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Aims & Scope

SAARANSH is an international bi-annual refereed research journal published by RKGIT (MBA), Ghaziabad. The objective of the journal is to provide a forum for discussion of advancement in the area of management. The journal published research papers, articles, book reviews & case studies. The journal invites manuscripts on all aspects of management and business environment.

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FROM THE DESK OF THE EDITOR

The present issue carries six articles. The first study analyses sustainability's potential, challenges, and opportunities in the Cross-American baking industry. It departs from the assumption that the baking industry across America is facing challenges adjusting its production and distribution operations to sustainable development goals.

The second article analyzes the effect of Welfare Schemes on Job Performance with particular focus on action against Hunger, Ethiopia Mission.

The third article has investigated the Work-Related Stressors among women faculty in the private education sector in Himachal Pradesh & suggested remedies for stress management among women teachers in Himachal Pradesh.

The fourth paper attempts to shed light on the factors influencing the Investor's decision regarding the subscription of IPOs.

The fifth article paper attempts to overview the development of social accounting and corporate social responsibility. Emphasis has been made on environmental accounting and reporting, its benefits, approaches, and existing reporting scenario in India.

The sixth article brought insight regarding the socio-economic status of economic empowerment of Kandha women, which affects the patterns of a society of women and suggested different tools to measure the empowerment of women

We believe that readers of this issue will become aware of the changing economic prospects of modern India. Furthermore, I would like to extend my sincere gratitude to all the authors for contributing their knowledge and valuable support in the hopes of getting their continued support.

–Dr. Vibhuti Tyagi



EXPERT’S-COMMENTS **for** **“SAARANSH” RKG Journal of Management**

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✍ *'The journal is overall an excellent attempt'*

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Cross-American Overview of Sustainability Approach in Baking Industry

José G. Vargas-Hernández¹
Elsa Patricia Orozco Quijano²

ABSTRACT

This study analyses the potential, challenges, and opportunities of sustainability in Cross-American baking industry. It departs from the assumption that the baking industry in cross America is facing challenges in adjusting its production and distribution operations to sustainable development goals. The methods employed are the analytical-descriptive approach to the various reports on the sustainability concerns leading to more reflective outcomes about the reality. It is concluded that the assumptions about the relationship between food policies and sustainable development in cross-American baking industry led to conclude that is weak, if not lacking, to address all the interconnected and interrelated social, environmental, and economic issues and concerns. The research findings are directed towards explaining this lack of engagement between policy-making and implementation in the baking industry across America to deliver better nutrition, health, and lifestyle to consumers.

Keywords: Baking industry, Cross-America, sustainability.

INTRODUCTION

An estimated one in six North Americans succumbs to a foodborne bacterial disease in one year, according to DeVault (2018) with estimated data from the Centres for Disease Control (2011). Of that estimation, 130,000 people require hospitalization and 3,000 dye (Eglezos 2010). There are no precise figures for Central American, South American, and Caribbean countries, but it is suspected that the number of deaths caused by foodborne bacterial diseases are very high.

In this study, it is discussed in the broader perspective and context issues and concerns related to sustainable baked food options for choices and the impact that these have on food preferences which underlie the findings on achieving sustainability in the baking industry

across America. This analysis is more explicitly considered as food safety and security based on food culture and heritage, linking policy making and implementation at national and local levels with sustainable development of natural and environmental resources, water, renewable energies, etc., which contribute to mitigating the emission of gases and climate changes while attending the potential to offer baked goods that deliver healthier and more nutritious lifestyle.

While there is an overwhelming number of studies and research examining the issues related to sustainable development, the analysis of food in the baking industry requires substantially more attention at the global, international, national, and local levels.

Studies on the baking industry have focused on

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issues related to social and environmental consequences of genetically modified organisms, the threat of globalization consumption tendencies on traditional food cultures and practices, negative impacts of meat production and consumption, organic food, and consumer practices (Pottier, Klein, Watson, 2016; Klein, 2009; Wilk, 2016; Hull, Klein, Watson, 2016).

Specifically, the analysis focuses on the cross-American baking industry's potential, challenges, and opportunities regarding its sustainable development, social and economic concerns, and their impact and effects on nutrition, health, and lifestyle. This study on the sustainability of cross American Baking Industry is divided to facilitate the analysis in three main topics. Fosterable, it begins conceptualizing the sustainability to lead to the second topic, the impact and implications in Cross American baking industry, which includes details related to their reality, challenges, and opportunities. The third topic concerns some of the baking industry's sustainability concerns.

SUSTAINABILITY

The Sustainable Development Goals evolved from the former Millennium Development Goals and have prompted ferocious debates at all levels of governments and sectors on how to address the multiple issues and problems leading to policy making. Inevitably, food production and consumer preferences and choices, access, sovereignty, and safety are linked to environmental issues and concerns and have an impact on the dynamics derived from climate change concerns across a wide range of areas, including price stability and utilization (Food and Agriculture Organization (FAO) of the United Nations 2009; Carlsson-Kanyama, 1998 Vermeulen, Campbell, Ingram, 2012).

Food security has been a common challenge throughout human history, although the concept has evolved with the industrial food systems (Carney, 2012; Maxwell, 1996; Maxwell, Devereux, 2001). As an umbrella concept, food

security is the context-specific nutritional dimension (Pottier, Klein, Watson, 2016; Gibson, 2012). According to the Agriculture Organization (FAO), food security exists when people have physical, social, and economic access to sufficient, safe, and nutritious food to meet their dietary needs and food preferences for a more active and healthy life. It is also necessary to be able-bodied and maintain good health (Wakefield et al., 2015).

Food securities are supported by availability, access, utilization, and stability (Food and Agriculture Organization (FAO) of the United Nations 2009). Food security is being recognized as more of a threat due to companies recalling contaminated foods and rising obesity rates associated with the quality food being consumed. We see a correlation between food security and the Canadian experience. Several factors contribute to this correlation, including poor food distribution, food access thwarted by the social impediment, the limitation of a healthy lifestyle caused by food and other environmental hurdles (Wakefield et al., 2015).

The different domains of nature are interrelated, interdependent and interconnected among the energy, water, food, etc. and must be addressed like that (Hoff 2011). The connections between some of the sustainable development goals are fragile, lacking structure and transparency, for example the goal on hunger and food biosecurity is connected to equality, health, infrastructure ecosystem protection, climate change, disasters, etc., yet there is not any reference to any potential interconnection among water, energy, food, etc. Food biosecurity resilience is the ability to deal with shocks, and risks, including food safety, the stress in production, distribution, and food consumption, without increasing the risks of hunger, malnutrition and food-borne diseases.

The nexus approach refers to the connections between climate, food, energy, and water. These connections between energy, water, food, environment, etc., have originated a nexus

approach reflecting the growing concerns on examining the links between resource and food biosecurity, energy policies, etc., among others (Allouche et al. 2015; Hellegers et al. 2008). The proponents of the nexus approach sustain that the energy, water, food, and climate sectors are interconnected so that actions in one sector may impact the other two. Water has been identified as the most crucial domain that influences all other domains (World Economic Forum 2011). The interconnections among these three domains are crucial and not limited only to these sectors.

The nexus approach between water, energy food, energy, and climate domains focus on the identification, demonstration and modeling the interrelationships and connections supported by the argument these domains are under pressure and demands by the growing trade-offs among the sustainable development goals, the economic growth and population growth leading to an acceleration of the ecosystem degradation (Bazilian et al. 2011; Rothausen and Conway 2011; Scott et al. 2011; Hoff 2011; Hermann et al. 2012; Bizikova et al. 2013; Howells et al. 2013; Howells and Rogner 2014). In Canada, there is an abundance of natural resources which begets a certain agricultural competitiveness as well as promotes innovation. Due to this number of resources, Canada has aided many other countries with food security, but there are still households that suffer from food security in this country, including 80% of Aboriginal households in Nunavut (Wakefield et al. 2015).

The different domains are intrinsically interconnected, leading to growing concerns on resource biosecurity that results from food and energy crises and must be governed by linking energy and food biosecurity policies (Allouche et al., 2015, Hellegers et al., 2008). Food in bio insecurity is a threat to public health, social sustainability, and political stability. Another concern is keeping low food prices accessible to low-income consumers to avoid the risk of food insecurity.

The Intergovernmental Panel on Climate Change (IPCC) has indicated that there will be effects on food soon due to climate change. The scientific evidence that is coming out shows concerns about the impact of the changes on food security. The same is evidenced in Canada, especially in northern and Indigenous communities. Some of the climate changes that are impacting the food and causing insecurity are: reduced ice on lakes and sea, the thawing of the permafrost, wildfires, freezing rain and other extreme weather such as shorter winters and hotter summers.

Unfortunately, there is not enough knowledge in most pathways related to this topic in Canada because there hasn't been enough attention to the relationship between climate change and food safety and nutrition. In 2011-2012, it was estimated that 12.6% of Canadian households suffered from food insecurity, with the highest rates in the North. To address the effects of climate change on the Canadian food industry, a more collaborative approach is necessary to come up with a framework that illustrates the relationship between the two and, therefore be more proactive in letting health officials and their partners prepare Canadians for the future. (Schnitter & Berry, 2019)

Sustainable feeding people requires disruptive changes in the supply chains of food able to reduce losses and waste (United Nations, 2019; Sundström et al., 2014; Kearney, A. T. 2019). Food waste refers to discarding safe and nutritious food for human consumption. Food waste is discarding safe and healthy foods, and food loss is the loss of supplies along the food supply chain between the producer, the market, and consumers. Food losses and waste occur due to processing, handling, packing, refrigerating, transportation, storage and retail problems because of infrastructure inadequacies, inefficient supply chains, improper packaging, inappropriate legal and incentive system frameworks, custom clearance, etc.

In Canada, we've seen a lot of food waste from



overproduction on farms as recorded by the International Water Management Institute (IWMI). Along with food waste comes increased food consumption, however because the number of calories in food is on the rise, we buy more and eat less which produces even more waste. One of the factors associated with the rise of consumption is food security and yet, it is also one of the benefits of reducing food waste, trapping Canadians in a vicious cycle (Martin, et al., 2013).

Most of proteins and edible energy are lost in the conversion from plant to animal-based food. The wasted and lost foodstuffs represent around one third of food produced and around 8% of global greenhouse emissions. Reducing food losses and waste is a challenge and opportunity for business (Unilever, 2019). It is suggested that quantifying food waste may help consumers be mindful when buying groceries and may influence producers and manufacturers to rethink their production to reduce waste. This strategy has many benefits, such as reduced energy consumption and GHG emissions, increased sustainability within communities, increased farmer wages, waste awareness, availability of food and the promotion of a thriving economy (Abdulla et al., 2013).

Sustainable food biosecurity requires availability or production of food, access, nutritional sufficiency, and safety, and stable conditions (Helland and Sörbö, 2014). Food safety and biosecurity are complementing aims for better quality while reducing scarcities and enhancing freedom from hunger. Food is best before dates of increasing waste and losses and becoming poisonous threatening food biosecurity, as well massive and not targeted recalls to safety concerns lead to food waste.

Limited supplies and lack of access to nutritious and safe foods threaten food biosecurity affecting more the low-income consumers who may trigger social unrest (Bazerghi et al., 2016; Arezki and Brückner, 2011, Helland and Sörbö, 2014; Johnstone and Mazo, 2011). Reducing food waste

and losses and waste is a political objective. These wasted and lost foodstuffs amount to around one-fourth of the energy content of food production, representing a potential for improving food biosecurity and the opportunity to feed more hungry people.

BAKING INDUSTRY IN CROSS-AMERICA

The cross-American market for bakery products is fragmented due to national, regional, and local competitive bakery companies with their own strategic approaches to implement, boost and maintain their competitive brand presence in a market share among the consumers. Some of these strategies are the market expansion, partnerships, mergers, strategic alliances, joint ventures, acquisitions, etc. The Cross American countries have witnessed a steady consumption growth of bakery and bread products due to increasing demand in a market driven by healthy nutrition, accessibility, instant products, and convenience. The trend towards consuming nutritious and healthy bakery products is increasing the demand for organic and ancient grains, custom blends, wheat flours, rich in proteins and nutrients, and the minimum processing with lesser preservatives and trans fats.

Health-consciousness orientation is an innovation trend dominating the bakery products catered with the launching of new products containing wholegrain, gluten-free fibres, and other healthy ingredients, associated with high value and price. Packaging innovation tend for more portable and single-self-serving increasing the foodservice outlets.

The cross- American bakery market is segmented by types of products: cakes and pastries, bread, biscuits & cookies, and Morning Goods. Regarding the distribution channel of these products the main are the hypermarkets, supermarkets, speciality stores, convenience

stores, online retailing, and others (Mordor intelligence, 2022). Commercial bakeries are the top sellers of baked goods in the United States and the same can be seen of their Canadian allies. These bakeries sell to supermarkets, hotels, schools, and many other retailers, however, due to the perishable nature of products, they do not distribute internationally. (Dun & Bradstreet, 2022).

The most active companies dominating the bakery market are Kellogg, Hostess Brands, Bimbo Bakeries, Canyon Bakehouse, Allison's Bread, Mondelçz, Dave's Killer Bread, Boudin Bakery, among others in the market of United States. Bakeries, including tortilla manufacturing companies in Canada, is the second-largest food manufacturing sector and the fastest growing food sector with a growth rate of 5.4% on average since 2015. COVID-19 has created some opportunities and challenges, although the growth for Canadian bakeries depends on food service rebounds, exports, and labour. One challenge is the call for shifting toward using eco-friendly green packaging with less plastic to continue post-pandemic, although the costs will increase the price, and not all consumers are willing to pay more (Burak, 2020).

Due to the enhancing healthy lifestyle concept in North American countries, there is an increasing demand for healthy bread containing whole grain, high fibre, and gluten-free. In Latin American countries, competition among bakery manufacturers is uneven due to the informal distribution channels and diversity of bread products. Demand for bakery, bread and tortilla products in México has been strong and will continue and industry revenue has increased but is being pushed down due to the wheat supply and the dynamics of the exchange rates (Research and market 2022).

In Canada, companies need to be held responsible for offering healthier and better nutritional products, including reformulating some of their products on the market. This will lead to

an improvement in the food supply (Vergeer et al., 2020). Improving the composition of existing food can be done by removing some nutrients such as sugar and saturated fats or adding nutrients such as fibre, vitamins, and minerals. When replacing nutrients such as sugar, it is sometimes necessary to replace it with more than one ingredient because of all the benefits it can provide, such as preservation, bulk-forming, permitting yeast growth, control of moisture, balance freezing point, etc. which will, in turn, lead to changing the levels of energies of the product and not necessarily improving its nutritional value.

Not a lot of progress has been made in the attempts at reformulating products by reducing the amount of sugar, although it has been shown that it is possible to lower the amount of sugar in some foods. More efforts need to be put forward to achieve this sugar reduction strategy in Canada, such as examining new product introductions, and looking at data from sales (Bernstein et al., 2020).

