providing training and technical assistance, developing market linkages, simplifying regulations, and promoting NTFPs through branding and marketing campaigns. These steps can improve quality, access, and profitability for NTFP collectors (Sanjay Verma, 2019). The government also needs to provide sufficient financial support and legal rights to access forests.

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