In México, the bakery industry comprises the manufacture of bread, biscuits, pasta for soup, frozen bakery products, corn tortillas, flour tortillas and other pre-mixed flours, including mill nixtamal (IbisWorld 2022). The growing population, the improving economic conditions, an emerging market and the rising living standards in México is leading towards growth in bakery production, bread, and rolls despite the rising prices that are damaging the purchasing power of middle classes. In Mexican food culture, consumers are looking for more convenient, easy, and quick meals.

Bakery products are available across all distribution's channels but is growing fast in modern retail chains as consumers are attracted, in part, as the result of demand for a healthier food, the influence of culture and the marketing power, which affect the consumption habits to demand pastries, cakes, sweet biscuits and cookies, sweet pies, et. Healthy food concerns for busy consumers are a growing adoption of ready-



made pastries and cakes (Report Linker (2022)). The biggest companies sharing the market include Grupo Bimbo SAB de CV, Flowers Foods, El Paso Baking Co., Campbell Soup Company and Panaderia Rosetta.

Mexico is the second largest baking market in Latin-America and the eight largest world-wide. Grupo Bimbo, a Mexican producer, and commercial bakery company is the world's largest. However, there are many medium, small, and micro business called "panaderías" that have altogether the largest share of the Mexican market. More than 45,000 bakeries serve the Mexican market of bread and bakery food out of which 97% is micro-businesses. The manufacturing and commercial operations of Grupo Bimbo encompasses South American, central American, Caribbean, and South and southern west of United States (Baking Business. Com 2022).

The Latin American market baking industry is dynamic, diverse, and complex that requires good economic, social, cultural, geographic, and political experience to understand the consumer behaviour patterns in shopping and spending in specific regions, countries, and localities. The baking industry in Latin America is highly segmented, overgrowing in a very competitive market going through a long-term transformation. However, the pace of change varies across the different countries. The Latin American baked goods market has been growing and expanding at an average annual rate of 7.09% from 2018-2023 (Baking Business 2022).

In Latin America, local fresh bakery products, from the farm-to-fork and artisan, it's a way of life to enjoy in demographically, economically, and culturally diverse markets where international tendencies of food movements coincide with the local deep-rooted food traditions and heritage. The bakery industry in Latin America elaborates their baking and bread products for households based in artisan bakeries with traditional knowledge and skills. Only a minimum of bakeries is implementing

new technologies. So far, traditional bakeries resist and refuse to disappear.

In Canada, the baking industry is represented by the Baking Association of Canada. Over the years, we've seen a decline in the number of bakeries in Canada. In 1939, there were 3231 bakeries. In 1981 there were only 1431 and by 1997, 523 were left, considered "bakeries", meaning they baked and sold their products (Barratt, 2016).

Brand-building initiatives of bakery companies develop trust, which pays off in the long run by meeting and exceeding consumers' expectations, who usually become loyal, despite the price sensitivity. Latin American consumers are willing to trade up the best choices when they get more value with a limited budget, which leads to relying on known brands and not accepting to go wrong on private labels. A trend that continues to grow is an additional organic and natural ingredients of baked goods based on different natural and organic grains and seeds to provide nutrition and texture. Some examples of this diversification of baked goods are on the shelves, such as cakes and pastries having a mixture of salty and sweet ingredients, bread with chocolate, butter popcorn and caramel, trail seed mix with salty nuts and chocolate (Baking Business. Com 2022).

The Latin American market dynamics of bakery products are fueling growth in high-density urban areas. In Latin American countries, there is a tendency to local innovation, although industry must be aware of the consumer's price sensitivity. Consumers prefer artisanal bakery cakes, pastries, and bread to packaged baked goods produced by commercial bakeries that garner their market share and compete through diversification, expansion, reformulation, and repackaging. However, traditional small bakeries are forced by the market competition to survive. Latin American consumers of frozen baked goods prefer quick-service of frozen and convenient bakery foods among artisans, catering, supermarkets, and hypermarkets.

In Canada, small bakeries are pushed to offer specialized goods to compete with larger supermarkets. They will often offer faster and more convenient delivery mediums to attract more customers to their bakeries. There is a tremendous demand for baked goods to have longer shelf lives without compromising the integrity of the products with preserving agents or other additives. This leads to what is referred to as par-baking, where baked goods are partially cooked then frozen. This allows for a lasting freshness and it's as simple as heating it up to consume (Dun & Bradstreet, 2022).

Recent regulations on labeling prevent marketing of baked goods, snacks, cookies, and sweet goods to target an obesity epidemic that affects more than half the Latin American population, and to caution consumers about products that have saturated fats, high in sugar and calories. This regulation has prompted Grupo Bimbo to innovate in healthier products. Similar initiatives are being developed by bakery companies in Chile, Uruguay, Perú, etc. Chile in 2016 and México in 2020 are the leading countries in Latin America on health initiatives in regulating wellness and health with mandatory warning labels on packaged foods and beverages aimed to caution on the consumption of baked goods that are high in sugar, calories, sodium and saturated fats. These health regulation on baked food enable consumers to opt for healthier consumption.

In Canada, similar guidelines suggest that no more than 5% to 10% of daily expended energy should be fueled by sugar. There were labelling policies in 2016 obliging manufacturers to present the daily value percentage of sugar in the products to help Canadians who are looking to reduce their sugar consumption. In 2018, 1 in 5 Canadian consumers wanted less sugar in their diets. This change in demand has forced companies to produce healthier products or reevaluate the sugar content in existing products (Bernstein et al., 2020).

In Canada, policies and programs are also being

put in place because it is thought that people's attitudes about healthy eating could be changed if healthier food choices were put forward in the food industry. Some of those policies include making the dietary guidelines stronger and regulating the food industry when it comes to products of low-nutritional value. Since a lot of the food consumed by Canadians are packaged foods, it is essential for them to be aware of the marketing associated with these foods, whether it be nutrient content claims or health-related ingredient claims. Making the public aware is part of the Canadian Food Guide's (CFG) goal. Although the packaged food that is marketed is more likely to meet the Canadian Food Guide's guidelines, customers need to be aware that certain foods that aren't as healthy and not encouraged by the CFG are also being marketed (Franco-Aranello et al., 2019).

Other Latin American nations are following these initiatives with their own to focus on health and nutritious food. The Pan American Health organization (PAHO) has launched the Nutrient Model to discourage the consumption of identified unhealthy products. Brazil, Ecuador, and Costa Rica have issued regulations on front-of-packaging labeling bakery goods and food marketing to school children. These regulations are shifting consumption from processed baked foods such as biscuits and bread toward organic, nutritious, and more fresh food.

In Canada, strategies have been put in place in 2016 and 2017 to revise Canada's Food Guide to promote the importance of the nutritional value of foods. One way to do this is to provide simple and exact labeling on food products to help customers make better choices when buying foods, to help them assess the impact of the food they buy on their health, hoping they will avoid too many processed and prepared foods that are high in sugar, fat, or sodium. (Franco-Aranello et al., 2019)

Logistics and distribution are the bakery operations that have an impact in urban and rural



areas where there are diverse point of sales offering the wide array of baked goods that must be fresh by the time consumers needed. Basic infrastructure for the network of distribution represents a challenge for any wholesale baker to launch low-expenditure and longer shelf-life goods to overcome the complexities of the regional logistics and distribution network. The Mexican Bimbo bakery company is famous in reaching every morning the localities more remote of the Mexican territory.

The baking industry in Brazil in 2018 had more than 63,000 traditional bakeries with sales approaching US \$30 billion (Baking Business. Com 2022). The Brazilian baking industry is intending to offer a diversification of baked organic and artisanal goods to achieve a better market positioning in a competitive market of local manufacturers that offer many options appealing for consumers of baked goods based on whole grain, added nutrients, gluten-free.

Several global and local commercial bakery industry, food and beverages brands are investing in advanced technology to be identified, applied, and adapted in production and distribution processes.

In Canada, we've seen major changes in the baking industry over the last 40 years. Technology is responsible for the larger production operations and access to roads and rails have led to better distribution capability. The improvements in the packaging have resulted in a longer shelf life for the products; the packaging guidelines being overseen by Consumer and Corporate Affairs Canada. Because a central plant can easily ship its products 800 km away, this has led to fewer smaller plants. In 1973, with 1690 plants operating and employing 28 000 workers, the value of the industry's shipped goods was 598.4 million. In 1997, the number of employees had dropped to 20 344 but its sales had gone up to 2,7 billion. (Barratt, 2006)

The baking industry is going through significant growth and transformation in Latin American

countries through the different pace of changes subject to the economic development, increasing urbanization, food patterns, use of new technology in producing and processing, etc. The emerging consumer sectors in Latin America is gradually changing habits of accessibility and consumption based on pre-prepared and packaged foods. Because many of the Latin American urban dwellers in emerging middle and upper income of the market segments of consumers live similar lifestyles, convenient access to baked goods on-the-go breakfast and smaller-portion snacks bringing benefits of time saving and enhanced taste, leading to bakery companies to experiment with diversity of new branded goods.

In Canada, most production factories are automatized to optimize production rates and simplify distribution of fresh baked goods (Dun & Bradstreet, 2017). Many marketing efforts are directed towards children, specifically baked treats with high sugar content which is an aspect the government has planned to reduce over the past few years. The Canadian Children's Food and Beverage Advertising Initiative (CAI) has been monitoring marketing efforts and acquiring partnering brands like Weston Bakeries Limited, Kraft, Hershey, Kellogg, and many other big names to follow their guidelines to market products to more suitable audiences (Mulligan et al., 2018).

Global sustainability concerns are taking greater relevance in Latin American such as losses waste food that have effects on food supply and prices due to the lack of infrastructure and physical capital, the conduct of the distribution channels, sales points, and consumers, etc. The impact on the sustainability of food systems leads to increasing prices for consumers, lower profits for producers and distributors, reduced food availability, safety, and security food, etc.

Similar sustainability issues have risen in Canada including an increase in greenhouse gas emissions from agricultural origins, an increase

in food insecurity, the rise of food prices and world hunger. The country is experiencing food waste increases reaching 27 billion Canadian dollars, equivalent to 40% of food produced in Canada. Many farms are overproducing, sharing the concern in Latin America of long-term sustainability due to lack of infrastructure (Abdulla et al., 2013). Contributing to food insecurity is poverty and considering the rising food prices, this poses an issue for over 4 million people in Canada (Public Policy Forum, 2016).

Regarding sustainability concerns, most of the large companies in the baking industry across America are conscious about the use of alternative energies ensuring access to more reliable, affordable, sustainable, and clean energy, such as fuel cells for onsite electricity generation to mitigate or reduce carbon emissions. Renewable energy technologies drive the sustainable development of the baking industry leading to adapt new and transfer innovative technologies in collaborations between the baking companies and across countries. However, national policies have an influence on the development of more efficient and sufficient energy production demanded by the bakery industry.

The baking industry across America is aware of its contributions to sustainable development framed by the green economy and based on the interdependence of the use of renewable natural resources, water, and energy. Ensuring the sustainable management and availability of water connected to food and climate change, contribute to economic development and a more sustainable environment. Bakery companies must ensure safe water consumption as an ingredient in their production processes and protect human health, for instance, by spreading knowledge about water usage and handling wastewater. The estimated volumetric blue and green freshwater consumption in production and distribution processes in the bakery industry may lead to reduce the water footprint.

The water and energy consumption at the Cross America bakery companies used for production and distribution operations should be framed by the sustainable development goals.

The Sustainable Development Goals (SDGs) has addressed the nexus between concerns and policies on water, energy, and food as interconnected, interactive, and interdependent concerns. Transnational, regional, national, and local problems of availability of fresh water affect food, energy, health, and other areas of a resilient, sustainable development. A regional focus of the Latin America water is concerned and connected to the bakery production companies to implement practices of sustainable environmental development.

The production, distribution and consumption of baked cakes, cheesecakes and pies contribute to sectoral impacts, despite the low blow at the product level. Cupcakes have the lowest contribution due to the low level of consumption relative to other bakery products. Food access is affected by preferences and choices encompassing economic, sociocultural, environmental, and religious values, influencing consumer demand for certain types of baked food. Social value is a component of food utilization that provides socio cultural and religious benefits (Ingram, 2011).

Socio-economic, education and cultural background have a role in supporting consumers to make informed decisions when choosing bakery products. Cultural knowledge is relevant for the consumers to make food choices and preferences. Food is a form of cultural heritage that have an impact on food preferences and options supported by outcomes of environmental concerns, social context, economic growth, and food culture. The cultural acceptability of baked food is an element of food security that contributes to consumers' basic needs and wellbeing beyond the nutritional adequacy (Maxwell, Smith, 1992).

In Canada, there is a particularly concerning issue regarding food security in aboriginal communities.



This insecurity weighs heavy on the mental health of those affected and contributes to high obesity rates as families are forced to buy less costly, unhealthy foods, which often leads to diseases like diabetes. In the circumstances such as these, baked goods need to occupy a smaller part of the community's diet to have balanced nutrition, however a need to reduce is often viewed as a need to cut out. This is not sustainable for the individual nor is it for the baking industry. This all returns to having access to knowledge regarding proper nutrition that is also lacking in these secluded areas in the north of Canada (Public Policy Forum, 2016).

Food preferences and decisions of bakery product consumers are framed by cultural heritage and cultural knowledge linked to environmental variables such as the diversity of natural resources, food security and climate change (Kapelari, Alexopoulos, Moussouri, Sagmeister, Stampfer, 2020). The Food Consumption Scores methods used to measure food security have been criticized because it does not consider the historical context and its complexities on local specific parameters (Pottier, Klein, Watson, 2016; pp. 153–154).

Analyzing the consumer behaviour of bakery products is essential to determine the market demand of the baking industry. Consumers of bakery products have a wide range of motives and preferences when making choices. Consumers adopt eating behaviours based on a socio-cultural, economic, and environmental background and supported by food preferences and choices and food security. The local baking industry must attend to local socio-cultural contexts (Pottier, 1999).

Baking manufacturing operations vary depending on the type of product, but the core include mixing, forming, baking, filling, finishing, and packing processes before the production goes into the distribution and marketing. Some of the products are the cakes, pies, cheesecake biscuit, etc. After the manufacturing process, the bakery

products are shipped to the distribution centers to be temporarily stored and then subsequently sent to the different sales points such as the retailers to be displayed and available for purchasing. Manufacturing, distribution and transportation use packaging materials and shopping bags to facilitate distribution and marketing operations of the products to be contained, handled, and transferred to the final consumer (Konstantas, Stamford, Azapagic, 2019b).

The pie has the highest global warming potential (GWP) becoming the best alternative. Manufacturing has a high impact of global warming potential. The best option for environmental impacts including global warming potential are the pies, although they are the worst option on ecotoxicity. Cheesecake followed by the pie have the highest human toxicity impact, while the best alternative is the whole cakes (Konstantas, Stamford, Azapagic, 2019b). Regarding the highest level of photochemical oxidants formation (POF) is incurred by the cheesecake and lowest by whole cakes.

The main hotspot across the cakes, are some specific raw materials such as butter, milk powder, eggs, soft cheese, and sugar. Butter accounts for the higher percentage of global warming potential of whole cakes. Raw materials of baked cakes such as butter, sugar and palm oil are the most critical hotspot that have an impact on environment and contribute to the different life cycles stages. Phosphate releases is a hotspot for milk powder, cheesecake, and soft cheese production are high at the farming stage and flour for whole cakes, cake slices and cupcakes. The mineral depletion (MD) of cheesecake is higher than any other cake caused by the impact of raw materials production and transport due to the use of iron, chromium, copper, and nickel in infrastructure and equipment (Konstantas, Stamford, Azapagic, 2019b).

The environmental impact should have the lowest level of products such as the whole cakes ranking

top with cake slices that have the lowest freshwater eutrophication despite of some toxicity potential. Freshwater ecotoxicity (FET) and marine ecotoxicity (MET) show similar trend across the different bakery products, with the lowest levels in whole cakes and the highest levels in cheesecake. The hotspots of marine ecotoxicity are the raw materials with the major sources of the impact are the releases of copper, nickel, and zinc as well as the end of life stages (Konstantas, Stamford, Azapagic, 2019b). Cheesecake has the least environmentally sustainable impact with a higher level of ecotoxicity than any other bakery product. The cheesecake has the higher levels of terrestrial acidification than pies and other type of cakes.

Pesticides used in agriculture, chlorine and phosphorus, are the major cause of terrestrial ecotoxicity (TET). The cheesecake has also the highest impact on primary energy demand (PED) per kg. Whole cakes have the lowest primary energy demand. The cheesecake has the highest ozone depletion (OD) and the highest fossil fuel depletion (FFD) among all other bakery products followed by cupcakes. The raw materials and manufacturing process contribute to all products to fossil fuel depletion (FFD) with high percentages. The cheesecake has as primary sources of FFD impact the milk and soft cheese and the whole cakes have the lowest fossil fuels depletion (Konstantas, Stamford, Azapagic, 2019b).

In Canada, many consumers are weary of consuming foods grown using pesticides due to the health risks associated. Several processing systems have been developed to reduce traces of pesticides in a variety of foods, however baking is not a suitable technique. It was found that the process of baking added more traces of pesticides due to their chemical nature. This means the ingredients used to produce bread, for example, must be treated by a washing or some other processing method before its baking to ensure minimal pesticide contamination. It is

optimal to perform a combination of techniques to reduce chemical residue by at least more than 50% (Keikotlhaile et al., 2019).

Cheesecake requires more urban land occupation (ULO) and agricultural land occupation (ALO) than the other cakes and do not vary in other products. Raw materials, packaging and transport requires urban land occupation in industrial buildings and roads. Whole cakes and cupcakes reduce urban land occupation due to recovery of energy and materials. Cheesecake requires more natural land than pie and whole options.

Some bakery products such as the cheesecake require storage refrigeration that must be assumed in an energy saver refrigerator (Siemens, 2015). The difference between frozen and ambient-storage cakes is made of production and leakage of refrigerants. Composting is created and developed out of the apple peel and other organic ingredient losses and waste in manufacturing process as well as for post-consumer baked food such as cake waste. This system of composting can be credited as an organic fertilizer for displacing equivalent and similar number of chemical fertilizers.

Economic allocation of resources has been observed in reduced cheesecake environmental impacts in areas such as natural land transformation, agricultural land occupation, terrestrial acidification, and marine eutrophication. The cheesecake effects have an impact on the amount of raw milk to produce milk powder used. Whole cakes observed reduction in ozone depletion and pies with urban land occupation.

The sensitive analysis considers the packaging effects on the results in manufacturing and refrigerated storage processes though the distribution chain of bakery products. Cheesecake product needs of frozen storage subject to the uncertainty of electricity consumption. Uncertainty analysis of the impacts of the ambient-storage baked cakes changes less than the impacts of cheesecakes. The large amount of packaging cupcakes during post-consumption waste



management benefits the recycling. Recycling of materials as a waste management practice, green water and green energy consumption creates savings in water footprint. The primary material packaging for cupcakes is made from virgin fibre due to food regulations (Ecoinvent 2010). The packaging losses impact the increase of fossil fuel depletion and the water footprint.

Baked cake manufacturing requires permanent cleaning of production facilities leading to loss of ingredients and some finished products.

Unfortunately, Canada's food industry consists of a lot of ultra-processed products; it represents half of Canadians' daily intake. In the past hundred years, we have seen a lot of advancement in technology and manufacturing systems in the food industry to improve shelf-life, safety, taste, and economy. The Canadian food market is therefore inundated with packaged, processed, and prepared foods (Vergeer et al., 2019). Although we would conclude that this would have a negative effect on Canadians' health, studies have not been conclusive in establishing this fact.

Not all processed foods have shown to have a lower nutritional value. We, therefore, cannot label a product as healthy or not since it is processed. It would be more important to look at the amount, how often these foods are consumed and the combination of processed foods to get a clearer picture. When choosing foods, it is important to look at energy and nutrient density instead of its processing classification since there are foods, processed or not, that are both high in energy and in nutrient density (Vergeer et al., 2019).

SUSTAINABILITY IN THE BAKING INDUSTRY

A rapid urbanization process poses a challenge to food biosecurity for urban consumers to being able to have access to food in places where the socioeconomic safety nets are incomplete. Baking industry is food manufacturing. Food baking

industry and manufacturers try to provide safe products to their customers employing safety and quality processes taking a proactive approach to food safety by avoiding financial risks out of recalls from potential contamination sources. Proximity to the product and the potential risk to contamination are considered to classify in zones the production facilities in relation to the product. Zone 1 refers direct contact to product. Zone 2 includes non-food-contact in the processing area and the pathways. Zone 3 is the area of immediate contacting leading to contamination by means of accidental human traffic and machines and zone 4 are the remaining areas including storage.

Gluten contamination is a big security issue in the food industry. According to a study by Valdés et al. in 2003, one-third of the 3000 products tested in Europe had more than 20 mg of gluten per kg. It has also been shown that a lot of oat-based products from the United States and Sweden also contain gluten. It is essential to be able to reassure the customers suffering from Celiac Disease (CD) that the food they're buying is safe. We see a lot more labels such as "May contain gluten" and "Made in a wheat processing plant". The study by Valdés et al. from 2003 shows the importance of proper labelling since contamination is still an issue for those who suffer from CD and the importance of further research to determine the extent of foods containing gluten not being reported (Gélinas et al., 2007).

The Canadian Food Inspection Agency (CFIA) shares information on assessing the risks and controlling allergen cross-contact in the food manufacturing industry. The Food and Drug Regulations has identified twelve food allergens that need to be indicated on labels in the ingredients list. Unfortunately, Food Business Operators (FBO) are not guided enough as to how to put this information into action and how to include it in their safety and quality management programs. The allergy action levels that are proposed in this study would benefit the

food manufacturing companies and help evaluate the need for Precautionary Allergen Labeling (PAL). Having up to date Canadian-based food consumption data is important to be able to impose allergen action levels; this would provide information for the people in charge of risk management and could be integrated in PAL to make the process more standardized (Manny et al., 2021).

Unfortunately, PAL is not present on all types of food. In a study done in 2013 by Pele et al., 2007 and Zuurlo et al., 2013, allergens were found more in products such as cookies and chocolate than in cereal and baked goods (Manny et al., 2020). In a survey that was done in North America in 2017 by Marchisotto et al., only 40% of people with allergies were buying products identified with PAL. There is little data in Canada, especially when it comes to milk and eggs; it is therefore important to obtain more data on the amounts of food labeled with PAL that have these two products to better assess the risks to allergic people and then to improve the PAL labeling on foods (Manny et al., 2020).

Potential contaminants in the baking-handling industry environments are ever-present being introduced through raw materials, energy, water, the physical environment including heating, ventilation, and air conditioning systems know as HVAC, pests, employees, and other food products, etc. The U.S. Food and Drug Administration (FDA) has issued several warnings about the potential dangers of eating raw flour in bakery products such as cakes and cookie dough (U.S. Food and Drug Administration 2016). Flour often undergoes a kill step through baking during production, although salmonella was in food-poisoning outbreaks (Eglezos, 2010; Neil, 2009).

The long-term food biosecurity has become a matter of national and local policy making concern driving to the development of novel sources of food safety and resilient supply chains. Food resilience can be enhanced by eating the cereals mixed in the baked cakes. The nexus approach

focuses on the interconnectivity between different domains, as in education, health, and food that are linked on the community-based cooking learning programs on nutritional food (Iguchi et al. 2014).

Sustainability in the baking industry must reduce resources, environmental footprints and eliminate food waste and losses. The environmental, economic, and social impacts from production, distribution and consumption of baked cakes may vary from product to product. Consumers want to purchase their baked cakes food whenever they believe is convenient creating a challenge to food retailers of a dynamic resource allocation in maintaining their inventories at appropriate stock levels and avoiding food waste, losses, and stock-outs (Arunraj and Ahrens, 2015). A strategic hierarchy for reducing baked cakes' losses and waste are in order of source reduction, reusing and reprocessing, recycle as feed for other animals, recover the energy, compost for nutrients, raw materials for other processes, recover the energy by incineration and dumping the garbage in landfills (Vågsholm, Arzoomand and Boqvist, 2020)

Cheesecakes and pies are the higher contributors to the impacts at the sectoral level due to the environmental burdens and can be improved by targeting the raw materials and energy. The raw materials and energy stage are the main hotspots which should be targeted for improvement opportunities to reduce the impacts in the baked cakes supply chains. The production, distribution and consumption of baked cakes are linked to the life cycle environmental impacts, resulting in the cheesecake being the worst option.

Baked cakes increase food waste in situations when are beyond the best-before dates to be discarded by retailers and consumers who often left over and discarded from catering establishments and households. The shelf life of baked cakes labelled as best before dates is a quality management control to guarantee that consumption before the date provided that the



storage instructions is safe and healthy but poisonous thereafter dates. Also, recalls of foods from producers and retailers that might be a risk for the population for example, nuts, soy, wheat, eggs, etc., containing allergens, borne pathogens, foreign plastic and metal materials, etc. (Maberry, 2019).

Allergens introduce into the products and processes from the unlikeliest of sources. Proactive programming must facilitate the detection and monitoring of pathogens and allergens posing risks to their products and customers before they enter the process of food products as the responsibility. If the manufacturing facilities switch back and forth between production of different products that contain specific allergens and allergens free. For example, switching production of snack cakes between cakes with almonds and cakes free of tree nuts. We see more and more product recalls due to allergens or traces of allergens in baked goods due to the production of foods with allergens in the same factories or kitchens. There are stricter policies in place regarding the cleanliness of equipment and food labelling as well. It is expressed that food labels should be simple and clear about their contents to protect the consumer that may be allergic to one or more components of the product (Dun & Bradstreet, 2022).

Pathogens can enter throughout the food manufacturing process, from the field to the product at the final consumer. Environmental testing used to detect specific pathogens identifies food pathogens introduced into a food-handling environment not eliminated by sanitation practices that could be passed on to the food ingredients being processed.

Demand for baked cakes is volatile and correlated with product characteristics, consumer behaviour, nutritional ingredients, healthy food with low calories, customer visit for shopping, price, promotions, discounts, events or festivals, weather, season, food safety, quality, etc. Nutrition science offers insights that benefit the perspective

of food as socio cultural construction (Paxson, Klein, Watson, 2016).

Improvements on post-consumption of food waste of baked cakes lead to impact reductions on sugar as raw material, energy, agricultural land occupation, terrestrial ecotoxicity and photochemical oxidants, which increase the savings. Implementing food baked cake waste and losses prevention strategies aimed at achieving long-term food safety and sustainability such as changing criteria for fresh produce, is a solution that requires a trade-off based on economic, social, and environmental justifications (Mourad 2016).

Reduction of post-consumer baked cake waste is linked to freshwater and marine ecotoxicity reduction. Post-consumer baked cake waste is underestimated (DEFRA, 2015) despite that any potential reduction would translate into possible improvements of the environment, freshwater ecotoxicity and savings. The sugar content of baked cakes has been identified as a relevant policy making concern aligned with policy developments Environmental and health impacts related to decrease the content of sugar in baked cakes must be mitigated by product reformulation knowing that it constitutes a substantial part of the weight (Hashem et al., 2018).

The environmental impacts of baked cakes at the sectoral level are estimated based on the consumption data of the estimated market value shares and the market prices on product impacts (Konstantas et al., 2019; Keynote, 2015a, b). The total energy consumption in the baking industry supply chains has been underestimated due to the lack of data, despite the possibility to determine the contribution of baked cakes through emissions on a life cycle basis from food and drugs sector (Druckman and Jackson 2009).

Implementing intelligent packaging for baked cakes supported by artificial intelligence adds the benefits of better diet control for nutrients and reduction of wasted or lost food. Intelligent packaging using sensors to monitor the

characteristics of bakery products through the supply chain improves food safety and biosecurity while reduces food losses and waste (Newsome et al., 2014; Poyatos-Racinerio et al., 2018). The use of block-chains trace-back outbreaks verifying the origin and fate of the bakery products, facilitates to speed up and trust of procedures and allows the consumers to check the bakery products in real time on the spot (Ahmed and Broek, 2017).

Besides other family sensors, the most relevant are for identification tags, baking food package integrity, freshness and temperature Poyatos-Racinerio et al., 2018). Intelligent tags trace and track a baked product in real time information to identifying on the food supply chain, analyzing the causes of food losses and waste, controlling inputs in the production process and food frauds (Manning and Soon, 2016). Temperature sensors detect abuses along the supply chain using dynamic dating of baked cakes for shelf life. The indicators of the sensor turn red if the quality of baked cake declines and is not suitable for human consumption. Packaging changes in the baked cake industry are difficult to implement due to the need to maintain environmental sustainability, food safety and biosecurity and shelf life, despite those reductions in packaging result in savings.

Intensification of circular food economy systems including baked cakes production is part of the solutions to future food biosecurity, considering resistance to potential public health risks from the possibilities of trade-offs between environmental sustainability, food safety and food biosecurity to intensify food production aided by antimicrobials. Circular food systems applied to baking industry meaning that most of recycled nutrients are efficient in biosecurity, environmental sustainability and resource footprints, although the cycle of nutrients have the risk to become a cycle of pathogens and chemical hazards (Monsees et al., 2017).

In Canada, the implementation of biosecurity measures on farms is not well accepted nor

believed to be important by the farmers which poses a risk to the overall health of the country. They do not see the risks of diseases among their animals and thus think of preventative measures as not useful. Only about half of farmers in Denis-Robichaud et al.'s study found that biosecurity measures were necessary and advantageous to their farms (2019). This increases the risk of pathogens being introduced on the farm, causing contaminated products which could be baked into a cake or used to make any sort of food. Farmers have expressed that with low income, they are unable to afford the infrastructure needed to keep up daily biosecurity practices. There needs to be a change to ensure sustainability of Canadian farms as well as ensure the health and safety of Canadian citizens (Denis-Robichaud et al., 2019).

Moldy and spoiled grains already lost should not enter the food, feed chains and green energy and instead should be incinerated to recover the energy (SOU, 2007) to cut carbon footprints. The food bio-waste residues can be used in composting for organic fertilizers, recovering nutrients and energy leading to lowering the resource footprint of production (Albihn and Vinnerås, 2007),

Circular baking production systems implies more efficiency on environmental and resource footprints; recycling of nutrients, by-products and food losses and waste; improves transparency of supply chains and the balance food supply and demand; and reduces transportation and storage. There are some risks when implementing a circular and recycling system of baking production. The design of circular food production systems must avoid cycles of biological and chemical hazards, persistence of pathogens in the feed and food chains.

However, developing circular food production systems to recycle nutrients is a challenge for trade-offs between food safety, food biosecurity and sustainability. Baking industry's food production systems must be supported by better biosecurity and inputs from healthy animals and



welfare. biosecurity and safety food risks are traced back as landfills where food ingredients are cultivated (Oivanen et al., 2000).

Applications of forecasting of baking industry supply and demand, monitoring the supply chain based on big data strategies and artificial intelligence through the sensors to include safety considerations, lead to more efficient control of processes, reduce the food losses and waste, and reassures trust between the baking industry and final consumers, but ignoring food safety concerns is a recipe for disaster. The analytical metadata collected with big data instruments and sensors provide a holistic perspective of processes of the various bakery products across diverse transportation and storage operations and conditions of temperature and packaging leading to better predicting baked cake supply (Vågsholm, Arzoomand and Boqvist, 2020)

CONCLUSIONS

Assumptions about the relationship between food policies and sustainable development in cross-American baking industry led to conclude that is weak, if not lacking, to address all the interconnected and interrelated social, environmental, and economic issues and concerns. In fact, the research findings are directed towards explaining this lack of engagement between policy making and implementation in the baking industry across America to be able to deliver more sustainable food and contributing to better nutrition, health, and lifestyle of consumers.

Multidisciplinary approaches based on complementary and competing visions should give the baking industry better tools for ensuring quality and safety (Ropodi et al., 2016; Nychas et al., 2016). The use of IT technology offers an efficient source reduction, reprocessing, and recycling of food. Big data analyses and artificial intelligence instruments provides endless benefits for the baking industry in achieving the better sustainability by ensuring food quality, safety, and

biosecurity while reducing food waste and losses.

Previous research findings on sustainable baking and food industry do not have a simple, and direct impact on policy-making leading to discussions without an agreement on the relationship between policy making and the development of a sustainable baking industry. The lack of consensus on conversations about the implications and impact of food in the baking industry on sustainable development led to conclude that the researchers should get more involved to work with manufacturers and commercial partners of baking goods to focus on the needs and interests of consumers and producers while focusing on the sustainability concerns.

Source reduction and reprocessing of baking production is an option to sustainable intensification by eliminating food waste or loss and increasing the output with the same footprint, which requires the baking industry and consumers to adapt their quality requirements and specifications (Johnson et al., 2018). The recommendation is to double the production and consumption of a diet rich in plant-based fruits, vegetables, legumes, and nuts and to halve or reduce the consumption of sugar mixed in the baked cakes confers human health and environmental benefits. If the global baking industry system change in this direction, the food security improves and becomes more resilient.

The trade-offs between food safety and security, economic, social, and environmental sustainability are vital and should be based on evidence and risk. Monitoring the production environment of the baking and milling industry for bacteria and pathogens in a proactive approach can guarantee a safe product.

An evaluation of social and environmentally sustainable policies and their related practices applied to the baking industry across America, may influence policy making and activism towards the design and implementation of more sustainable patterns of natural resources, water,

and energy in relation to the food safety and development, although this may entail some

ethical dilemmas to deliver better nutrition, health, and lifestyle to the consumers.

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Employee Welfare Schemes & Job Performance: The Case of Action Against Hunger, Ethiopia

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ABSTRACT

This paper analyzes the effect of welfare schemes on job performance with particular focus on Action Against Hunger, Ethiopia Mission. A quantitative research approach was used in this study in which responses obtained from employees of Action Against Hunger were analyzed to explain the cause and effect relationship between dependent and independent variables. The result has shown that the four aspects of the employee welfare benefit scheme, training and development, safety and health in the workplace, and gender mainstreaming, are properly practiced in Action Against Hunger except for training and development. These aspects significantly and positively affect job performances in Action Against Hunger to 88.5%.

Keywords: Employee welfare schemes, Job Performance, Hunger, Ethiopia.

INTRODUCTION

Welfare is concerned with workers' overall wellbeing at work as well as at home. To ensure the health of workers is taken care of organizations have to offer different benefits. Armstrong (2004) states that employee welfare programs rest mainly on the abstract ground of social responsibility on organizations for those who work for them. Organizations need highly performing employees to meet their goals to deliver the products and services they specialize in and hence achieve a competitive advantage. According to Gayle and Brock (2004), organizations provide welfare facilities to their employees to keep their motivation levels high.

The very logic behind providing welfare schemes is to increase a healthy, loyal, and productive workforce, thus creating an efficient and satisfied labor force for the organization, and promote healthy organizational relations thereby maintaining industrial peace. It is a desirable state of existence involving the mental, physical, moral, and emotional factors of a person. According to Stone (2012), welfare services are financial or other assistance offered to an employee or family

by an organization. Employee welfare is a descriptive concept that encompasses multiple employer-offered programs, incentives, and facilities. The measure of welfare can be either monetary or non-monetary. Allowances, accommodation, travel, medical benefits, pension plans, parental leave and canteens, sick leaves, child care systems, financial aid, schooling are some of the common social services included. Lack of successful welfare programs for compensating the employee's job efforts negatively influences the employee's work morale and negatively impacts the organization's efficiency. The main aim of this research paper is to examine the effects of the employee welfare system on job performance.

THE CONCEPT OF EMPLOYEE PERFORMANCE

In the organizational context, performance is usually defined as the extent to which an organizational member contributes to achieving the goals of the organization. Employees are a primary source of competitive advantage in service-oriented organizations (Luthans & Stajkovic, 1999; Pfeiffer, 1994).

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Employee performance is what an employee does or does not do. The performance of employees could include the quantity of output, quality of output, timeliness of output, presence at work, and cooperativeness (Güngör, 2011). Macky and Johnson pointed out that improved individual employee performance could also improve organisational performance. Employee performance could be defined as the record of outcomes achieved, for each job function, during a specified period (Deadrick & Gardner's ,1997). If viewed in this way, performance is represented as a distribution of outcomes achieved, and it could be measured by various parameters that describe an employee's performance over time. On the other hand, Darden and Babin (1994) view employee performance as a rating system used in many corporations to decide the abilities and output of an employee. Thus, employee performance could be simply understood as the related activities expected of a worker and how well those activities are executed.

WELFARE BENEFIT SCHEME & EMPLOYEE PERFORMANCE

Employee benefits are some non-wage compensations granted to the employee while he or she is away from work. These are usually distributed during different situations, such as when going on a vacation, when sick, or on annual events like Christmas (Sullivan, 2010).

Annual Leave: Annual leave is a legal entitlement to an employee. The length of annual leave will vary among employers but ranges, on average, between four and seven working weeks. Employees are entitled to full compensation during their annual leave. (Okumbe, 2010). Leaves give the employees a sign of satisfaction as they feel appreciated and valued by the employer and hence contribute well to employee job performance.

Sick Leaves: Employees may receive paid or unpaid sick days as part of their employee benefits package. The amount of sick days

employees receive varies depending on the employer's policy and seniority. The amount of sick leave given to an employee typically ranges from five to ten days, though employers may offer more or less time. (Cascio, 2009).

Relocation Benefits: Relocation benefits must not only lessen the financial burden but also ease the moving process itself. It includes picking up part or all of the cost of the following: moving possessions, looking for a new house, closing costs on a home at settlement including agent fees, and interim living expenses (Spinelli, 2007). Relocation assistance enables employees to meet their relocation costs during transfer, including transportation of household goods and temporary living and travelling expenses.

A good employer provides relocation charges to its staff when they move from one place to another. Offering the benefits facilitates faster settlement for the employees, thereby reducing individual stress and contributing well to employee job performance.

Transport Benefits: Transport benefits can be in the form of monthly transport allowance, car allowance, or vanpooling. Vanpooling is a situation where an organization buys vans that several employees can use at the same time. The kind of method of transport chosen by an organization should be based on its financial ability and the intended impact of the method on employee motivation and reduced turnover (Okumbe, 2010). Transport benefits ease movement among the employees leading to job satisfaction and better job performance.

Educational Fees Benefits: The educational fees benefit program refunds employee's money spent on their tuition and enables the employees to gain additional knowledge, skills, and expertise for their benefit as well as enhanced organizational productivity. Those employees seem to be more satisfied with their work hence provision of education fee benefits gives workers satisfaction at the workplace and thus contributes well to employee job performance (Okumbe, 2010).



Loan service: Depending on the financial position of an organization, loans may be given to employees for short and long-term obligations such as household purchases and buying cars etc at favourable interest rates. Employees who get loan facility to buy house/car would become satisfied and hence perform very well at their workplace.

Hypothesis 1: Employee welfare benefits positively and significantly affect employee job performance.

TRAINING & DEVELOPMENT & JOB PERFORMANCE

According to Armstrong (2006), some significant organizations provide opportunities for personal growth and development for their employees. Human Resource Management principles mandates to invest in employees to develop the human capital required by the firm and to increase its stock of knowledge and skills. According to (Barney, 1991) the skills and knowledge that an employee has which comes from learning and training generate a stock of productive capital. So it is very much important for a firm to develop a conducive learning and innovative environment.

Hypothesis 2: Training and Development positively and significantly affects employee job performance

SAFETY & HEALTH AT THE WORKPLACE & JOB PERFORMANCE

Allender, Colquhoun, and Kelley (2011) found that workplace health leads to job satisfaction and improved job performance by providing health benefits to employees.

Safety & Health Management: According to Okumbe (2010), business efficiency is not only promoted through reduction of cost of production or cost of sale but adequately through safety measures. For instance, work-related accidents

that result in employees taking more than three days off to recuperate end up costing the organization in the long run. In that case, organizational safety and health management practices help cushion organizations from unnecessary costs.

Wellness Programs: Wellness is defined as a composite of physical, emotional, spiritual, intellectual, occupational, and social health; health promotion is a means used to achieve wellness (Sell & Shipley, 2009). Health promotion is defined as the aggregate of all purposeful activities designed to improve personal and public health through a combination of strategies including the competent implementation of behavior change strategies, health education, health protection measures, risk factor detection, health enhancement, and health maintenance (Goliath, 2007). Corporate wellness programs are long-term organizational activities designed to promote the adoption of organizational practices and personal behaviour conducive to maintaining or improving employee physiological, mental, and social wellbeing (Parker, 1981).

Medical Insurance: Medical services help to keep the employees in good health, therefore, reduce absenteeism. Medical cover includes general medical care, optical care, drug abuse, alcoholism, and mental illness. Having health insurance is valuable for a number of reasons: People who are insured are protected against uncertain and high medical expenses and are more likely to receive needed and appropriate health care. In addition, having health insurance is associated with improved health outcomes and lower mortality, so employees with medical insurance are more likely to be satisfied with their place of work (Eisenberg & Power, 2008).

Life Insurance: Many employers offer some basic coverage paid for by the employer with options to supplement basic coverage for life and/or accident coverage (Bortolus, 2008). Life Insurance helps in protecting employees against loss of income due to death, accident, or ill health,

group insurance coverage is most preferred in the organization and can be contributory or non-contributory depending on the organization, it is renewable annually and covers employees double income (Okumbe, 2010). A life insurance plan helps an employee's family or spouse in case of accidental death. Usually, this is for full-time workers in medium and large companies (Sullivan, 2010) and with these offers, employees are always satisfied with their workplaces and thus leading to increased productivity on their duties.

Hypothesis 3: Safety and Health in the workplace positively and significantly affects employee job performance.

GENDER MAINSTREAMING & EMPLOYEE JOB PERFORMANCE

A survey conducted by Fairy God Boss (2015), an online community created by women to share experiences, in 2016 has revealed the significant impact of gender discrimination on job satisfaction and performance. Women who felt they were treated at par with male counterpart had higher job performance rating. The disadvantage of gender borne by female employees renders them with lower pay and inferior status in the organization which impacts their job satisfaction (Hicks-Clarke & Iles, 2000) and their overall performance (Cohen-Charash & Spector, 2001). This, in turn, degrades the standing of women in society (Goldenhar, Swanson, Hurrell, Ruder & Deddens, 1998).

Hypothesis 4: Gender mainstreaming significantly and positively affects employee job performance.

CONCEPTUAL FRAMEWORK

Based on the review of the related literature, the research framework has been developed. The conceptual framework (Fig. 1) shows the relationship between welfare scheme dimensions (independent variables), and the dependent variable (job performance).

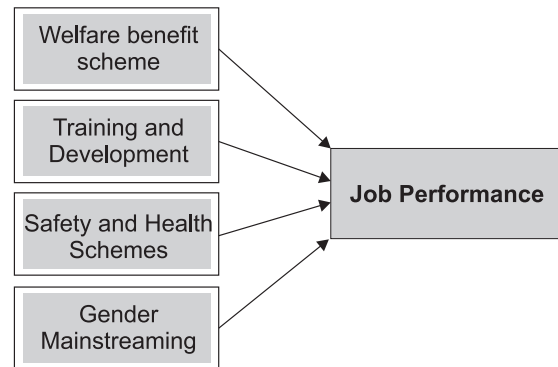


Fig. 1 Conceptual Framework

Action against Hunger is operating worldwide, but no research has been conducted on the effect of welfare schemes on job performance in Ethiopia. This study uniquely combines the four variables: welfare compensation, safety and health, education and training, and gender mainstreaming.

STATEMENT OF THE PROBLEM

The research was carried out in order to understand the various welfare steps taken and the facilities offered by the organization. Employee wellness measures improve organizational efficiency and encourage motivation, preserve industrial harmony, and attract workers. Most organizations find that it is necessary to pay a reasonable wage rate to encourage and maintain. A scholar like Herzberg (1959) believes that these welfare schemes are hygiene factors and as a result does not motivate the workers to perform.

Armstrong (2004) state that the employee welfare program rests mainly on the abstract ground of social responsibility of organizations for those who work for them. Since they are part of the working conditions, all employers have to provide welfare services. As Roth (2015) and others note, the aid sector is categorized by a significant rate of burnout and dropout. As a result, HR wellbeing is particularly important in environments where the physical safety and security of staff are endangered. Only minimal studies have explored



the effect of employee welfare systems and the performance of workers. A study by Nickson et.al (2019) on the influence of staff welfare on employee performance at the Public Service Commission in Kenya found that staff welfare positively and significantly affected employee performance. An impartial and competitive employee welfare outline should be established to evade high employee turnover. A study by Ferdinand et. al., (2017) on the effect of employee welfare programs on employee performance did not consider gender mainstreaming as a variable. Moreover, the findings of a study by Surafel (2017) on the effect of reward, benefits and incentives on employees performance in the case of Zemen Bank S.C. indicated that reward, benefits, and incentives have a direct relationship to the employee's performance. Similarly, a study by Luna (2017) on the effect of working conditions on employee performance in Ayka Addis Textile and Investment Group PLC indicated that all of the factors of work conditions were found to be low and that employee performance itself was affected by these circumstances. But, the conclusion of studies was put in general terms and did not clearly indicate which parameters of the welfare system exactly affect employee job performance in the organization being studied.

Kasenga et al. (2014) studied staff motivation and welfare in Adventist health facilities in Malawi. They did a qualitative research study through group discussion with healthcare workers and support staff. The study concluded that Adventist health facilities need to be revised, further growth training programs need to be undertaken and through scheduled weekly meetings, coordination between management and health care personnel must be improved. But, the study lacks welfare compensation and gender mainstreaming, the major variables.

It can be seen from the above results that different researchers have applied fragmented methods and used various variables of employee health and factors affecting employee efficiency. Some of the studies were country-specific. Studies on

related topics have been carried out in other East African contexts. One of the gaps that motivated us to conduct this study is the preliminary interview with some employees of the organization. The primary study shows that there was no adequate analysis of the effect of employee welfare programs on employee performance in the context of Ethiopian humanitarian organizations. The preliminary interview result shows that the employees of the organization argue about the issue informally, as due attention is not given to examine the effect on job performance.

OBJECTIVES OF THE STUDY

The general objective of this study is to determine the effects of employee welfare schemes on job performance in Action Against Hunger, Ethiopia Mission. The specific objectives are:

- To assess the relationship between the welfare schemes and job performance
- To study the effect of employee welfare benefit schemes on job performance
- To investigate the effect of education/training schemes on job performance
- To assess the effect of safety and health schemes on job performance
- To assess the effect of Gender Mainstreaming on job performance

RESEARCH METHODOLOGY

A quantitative research approach was used in this study in which responses obtained from employees of Action Against Hunger were quantitatively examined and measured the effect of employee welfare schemes on job performance. We employed both descriptive and explanatory research designs. Descriptive research design helps us to describe phenomena in terms of attitude, values, and characteristics (Mugenda & Mugenda, 2003). According to Glesne (2011), a descriptive survey design is concerned with gathering facts or obtaining

pertinent and precise information concerning the current status of the phenomenon and whatever possible to draw possible conclusions from the facts discovered. This approach is appropriate for this study since the research sought to describe the perception of employees of Action Against Hunger, Ethiopia Mission. We also employed an explanatory research design to identify the cause and effect relationship between independent variables and the dependent variable.

The population of this study consists of all employees (general staff) of Action Against Hunger working for the organization on a fixed term and indefinite contract basis. The sampling frame consists of 541 employees working for the organization, Ethiopia Mission (Capital Human Resource Department, 2020). A stratified sampling technique was used to select the sample. According to Denscombe (2007), the stratified proportionate random sampling technique produces estimates of overall population parameters with greater precision and ensures a more representative sample if derived from a relatively heterogeneous population. The study grouped the population into seven strata i.e. Addis Ababa Office, Somali, Harar, Borena, Wollega, Waghimra, and Gambella Filed Office. From each stratum, the study will use simple random sampling to select the respondents. The sample size represents the number of items selected from the population (Kothari, 2007). This study adopts a stratified random sampling technique because it enables the generalization of a large population with a margin of error that is statistically determinable and also gives employees an equal opportunity to participate (Mugenda & Mugenda, 1999).

In order to determine the sample size, we used Yamane's Sample size determination formula:

$$n = \frac{N}{1 + N(e)^2}$$

N = Population size (541)

n= corrected sample size

e = Margin of error 0.05 (estimated within 5% of

true value);

Based on the formula:

$$n = 541 / (1 + 541 (0.05)^2) = 229.72 \sim 230.$$

Therefore, the sample size of the study was 230 respondents. From the total sample size, the portion of each field office and capital office is described as in Table 1.

Table 1: Sample Size Determination

	Number of population	Sample size
Somali Base	64	27
Harar Base	53	23
Borena Base	53	23
Wollega Base	82	35
Waghimra Base	52	22
Gambella Base	159	67
Capital Office	78	33
Total	541	230

Selected a pilot group of 15 individuals from the target population to test the reliability of the research instruments. Internal consistency techniques were applied using Cronbach's Alpha. The alpha value ranges between 0 and 1 with reliability increasing with the increase in value. A coefficient of 0.7 is a commonly accepted rule of thumb that indicates acceptable reliability and 0.8 or higher indicated good reliability (Mugenda, 2008). The Cronbach's Alpha for independent variables varies from Gender Mainstreaming (.914) to Employee welfare benefit scheme (.814). All computed Cronbach's alpha values are >.7 and are acceptable (Table 2).

Table 2: Alpha Coefficient of Actual Test Based on 210 Respondents

Variables	Number of items	Cronbach's Alpha
Employee welfare Benefit Scheme	6	0.814
Training and development	5	0.894
Safety and health in the workplace	4	0.873
Gender Mainstreaming	4	0.914



ANALYSIS & DISCUSSION

A total of 230 questionnaires were distributed out of which 210 questionnaires were completed and returned. This represented a response rate of 91.30%, which is valid and used for analysis. The collected data were analyzed using SPSS (version 20) statistical software.

RESPONDENTS' DEMOGRAPHIC CHARACTERISTICS

Respondents who account for 82.9 % were males. Female representation in this study was 17.1 %. As regards age, the workforce is largely dominated by the age group 25-35 comprising 58.60%. However, the group of respondents in the range of 46-55 years covers only 4.80% of the sample population. Educationally, 121 respondents (57.6%) had first degrees which dominate the sample, 65 respondents (31%) had a master's degree. 20 respondents (9.5 %) had a diploma and only 4 individuals (1.9 %) were below diploma. Regarding service experience, respondents who had the length of service 5 years and above category made up the majority which comprised 146 (69.5%), followed by 33 (15.7%) of respondents who served 1-3 years in the organization. Only 13 respondents accounting for 6.2 % had less than 1 year of experience in the organization. Finally, 116 respondents (55.20%) were support staff whereas 94 respondents (44.80%) were from the program unit.

DESCRIPTIVE ANALYSIS

The study found that Action Against Hunger has the practices of providing annual leave for its employees (mean=4.67); providing sick leave for its employees (mean=4.68); providing relocation benefits when employees are transferred from one project site to another to facilitate faster settlement and hence reduce the stress of employees (mean=3.62). It was also indicated that the organization has a transportation benefit plan that eases the movement of staff to the office and

back home (mean=3.71). However, a considerable number of employees indicated that Action Against Hunger does not have the practice of re-funding educational (tuition) fees for its employees (mean=1.97). The organization facilitates loans for its employees for household purchases and buying cars at favorable interest rates (mean=4.09).

The study also found that the organization does not have the practice to invest in employees in order to develop the human capital required by the organization and to increase its stock of knowledge and skills (mean=2.93). Moreover, respondents took a neutral position that the organization has the practice of investing in people in order to improve their performance and make them use their natural abilities (mean=3.16).

The study revealed that Action Against Hunger has safety and health management practices that foster safety, protection, and health objectives and hence reduce unnecessary costs (mean=3.79). However, the organization rarely practices corporate wellness programs designed to promote the adoption of organizational practices and personal behavior conducive to maintaining or improving employee physiological, mental, and social wellbeing (mean=3.31). It was also indicated that the organization has a practice of providing medical insurance for its employees to keep the employees in good health and hence reduce absenteeism and helps greatly to retain employees in the organization (mean=4.30). Finally, it has been reported that the organization has a practice of providing life insurance for its employees which helps in protecting employees against loss of income due to death, accident, or ill-health (mean=4.23). The study established that the organization has a practice of fostering gender equality and reduce the gender gap in the workplace (mean=4.30); AAH has a practice of empowering women in the workplace (mean=4.06) and that the organization has a practice of assigning women the leadership roles (mean=4.13).

Table 3 Relationship between Welfare Benefits & Employee Performance

The correlation result shows that there is a positive and significant relationship between Employee welfare benefits, training and development, safety and health and gender mainstreaming ($r=.836^{**}$, $p<0.01$, $r=.751^{**}$, $p<0.01$, $r=.709^{**}$, $p<0.01$, and $r=.671^{**}$, $p<0.01$) respectively. The finding further indicates that the highest relationship is found between employee welfare benefits and job performance ($r = .836^{**}$ and $P < 0.01$).

		Correlations				
		Job Performance	Employee Welfare benefits	Training and Development	Safety and health in the workplace	Gender Mainstreaming
Employee Welfare benefits	Pearson Correlation	.836**	1	.568**	.713**	.427**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	210	210	210	210	210
Training and Development	Pearson Correlation	.751**	.568**	1	.330**	.557**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	210	210	210	210	210
Safety and Health in the work place	Pearson Correlation	.709**	.713**	.330**	1	.415**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	210	210	210	210	210
Gender Mainstreaming	Pearson Correlation	.671**	.427**	.557**	.415**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	210	210	210	210	210

** . Correlation is significant at the 0.01 level (2-tailed).

Table 4: Effect of Welfare Practice on Employee Performance

Model	Model Summary			
	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.941 ^a	.885	.882	.20672

a. Predictors: (Constant), Gender mainstreaming, Safety and health in the workplace, Training and development, Employee welfare benefits

Overall, results revealed that all independent variables accounted for 88.5% of the variance in job performance ($R^2 = 0.885$).

The regression results show that employee welfare benefits significantly explain the variation in job performance with $\beta=0.396$; training and

development significantly explain the variation in job performance $\beta=0.324$; safety and health significantly explain the variation in job performance with $\beta=0.222$ and gender mainstreaming significantly explains the variation in job performance with $\beta=0.229$.

Table 5: Contribution of the Variables on Employee Performance

Model		Coefficients of the Variables				
		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	.410	.107		3.846	.000
	Employee welfare benefits	.215	.021	.396	10.096	.000
	Training and Development	.280	.028	.324	9.901	.000
	Safety and Health in the work place	.170	.027	.222	6.282	.000
	Gender Mainstreaming	.193	.025	.229	7.657	.000

a. Dependent Variable: Job Performance

Hypothesis Testing

Hypothesis testing was carried out based on the results of the regression analysis (Table 6). As a rule of thumb, if p-value. ≥ 0.05 , H_0 will be rejected, and conversely, if p-value $e^{.05}$, H_0 will not be rejected (Accepted). An alternative hypothesis is supported when the p-value is less than 0.05, and a null hypothesis is not rejected when the p-value is larger than 0.05. Beta coefficients were used to evaluate the effect of each independent variable on the dependent variable. Therefore, interpretation by comparing Sig and beta estimates is done for each hypothesis.

H₁:1 Employee welfare benefits positively and significantly affect job performance.

H₀:1 Employee welfare benefits have no positive and significant effect on job performance.

The results of multiple regressions reveal that employee welfare benefits have a positive and significant effect on job performance with a $\hat{\alpha}$ value (.396), at a 95% confidence level ($p < 0.05$). Therefore, the null hypothesis is rejected the alternative hypothesis that states that employee welfare benefits have a positive and significant effect on job performance are accepted.

H₁:2 Training and Development positively and significantly affects job performance

H₀:2 Training and Development has no positive and significant effect on job performance.

The results of multiple regressions show that

training and development has a positive and significant effect on job performance with a $\hat{\alpha}$ value (.321), at a 95% confidence level ($p < 0.05$). Therefore, the null hypothesis is rejected the alternative hypothesis that states that training and development has a positive and significant effect on job performance is accepted.

H₁:3 Safety and Health at the workplace positively and significantly affect job performance

H₀:3 Safety and health at the workplace have no positive and significant effect on job performance.

Safety and health at the workplace have a positive and significant effect on job performance with a $\hat{\alpha}$ value (.222), at a 95% confidence level ($p < 0.05$). Therefore, the null hypothesis is rejected the alternative hypothesis that states that safety and health at the workplace have a positive and significant effect on job performance are accepted.

H₁:4 Gender Mainstreaming positively and significantly affects job performance

H₀:4 Gender Mainstreaming has no positive and significant effect on job performance.

Finally, gender mainstreaming has a positive and significant effect on job performance with a $\hat{\alpha}$ value (.229), at a 95% confidence level ($p < 0.05$). Therefore, the null hypothesis is rejected the alternative hypothesis that states that gender mainstreaming has a positive and significant effect on job performance are accepted.

Table 6: Summary of Hypothesis Testing Results

Hypothesis	Method	Result	Reason
1. Employee welfare benefits positively and significantly affect job performance	Regression	Accepted	P<0.05
2. Training and Development positively and significantly affects job performance	Regression	Accepted	P<0.05
3. Safety and health at the workplace positively and significantly affect job performance	Regression	Accepted	P<0.05
4. Gender Mainstreaming positively and significantly affects job performance	Regression	Accepted	P<0.05

(Source: Survey Result, 2021)

CONCLUSION

In light of the descriptive and inferential analysis of the effects of employee welfare schemes on job performance in Action Against Hunger, the following conclusions have been drawn.

- The employee welfare benefits scheme in Action Against Hunger is properly practiced except that the organization does not have a practice of re-funding education (tuition) fees for its employees which enables the employees to gain additional knowledge, skills, and expertise.
- Training and development in Action Against Hunger are not properly practiced in the organization.
- Employee safety and health in the workplace in Action Against Hunger is properly practiced except that the organization rarely practices the corporate wellness programs designed to promote the adoption of organizational practices and personal behavior conducive to maintaining or improving employee physiological, mental, and social wellbeing.
- Gender mainstreaming in Action Against Hunger is properly practiced.
- As per the inferential statistics result, it can be concluded that the employee welfare scheme has a positive and significant effect on the job performance of Action Against Hunger.

RECOMMENDATIONS

- It is recommended that Action Against Hunger should explore a mechanism of supporting its employee to access training opportunities with reputable institutions to gain additional knowledge, skills, and expertise through an approach such as subsidizing tuition fees; partnering with academic institutions, and providing online platforms that bring these institutions closer to the field teams. Provision of education fee benefits gives workers satisfaction at the workplace and thus contributes well to employee job performance (Okumbe, 2010).
- Action Against Hunger needs improvement on the training and development scheme to contribute to employees' job satisfaction; it should invest in people to improve their performance and make them use their natural abilities. Within the aid sector, transfer of expertise from international staff to locally hired field staff and hiring of local staff with international experience, as well as job-shadowing by newly hired staff can work effectively to enhance on-job training.
- The organization is advised to practice the corporate wellness programs designed to promote the adoption of organizational practices and personal behavior conducive to maintaining or improving employee physiological, mental, and social wellbeing.



Use of counseling services outsourced from professional firms or directing internal resources from specialized program teams to expand counseling services to employees could be further leveraged to enhance staff wellbeing, given the complex operating environment and the demand on employees to work under extenuating circumstances.

- Overall, it can be understood from the regression analysis that employee welfare benefits are critical and more affect job performance in Action Against Hunger. Therefore, Action Against Hunger and other humanitarian organizations are advised to emphasize more on these factors and should be able to improve employee job performance. The study has established that Action Against Hunger has these existing welfare benefits such as leaves, relocation benefits, and transportation allowance among others. These benefits need to be maintained as they are deemed essential by employees and should

be further adapted to effectively boost job performance.

- To more readily uphold staff wellbeing, a keen arrangement should be delineated and followed. Further, supporting staff wellness at Action Against Hunger should work out in a good way beyond improving measures encompassing psychosocial support to deal with staff welfare programs that starts by reviewing the current welfare scheme.

FURTHER RESEARCH

This study was to examine the effects of employee welfare schemes on employee job performance in humanitarian organizations in the Ethiopian context. Thus, this study provides suggestions for future researchers to investigate the effects of employee welfare schemes on employee job performance in other similar humanitarian organizations and validate if similar research findings can be found.

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Job Stress: Inevitable Among Women Academicians in the Private Education Sector

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ABSTRACT

Experience of Job Stress/Occupational stress has become inevitable in women employees' work life, including women academicians. This paper identifies the factors/stressors that cause stress among women academicians in private institutions (schools, colleges/institutions, and Universities) in Himachal Pradesh. A self-constructed questionnaire containing 29 items was administered among a sample of 400 female teachers selected through purposive sampling. Exploratory Factor Analysis has been used to identify the major factors that create feelings of work-related stress in female teachers and examine hidden patterns of relationships among many variables. The major stressors that were identified were Lack of Support, Time & Work stressors, Professional Distress, Health manifestations, and Powerlessness. Training programs on Time Management, Flexible Work Arrangements, self rostering and leave, Counselling sessions, Fitness Awareness programs, Onsite Yoga & Meditation, and child care facilities like in-house crèches and tie-ups with day care centers were some of the suggestions provided in the research paper that will help women academicians to combat stress at work.

Keywords: Job Stress, work life balance, women academicians, Factor Analysis

INTRODUCTION

Contemporary times are the age of anxiety and stress (Coleman, 1976), and job stress is globally recognized as a significant problem for workers and organizations that employ them. Magolis et al. (1974) define job stress as a situation interacting with work characteristics to disrupt psychological and physiological homeostasis. Cooper and Marshall (1976) stated that occupational stressors include environmental factors or stressors such as work overload, role ambiguity, role conflict, and poor working conditions related to a particular job. Beehr and Newman (1978), after an exhaustive review of literature on stress, define job stress as a situation

where job-related factors interfere with work to alter (i.e., disrupt or enhance) the psychological or physiological condition of the employee so that they end up is deviating from normal functioning. For workers, stress frequently contributes to accidents, job dissatisfaction, and illness such as heart diseases, alcohol, and hypertension (Davidson & Cooper, 1981). In contrast, for organizations, stress-related problems result in medical expenses, absenteeism, and decreased productivity (Wallis, 1983). Kyriacou (2001) defined faculty stress as the unpleasant experience of emotions, such as tension, frustration, anxiety, anger, and depression by the faculty resulting from various aspects of work.

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REVIEW OF LITERATURE

Work-Related Stress / Occupational Stress has become an inevitable part of every woman who has stepped out of the home boundaries to work. Working women have added extra responsibilities to their workplace; however, household and family responsibilities have not been reduced at all. Occupation has offered women a sense of autonomy and self-dependence; however, it has led to various factors that cause Job Stress. Bakshi and Kochhar(2011) studied stress among faculty (100 males & 100 females) of Professional Institutions in Haryana. Henceforth various stress factors were identified as interference of the employment organizational responsibilities with their family role, lack of involvement in decision making that reduced their duties, and the participatory model in their corporate set up, which enhanced their responsibilities to the point of exhaustion. Tripathi and Bhattacharjee(2012) found that working women are experiencing more stress in the workplace than men. The stress causes were a lack of equity in pay, managerial support, equal opportunity, and fair assessment. Sindhu (2014) identified work stressors, role stressors, personal development stressors, interpersonal relation stressors, and organization climate stressors as factors causing stress among 200 Arts and Science College teachers of Kerala. Joshi et al. (2014) identified excessive work, stress-related diseases, negative attitude toward the boss, colleagues, family members, etc., up-gradation in education, and excessive household work as stress factors among 50 Assistant Professors.

Samundeswari and Sathyabama (2016), in their study Work-life balance of women teachers in Thoothukudi, identified the major work-related problems, significant causes of stress, and relation of tension with marital status. The author identifies various problems: working hours, distance, availing leaves, discrimination, and connection with co-workers. It was found that 36% of the respondents were stressed due to work

issues, 12% were stressed due to financial problems, and 26% due to family issues. A close relationship between the marital status of the respondents and the level of stress was found. Authors suggested support through the latest management techniques like flexitime, term-time working, and compensatory holidays.

Shalini and Sreenivas (2020) examined the role of work-life balance on occupational stress among 90 male and 90 female college teachers, and the author found that there is a significant difference in occupational stress among college teachers based on their level of work-life balance. Teachers with high work-life balance had little lower stress levels compared to teachers with low work-life balance. In research by K S and V (2021) on work stress and its impact on the productivity of the teaching faculty of higher educational institutions in Bangalore city, various classroom and institution management stressors were identified.

OBJECTIVES

- To identify the Work-Related Stressors among women faculty in the private education sector in Himachal Pradesh.
- To suggest remedies for stress management among women teachers in Himachal Pradesh.

RESEARCH METHODOLOGY

The research Population for the current study is female teachers in Private schools, colleges, and Universities in Himachal Pradesh. To meet the purpose of the study, the two districts that were chosen out of 12 districts were Solan and Shimla. A sample of 400 female teachers of different schools, colleges/institutions, and universities has been taken for the study through purposive sampling. An opinion survey was used to collect primary data for which a self-constructed questionnaire was developed by the researcher by identifying various factors from literature and with reference to the Teachers Stress Inventory developed by Dr. Michael J. Fimian (1984) and



The Occupational Stress Index (OSI) standardized by Srivastava and Singh (1984). The other scales referred to were Rizzo et al. scale (1970) or RHL scale, Organization role stress (ORS) scale, Spector and Jex's (1998) Quantitative Workload Inventory (QWI), The Role Ambiguity Scale (RAS; Beauchamp et al.). This inventory has been named as Work-Related Stress Inventory which consisted of 29 items, initially grouped into six factors which are Time Mismanagement, Work-Related Stressors, Professional Distress, Powerlessness, Poor Peer Relations, and Health Manifestations.

In this self-structured questionnaire for measuring Teacher's stress, 5 point scale has been used in order to understand the respondents' feelings about the factors that cause stress in the workplace. High ratings depict that this dimension or factor is causing increased stress amongst the female teachers and vice versa.

In order to identify whether all the variables under consideration can be condensed into a smaller set of factors and to examine underlying patterns of relationships among a large number of variables, Factor Analysis has been administered

RESULTS AND DISCUSSIONS

Table 1

The following table 1 shows Kaiser-Meyer-Olkin measure (KMO) value for sampling adequacy and the level of significance for Bartlett's Test of sphericity. The KMO value of .706 suggests that there is a sizeable amount of inter-correlations among the variables, and

it is advisable to conduct factor analysis.

Results of KMO and Bartlett's Test of Sphericity for Teachers Stress Inventory

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.706
Bartlett's Test of Sphericity	Approx. Chi-Square	917.654
	Df	406
	Sig.	.000

It is revealed from the value of Bartlett's test of sphericity, i.e., .000, that there is underlying common variance among the variables; therefore, based on proximity, factors can be extracted. Bartlett's sphericity test is used to determine the appropriateness of the factor analysis.

Further, the commonalities in table 2 below explain the variance the variable shares with other variables. In simple terms, it is the proportion of variance explained by common factors. Here all the values are more significant than .5, which means each item explains more than 50 percent of the variation in the final factor solution.

Table 3 below explains two essential values, i.e., Eigenvalues and total variance explained. Those factors which are having Eigenvalues over one are retained due to the fact that they effectively contribute toward the overall variance and are considered significant. All the factors with Eigenvalue of less than one were dropped from the analysis. Only five elements were retained for further investigation of all the fifteen items. The cumulative common variance explained after the rotation was 57.871, meaning these factors explained 57% of the total variance.

Table 2: Communalities values of Teachers Stress Inventory

Items		Initial	Extraction
Time Management Stressors (TMS)			
1	TSI_TMS_Q1	I easily over-commit myself.	1.000 .732
2	TSI_TMS_Q2	I become impatient if others do things too slowly.	1.000 .710
3	TSI_TMS_Q3	I have to try doing more than one thing at a time.	1.000 .828
4	TSI_TMS_Q4	I have little time to relax/enjoy the time of day.	1.000 .516
5	TSI_TMS_Q5	I rush in my speech.	1.000 .721
Work-Related Stressors (WRS)			
6	TSI_WRS_Q1	There is little time to prepare for my lessons/responsibilities	1.000 .621
7	TSI_WRS_Q2	There is too much work to do.	1.000 .670
8	TSI_WRS_Q3	My class load/class strength is too high.	1.000 .691
9	TSI_WRS_Q4	There is too much administrative paperwork in my job.	1.000 .710
Professional Distress Stressors(PDS)			
10	TSI_PDS_Q1	lack promotion and/or advancement opportunities.	1.000 .802
11	TSI_PDS_Q2	I am not progressing in my job as rapidly as I would like.	1.000 .734
12	TSI_PDS_Q3	I lack status and respect on my job.	1.000 .564
13	TSI_PDS_Q4	I receive an inadequate salary for the work I do.	1.000 .671
14	TSI_PDS_Q5	I lack recognition for the extra work and/or good teaching I do.	1.000 .774
15	TSI_PDS_Q6	I am not emotionally/intellectually stimulated on the job	1.000 .718
Powerlessness Stressors(PWS)I feel frustrated....			
16	TSI_PWS_Q1	...because of discipline problems in my classroom.	1.000 .666
17	TSI_PWS_Q2	...when my authority is rejected by pupils/administration	1.000 .729
18	TSI_PWS_Q3because the administration does not sufficiently air my personal opinions/ suggestions	1.000 .730
19	TSI_PWS_Q4	...I have to work unwillingly, owing to a particular group/ political pressures.	1.000 .760
20	TSI_PWS_Q5	...because you are sexually harassed at the workplace	1.000 .603
21	TSI_PWS_Q6	...I lack control over decisions made about classroom/institution matters	1.000 .712
Poor Peer Relation Stressors(PPRS)I feel frustrated....			
22	TSI_PPRS_Q1	...as some of my colleagues and subordinates try to defame and malign me as unsuccessful.	1.000 .627
23	TSI_PPRS_Q2	...as my colleagues do not cooperate with me in solving administrative and other problems.	1.000 .852
24	TSI_PPRS_Q4	...as there is lack of cooperation and team-spirit among the employees of this institution	1.000 .577
Health Manifestation StressorsI respond to stress at work.....			
25	TSI_HMS_Q1	..by feeling insecure/depressed/ anxious/unable to cope.	1.000 .776
26	TSI_HMS_Q2	...with physical exhaustion/weakness/ fatigue	1.000 .660
27	TSI_HMS_Q3	...with feelings of increased blood pressure/stomach pain/stomach acids/ cramps/head ache/body ache	1.000 .604
28	TSI_HMS_Q4	...by using over-the-counter drugs/ prescription drugs	1.000 .735
29	TSI_HMS_Q5	...by calling in sick(taking sick leave)	1.000 .727

Extraction Method: Principal Component Analysis.



Table 3: Eigen Values of the Statements and Total Variance Explained for TSI

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10.682	36.836	36.836	10.682	36.836	36.836	4.195	14.466	14.466
2	1.942	6.696	43.531	1.942	6.696	43.531	4.181	14.417	28.883
3	1.631	5.624	49.156	1.631	5.624	49.156	3.688	12.717	41.600
4	1.318	4.546	53.702	1.318	4.546	53.702	3.095	10.673	52.273
5	1.209	4.169	57.871	1.209	4.169	57.871	1.623	5.598	57.871
6	.963	3.320	61.191						
7	.916	3.158	64.349						
8	.821	2.832	67.181						
9	.711	2.453	69.634						
10	.686	2.364	71.999						
11	.673	2.322	74.320						
12	.642	2.215	76.536						
13	.596	2.054	78.590						
14	.569	1.962	80.552						
15	.532	1.833	82.385						
16	.518	1.785	84.169						
17	.472	1.628	85.798						
18	.442	1.523	87.320						
19	.414	1.428	88.749						
20	.406	1.401	90.149						
21	.391	1.350	91.499						
22	.376	1.295	92.794						
23	.348	1.200	93.994						
24	.338	1.166	95.159						
25	.327	1.127	96.286						
26	.304	1.049	97.335						
27	.274	.943	98.278						
28	.267	.922	99.200						
29	.232	.800	100.000						

Extraction Method: Principal Component Analysis.

Table 4 below is a rotated component matrix. This matrix results from principal component analysis (PCA) with Varimax with Kaiser normalization as a rotation method. This rotation method assumes that latent factors are 90 degrees apart. The rotation yields five factors altogether. All the

elements have variables loaded with high factor loading (more significant than .5). This shows intense levels of convergent validity. Convergent validity is established when all the measured variables converge to a common underlying factor because of their strong correlation.

Table 4: Rotated Component Matrix of Teachers Stress Inventory

	Component				
	1	2	3	4	5
TSI_PWS_Q2	.669				
TSI_PWS_Q3	.661				
TSI_PWS_Q6	.618				
TSI_PPRS_Q2	.598				
TSI_PPRS_Q1	.587				
TSI_PPRS_Q3	.574				
TSI_HMS_Q1	.568				
TSI_PWS_Q1					
TSI_TMS_Q1		.668			
TSI_TMS_Q3		.632			
TSI_WRS_Q4		.604			
TSI_WRS_Q3		.598			
TSI_WRS_Q2		.589			
TSI_TMS_Q2		.565			
TSI_WRS_Q1		.564			
TSI_TMS_Q5		.547			
TSI_TMS_Q4		.543			
TSI_PDS_Q4			.731		
TSI_PDS_Q5			.728		
TSI_PDS_Q1			.702		
TSI_PDS_Q3			.659		
TSI_PDS_Q2			.655		
TSI_PDS_Q6					
TSI_HMS_Q3				.788	
TSI_HMS_Q5				.755	
TSI_HMS_Q4				.745	
TSI_HMS_Q2				.603	
TSI_PWS_Q5					.839
TSI_PWS_Q4					.758

(TSI: Teacher's Stress Inventory, TMS: Time Management Stressors, PWS: Powerlessness Stressors, WRS: Work-Related Stressors, PDS: Professional Distress Stressors, HMS: Health Manifestation Stressors, PPRS: Poor Peer Relation Stressors)

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

As already explained, the items considered for EFA were taken from the Teacher stress inventory proposed by Fimian (1988), where EFA resulted in six factors. For this study, *Principal Component*

Analysis (PCA) was performed to identify the major factors that create feelings of work-related stress to female teachers: Lack of Support, Time & Work Stressor, Professional Distress, Health manifestations, and Powerlessness. The first component consisted of 7 items like the rejection of authority, personal opinion/suggestions are not sufficiently aired, lack of control over decisions, colleagues /subordinates trying to defame and malign as unsuccessful, no help in solving administrative or other problems, lack of cooperation and team spirit and feeling of insecurity, anxiety, and depression and was labeled as Lack of Support. Time Management and Work-Related Stressors after Exploratory Factor Analysis were clubbed into one factor labeled as Time & Work-Related Stressor that consisted of 9 items like over-commitment, impatience, trying to do more than one thing at a time, little time to relax, rush in speech, little time to prepare lessons and responsibilities, too much work to do and too high-class load or class strength and too much administrative work. The third component Professional Distress was similar to the ones identified through initial responses. It consisted of 5 items: lack of promotion or advancement opportunities, slow growth or progress, lack of status or respect, inadequate salary, and lack of recognition. The fourth item Health Manifestation consisted of 4 items related to health problems caused by stress and the use of over-the-counter drugs or prescription drugs or taking sick leave. The Fifth item labeled as Powerlessness consisted of 2 items related to feelings of Powerlessness caused by mental/ physical harassment and politics.

SUGGESTIONS

Efforts are required on the part of the employers as well as individuals in order to overcome Work-Related Stress. Suggestions to employers to help the women teachers in Private Universities include the implementation of Training programs on Time Management, Flexible Work



Arrangements like reduced working hours or part-time work, compressed work week, job sharing, compensatory time off, cap on overtime, self rostering and leaves (career breaks, pooling of leaves/study leave, parental leaves), Counselling sessions (In house/external/referrals), Fitness Awareness programs, Onsite Yoga & Meditation

and child care facilities like in house crèches and tie-ups with day care centres. Suggestions to women teachers include that they should realize that not all can be perfect, learn to say no and prioritize tasks and most importantly, seek help from family, domestic help, child care help, help from elders in raising their children and invest time in yourself and recreational activities.

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The Anomaly of Surging Primary Investor Footprints During the Pandemic

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ABSTRACT

Flippers are not investors. The present study aims to shed light on the factors influencing the investors decision regarding the subscription of IPOs. For this, a structured equation modeling has been adopted taking into consideration five constructs namely, IPO attractiveness, herding behaviour, rationality, risk and awareness about IPO. The study focuses upon analyzing the effect of the five independent constructs on the investment intention through investment satisfaction. The results suggest that people investing in the IPO market during and post- lockdown period are only concerned about finding alternative source of income. They are only the flippers, not the investors who take the decision based on rationality and fundamental analysis. The study is of use to the people who wish to earn more by investing in the primary market. They should be fundamentally involved before taking investment decisions to sustain in the stock market for long.

Keywords: IPO, flipper, listing gain, herding behaviour, primary market

1. INTRODUCTION

“Finance is the lifeblood of an organization” is a generally accepted maxim in the field of finance. Every business needs funds to run its operations. For this very reason, companies come out with initial public offering (IPO) in the primary market and let people subscribe to it. People perceive IPOs to be risk-free and a perfect investment option for the risk-averse investors. Post-lockdown imposed in March 2020, peculiar trading psychology among the investors could be sensed which is interesting.

IPO is an opportunity available to a private company to become public and getting listed on the reputed stock exchange. Interested investors can subscribe in the IPO approaching the capital market in lots. The pandemic caused by a pernicious virus has devastated many lives. On one hand, the youth unemployment rate rose to

23.75% in 2020 according to reports published by World Bank which is the highest when compared to previous years, whilst on the other hand, the stock market indices rallied and touched new peaks. The contrary effects of COVID-19 observed in the economic market is intriguing. The stock market witnessed increase in number of Demat accounts which means that a greater number of investors became interested in the capital markets. Moreover, the retail investor's footprints in the primary market, primarily IPO have escalated during the pandemic which is again juxtaposing the unemployment figures quoted by the World Bank. The possible reason of hike in investor footprints amidst unemployment and business disruptions may be because of the fear of running out of money during the pandemic. The year, March 2020 went through harsh realities letting people experience layoffs which

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induced them to turn around to the stock markets in the hope of gaining alternative source of income. As opposed to constant risk betas and returns due to fearful economic repercussions faced during the first lockdown period, investors are now encouraged with the new found confidence. Also, any rate of return higher than the saving account and FD interest rate is remunerative for the investors to chase. During the pandemic, the Reserve Bank of India lowered the FD rates and saving account interest rates which induced people to look out for alternative source of income. Moreover, despite of business failures and shut downs due to operational inefficiency amid the pandemic, IPOs which approached the capital market marked with a larger issue size fetching higher listing gains to the investors when compared to the pre-covid times. This could be due to a direct relation established between the subscription rate and issue size with the underpricing. In other words, as the demand for the IPO and the issue size increases, the potential returns also increase. Further, this could be attributed to the golden opportunity grabbed by the companies after looking at the overoptimism showcased by the investors during the pandemic which induced them to increase the mean issue size from 830 crore (pre-covid times) to 1785 crores (post-covid times) as reported by Surana (2021). To its contrary, Singh and Jain (2020) claims that offer size of the IPO has a negative association with the initial market returns.

The present study revolves around the investor perception and confidence with respect to initial public offering during the pandemic (post-March 24, 2020). The aim is to decipher that what factors influence an investor's decision regarding the subscription of IPOs. Thus, five independent variables namely investor rationality, awareness, risk, IPO attractiveness, and herding behavior have been considered. The objective is to investigate the impact of the five constructs on the investment intention measured through investment satisfaction. A structured

questionnaire has been floated across different platforms for getting authentic and first-hand information from the IPO investors dispersed geographically.

The remaining paper has been segregated starting with review of literature, research methodology, analysis and interpretation and lastly, conclusions and recommendations.

2. REVIEW OF LITERATURE

An extensive review of literature has been undertaken in the current study to discern the pandemic's impact on IPO investors' newfound confidence. Prior studies relate to the factors affecting the investors' investment decision before subscribing to the initial public offering.

Surana (2021) has tried to compare the IPO listing gains arising in pre-covid and post-covid period taking March 16, 2020 as the demarcating date. A total of 242 IPOs approaching the capital market during 2010-2020 has been considered while understanding the listing gains. It was found that investors alter the investing behavior during the pandemic and was more concerned about the grey market premium rather than the fundamentals of the company issuing the IPO. The study was enlightening however, it did not consider the primary data into consideration for obtaining the first-hand information. Another study by Gnawali and Niroula (2021) conducted a primary study in the Kathmandu district of Nepal and collected information from 290 respondents. The study revealed that quality management, company performance, company sector and market information significantly influence the investment decision of the IPO investors. Though this study is primary in nature but all the factors taken into consideration except market information is related to the fundamentals of the company issuing IPO. No heed is given to the risk factor of subscribing to IPO, the attractiveness of IPO or herding behavior which was witnessed during the pandemic.

Gurbaxani and Gupte (2021) conducted a study

to understand the impact of COVID-19 on the individual investors' participation in the systematic investment plan (SIP). The findings suggest that due to the precautions like travel restrictions and lockdown, an individual income dropped which further led to a 43% drop in SIP investments during the pandemic. Although this study was not directly related to the primary market, however, the findings of the study suggested that savings and investment behavior altered during the unavoidable situation. To the contrary, the subscription in IPO has increased during the pandemic which is intriguing to study. Ndirangu et al. (2014) studied the IPO market with respect to Kenyan equity markets and found that rise in internet services help people become more aware and that is the prime reason why there is an investor rush in the Kenyan market. Another study by Bhattacharjee and Das (2020) studies the impact of COVID-19 on the Indian capital markets. They found that during March 2020, FIIs withdrew their holdings heavily leading to bear phase in the capital market. This study tried to showcase the investors sentiment pointing that everyone was taken aback during the first wave of COVID-19 and hence, stock market experienced circuit breakers. The scenario of Indian secondary market is just opposite to the Indian primary market which fetched high returns in the form of listing gains to the investors.

Wu et al. (2020) examined the Chinese stock markets and found that investors behaved rationally during the pandemic and became more cynical. The herding behaviour depicted in their investment patterns was less when compared to usual times. The current study used herding behaviour inspired by the study of Wu et al. (2020) to analyze the Indian investors with respect to herding behaviour patterns. Poornima et al. (2016) found that initial public offering acts as a speculative tool for the Indian investors after investigating nine IPOs during the period January 2013 to December 2014. Sahoo and Rajib (2010) examined 92 IPOs and found that IPOs are heavily underpriced, which attracts the investors

to primary market.

Research Gap

The scenario of stock market could be witnessed during the pandemic. Despite of unemployment issues, stress, anxiety and other mental health related problems, the number of demat accounts rose which is intriguing. Therefore, it is interesting to find out the factors driving the sentiments of IPO investors during the pandemic as the subscription rate from the retail investor category has increased manifold. Dedicated research in discerning the factors affecting the investment intention through investment satisfaction is necessary in the area of primary market before the gap widens.

3. RESEARCH METHODOLOGY

The current research aims to capture the sentiments of IPO investors surging during and after the first lockdown period (post 24 March 2020 till present). For this, a well-structured questionnaire was formulated and floated across different platforms to collate the sentiments of IPO investors dispersed geographically. A total of 284 responses has been collected out of which 212 responses were selected based on the filter question of who invested in the primary market post 24 March, 2020 till the present date. A 5-point Likert scale has been employed for coding 38 items corresponding to seven constructs.

Structured Equation Modelling (SEM) has been employed along with a mediating variable to understand the increasing footprint of IPO investors' during the selected time frame. Five independent first order constructs are awareness (AW) defined by three items namely AW1, AW2 and AW3; rationality (R) defined by seven items namely RT1, RT2, RT3, RT4, RT5, RT6 and RT7; IPO attractiveness (ATT) measured by seven items namely ATT1, ATT2, ATT3, ATT4, ATT5, ATT6 and ATT7; risk measured by 8 items R1, R2, R3, R4, R5, R6, R7 and R8; herding behaviour measured by three items HB1, HB2

and HB3. Further, investment satisfaction acts as the mediating variable defined by five items namely IS1, IS2, IS3, IS4 and IS5. Lastly, investment intention plays the role of dependent variable which is defined by four items namely II1, II2, II3 and II4.

The statistics of the obtained responses reveal that around 89.7% of the respondents believe a hike in the number of IPO investors during and post-lockdown period (post 24 March 2020 till present date). The popular reasons believed by the respondents behind the increase in the footprint of IPO investors are the high grey market premium, the majority of the investors are flippers, high listing gains and layoffs have attracted people towards the primary market.

The sample size for the proposed model was adequate. Even after confirming for the sample adequacy, bootstrapping for 2000 samples was applied to obtain standardized results for a larger sample size. Also, ATT1 and RK1 was removed from the model to enhance the results of the model. It has been assured that an item may be removed if it results in improvement of reliability and does not affect content validity (Hair et al., 2021).

4. ANALYSIS AND INTERPRETATION

The structured equation modelling has been applied in the current research work. For effective results, convergent and discriminant validity has to be complied with. The below table 1, indicates Cronbach alpha, composite reliability and average variance extracted (AVE). To emphasize, convergent validity assures that the indicators converge back to their respective constructs, whereas discriminant validity ensures that the constructs used in the model are uncorrelated among themselves. Cronbach alpha and composite reliability signify internal consistency reliability and average variance extracted (AVE) indicates convergent validity. The threshold limit set for AVE is more than 0.5.

Table 1: Convergent Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Attractiveness	0.692	0.796	0.401
Awareness	0.558	0.761	0.522
Herding Behaviour	0.644	0.809	0.586
Rationality	0.684	0.784	0.521
Risk	0.746	0.820	0.515
Investment Intention	0.725	0.830	0.554
Investment Satisfaction	0.831	0.883	0.605

Source: Authors' Compilation

The results confirm the presence of internal consistency reliability, convergent validity and discriminant validity. The threshold limits for Cronbach alpha and AVE must be greater than 0.7 and 0.5, respectively. However, as per Fornell and Larcker criterion, even if the AVE is less than 0.5 but its corresponding composite reliability is more than 0.6, the construct would be acceptable.

Further, we checked for discriminant validity using Heterotrait-Monotrait ratio (HTMT). The acceptable value of the same is less than 0.85 (Henseler et al., 2015). Table 2 provides the results for discriminant validity. The results confirm the presence of discriminant validity as well. In addition, we checked for multicollinearity using VIF. Its threshold limit is less than 10 and all the constructs do not have the problem of multicollinearity. Further, the R-square and R-adjusted square are significant for investment intention and satisfaction.

The model fit of the proposed model has been assured using standardized root mean square residual (SRMR) and normal fit index (NFI). The acceptable value of SRMR should be less than 0.8 for PLS path models (Hu and Bentler, 1999). Also, NFI must be greater than 0.9 for adequate model fit (Byrne, 2008).

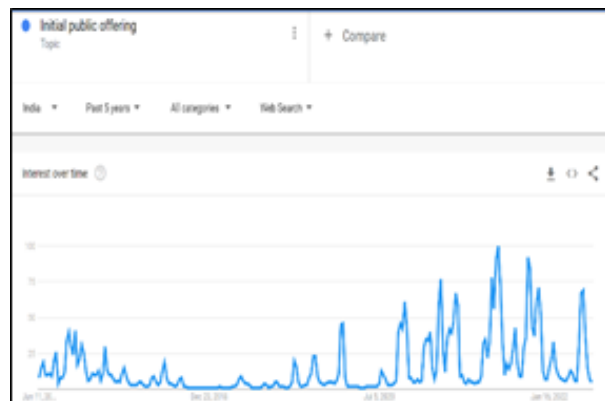
Table 2: Results for Discriminant Validity

	Attractive	Awareness	Herding Behaviour	Investment Intention	Investment Satisfaction	Rationality Risk
Attractive						
Awareness	0.732					
Herding Behaviour	0.611	0.722				
Investment Intention	0.486	0.607	0.424			
Investment Satisfaction	0.712	0.608	0.647	0.603		
Rationality	0.746	0.598	0.762	0.794	0.603	
Risk	0.826	0.7	0.742	0.665	0.5	0.819

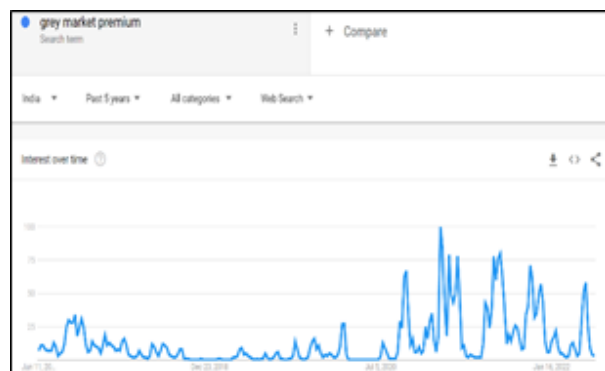
Source: Authors' Compilation

5. DISCUSSION OF THE MODEL

The result obtained and reported in Table 3 clearly shows that attractiveness of IPO, awareness and herding behaviour significantly influence investment intention through investment satisfaction. However, rationality and risk are insignificant in influencing investment satisfaction. This indicates that respondents or IPO investors who have started to invest post 24 March, 2020 are not taking the decisions rationally while taking into account the risk factor. During the lockdown period, to be precise, post 24 March 2020, the returns of almost all the assets have fallen due to the spillover effect of the pandemic in every region and country. Also, the number of IPOs approaching the capital market during the pandemic was high. Therefore, the investors did not fundamentally analyze the IPO and invested in it just because everyone else was investing. The ideology of majority of the people was to try their hands in the stock market through IPO as idle money gives no return. In other words, people investing in the IPO market should be classified as flippers and not investors. Flippers are the people who sell the IPO after making the listing gains. They do not have the intention to stay invested in the IPO market for a longer period. The word initial public offering and grey market premium were highly searched during the lockdown period as can be seen in Graph 1 and 2, respectively. This has been extracted using Google Trends.



Graph 1: Google Trends- initial public offering



Graph 2: Google Trends- grey market premium

This clearly shows that the IPOs have gained popularity post 24 March, 2020 till the present date as can be justified by the Google Trends. Only the IPO attractiveness, herding behaviour and awareness about IPO gained by the respondents during the pandemic significantly influenced the investment intention.

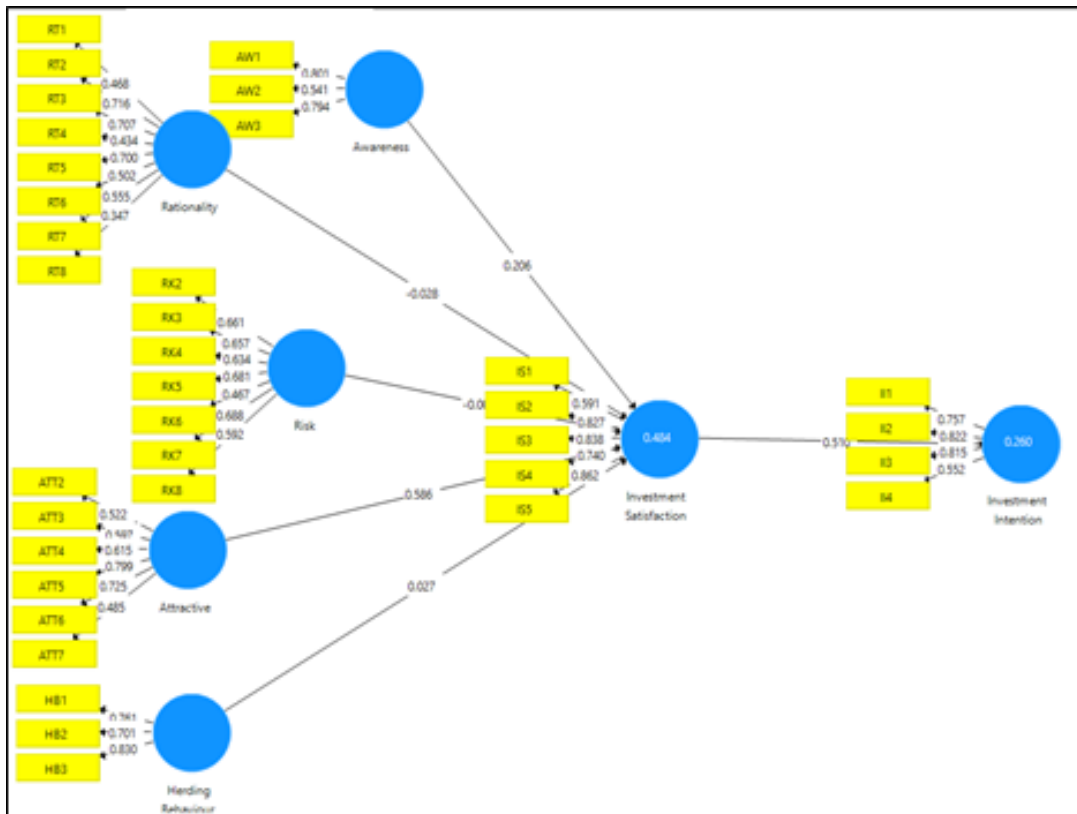
Table 3: Path Coefficients of the Proposed Model

	Original Sample	T-Statistics	P Values
Attractive-> Investment Satisfaction	0.586	5.435	0.0000*
Awareness -> Investment Satisfaction	0.407	2.341	0.043*
Herding Behaviour -> Investment Satisfaction	0.352	2.263	0.051**
Rationality -> Investment Satisfaction	-0.028	0.234	0.815
Risk -> Investment Satisfaction	-0.001	0.013	0.990
Investment Satisfaction -> Investment Intention	0.510	6.041	0.0000*

Source: Authors' Compilation

Note: ** mark indicates significance at 5% level of significance.

A graphical representation of the results has been shown in Graph 3.



Graph 3: Graphical Representation of the Proposed Model

6. CONCLUSION AND RECOMMENDATION

The present study aims to identify the factors influencing an investor’s decision regarding the subscription of IPOs. The results suggest that due to an exceptional period of pandemic, Indian

investors were interested in investing in the primary market without looking at the company’s fundamentals. The pandemic introduced the investors with an opportunity to increase their

returns by investing in the stock market. Many people lost their jobs and as a result they intended to compound their returns from investing in an alternative market which will give them higher returns than the other asset classes like fixed deposits. Indian investors need to understand the factors leading to the success of the IPOs and hence should take the decisions rationally. Only IPO attractiveness, herding behaviour and short-term awareness during the lockdown period would not let the investors survive for long.

6.1 Implications and Scope for Future Research

The current study is of immense importance to

the newly converted investors. They need to understand the market's fundamentals before investing and should avoid investing just for the sake of earning a meagre additional return over the existing safe-haven assets. The future researchers could juxtapose the investor sentiments in pre-and post-lockdown times and analyze that has the investors built their interests in the primary market precisely due to the additional source of income during the pandemic. Also, the budding researchers could see that has the rationality was foregone during the pandemic by the investors to gain extra returns or not.

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Impact of Environmental Accounting and Reporting on Organization

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ABSTRACT

This paper attempts to give an overview of the development of social accounting and corporate social responsibility. Emphasis has been made on the environmental accounting and reporting, its benefits, approaches, existing scenario of reporting in India. Conclusions are drawn showing the impact of environmental accounting and reporting on organisation and attempts to influence or capture the process of increased disclosure.

Key words: Social accounting; corporate social responsibility; environmental accounting; impact

1. INTRODUCTION

Country like India, which is in the process of development, are facing the problem of protecting the environment and promoting economic development simultaneously. A balance between environmental protection and development is required. For this purpose, measurement of the impact of the environment caused by economic activities of the corporate sector is essential. Though the social and environmental accounting research literature has developed at a rapid rate since 1970 leading to attempt at classification and codification in the Indian context, the corporate sector is not very enthusiastic about it even if they are doing so, they do it to fulfill the legal requirement in order to avoid litigation [1].

A business enterprise should encompass the following factors besides profit earning.

- a) Benefit the local people.
- b) Preserve the quality of life and environment.
- c) Preserve scarce resources.
- d) Preserve health and safety of the staff, Consumers and local people.
- e) Avoid premature redundancy of workers.

- f) Develop and maintain employee's
- g) Socio-Economic objectives.

2. REVIEW OF LITERATURE

Mathews M R (1994; 1997) studied social responsibility accounting. Mishra K K (1998) analysed the case for environmental reporting. Singh D R and Abuja J M (1983) examined corporate social reporting in India. Chinnappa T B and Karunakaran N (2021) observed the contemporary issues in accounting: with special reference to creative accounting. Chinnappa T B and Karunakaran N (2021) and Bayavanda Chinnappa T and Karunakaran N (2022) also analysed the effect of corporate branding on industrial and organisational purchasing.

3. RESEARCH GAP

Rapid industrialisation has seriously threatened the world's ecological balance in the present world. As a result, the greenhouse and other related problems are posing a threat to mankind world over. So it is the responsibility of everyone on this earth to think and act accordingly for the sustainable development of the environment.

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4. RESEARCH OBJECTIVES

In many developed countries, environmental matters have assumed the topmost priority. There is growing pressure for the corporate to consider environmental effects of their operation. As a result, accounting and disclosure of environmental matters have been rapidly emerging as important dimensions to assess the performance of organisations and the paper attempts to study accordingly.

5. RESEARCH METHODOLOGY

Implications of the study are analysed with various reports and articles as references.

6. ANALYSIS, DISCUSSION AND FINDINGS

6.1. Social and Environmental Accounting: Social and environmental accounting have attracted comments and proposals from a wide spectrum of opinions [9]. These range from those of the critical, who are concerned about managerial capture and the perpetuation of what they regard as a dysfunctional social and commercial structure, to the proponent of the 'BUSINESS CARE', who agree that business should only respond to these challenges where there is an opportunity to increase returns on capital. It is agreed in the Business Care scenario that the way forward is to convince businesses to make a change to procedures and processes because it is profitable to reduce waste, and beneficial in terms of organisational legitimacy, and not because it is right to do so. Historically, corporate performance has been measured by means of limited financial disclosures aimed at a local readership. Over time, the readership has widened, become more structured and both wider and deeper, through the implementation of both legislative and professional requirements [2].

More recently, social and environmental reporting has been advocated, and the future is likely to include more detailed reporting to a broader range

of stakeholders [10]. There is a growing demand for activities that reflect an enterprise's contribution to society as a whole.

6.2. Social Accounting: Social accounting is defined by the NAA committee as "The identification measurement, monitoring and reporting of an institution's social and economic events on society. It is intended for both internal managerial and external accountability purposes, and is an outgrowth of changing values that have led society to redefine the Corporation's Social Responsibility". Social accounting is a branch of accounting which attempts to measure the social benefits that an organisation provides and the social cost that an organisation incurs.

6.3. Scope of Corporate Social Responsibility: The five possible areas in which corporate social objectives may be found are:

- a) Net income contribution.
- b) Human resource contribution.
- c) Public contribution.
- d) Environmental contribution.
- e) Product or service contribution.
- f) Optimum utilisation of Natural Resources to achieve Socio-Economic objectives rather than exploiting them.

The term contribution includes social costs and social benefits associated with organisation activities.

6.4. Environmental Accounting: Environmental accounting refers to accounting that includes environmental goods and services. It is a process of economically recognising the exhaustion of natural and accessible goods and services in the process of making economic goods and services, analysing reciprocally and balancing the benefits rendered by the environment to a corporate citizen and the costs and benefits tendered to the environment by the corporate citizens [8].

Environmental accounting can be defined as, "a method of keeping accounts of natural resources and environmental element, by which efforts are



made to get an idea of nations economic activity, social welfare and maintenance of natural resource”.

OBJECTIVES OF ENVIRONMENTAL ACCOUNTING:

- a) Better management of environmental costs.
- b) Better formulation of business strategies.
- c) More accurate cost of product and processes.
- d) Discover new opportunities to minimise environmental costs through environmental thinking.
- e) Includes potential environmental in the appraisal process and investment analysis

Benefits of Environment Accounting:

- a) Better opportunities to minimise compliance costs and reduce operating costs.
- b) Reduce costs through energy and resource conservation
- c) Aid strategic decision making regarding continuing or abandoning a particular product or process.
- d) Gain a competitive advantage by minimising environmental impact through improved design, product, package and process.

Procedure of Environmental Accounting: The following method is adopted for the environment accounting

- a) Profit and Loss Account: All revenue expenditures required for the protection of the environment should be debited to the profit and loss account.
- b) Balance Sheet: All natural resources which are consumed and exhausted by the organisation should be shown as assets. The same expenses are the organisation’s liabilities towards the society.
- c) Budgets: The Environmental Budgets should be prepared by the organisation to ascertain the amount to be allocated for environmental activities. The organisation should check

whether such an amount is spent on environmental actions. The responsible person should check and verify how far the amount is really spent on environmental activities.

- d) External Reporting: The organisation should report for the environmental activities, the cost imposed by the business organisation on environment, benefits rendered by the business organisation, benefits received from the environment and the cost imposed by the environment. The reporting will fulfill the social responsibility.

The major burning issue and challenges before the accountant are:

- a) How can one assess the impact of the business organisation or environment?
- b) How do you value environmental metamorphosis caused by a business organisation?
- c) What criteria should be evolved to assign a monetary value to the environmental changes?
- d) How to depreciate environmental assets?
- e) How to estimate the remaining natural resources?
- f) How the cost, revenue, depreciation and value of natural resources should be accepted for in the books of accounts of the organisation?

Limitations of Environmental Accounting:

- 1. Poor Valuation Techniques: The techniques for estimating the social values of environmental goods and services are still imperfect, misleading and controversial.
- 2. Partial Values: The values of eco-system components are derived from a diverse range of attributes and functions, and shadow pricing techniques capture only a few of them. While the human values assigned to eco-system components have steadily increased, the methods for measuring them have become more complicated. In contrast to market prices, shadow prices are still only partial valuations.
- 3. Uncertainty in Values: Estimated values for

environmental goods and services are often only partly or poorly quantified or quantified in terms which have no fixed conversion to money.

4. **Changing Social Values:** Social values placed on environmental goods and services are changing so fast that the estimates are likely to be obsolete before they are available for use. The social values are set by the relationship between the quality of environment and the quality of human life. The relationship between material possession and material well being is also a relative one
5. **Non-Economic Values:** There are human values which are non-economic. Environmental accounting is a tool in decision-making. In many cases, economic values outweigh non-economic ones.
6. **Individual and Aggregate Values:** Economics defines social values as the sum or aggregate of individual values. Effectively, it deals with averages. Different individuals have very other relative preferences for different goods and services. The relative values of time and money differ between individuals. The individual preferences can be aggregated in any meaningful way to provide a measure of preference for society as a whole.
7. **Incremental and Relative Values:** Economic values are relative, non-intrinsic or absolute; and they are incremental or marginal, not total.
8. **In Applicable Assumptions:** The reason for estimating economic values for environmental goods and services is to include those values in cost-benefit, cost-effectiveness, input-output or other economic analysis. Such techniques, however are based on assumptions and if these do not apply in particular cases, conclusions based on them may be wrong. So every analysis should make its assumptions explicit and examine the sensitivity of its decision to failures in these assumptions.
9. **Uncertainty and Risks:** There is a need to estimate cost and benefits not just for events that are confident to occur but for those with

low probability. There is also a need to know how to allow for uncertainties in estimates of costs and benefits.

10. **Lack of Reliable Industry Data:** Due to unrecorded environmental causes and the difficulty in extracting and separating environmental costs, the industry data is usually unreliable. The industry's concern to maintain confidentially and wisely differing accounting systems also makes the job very difficult.

6.5. Environmental Reporting: Environmental reporting is the in-corporation of environmental issues into the Corporate Annual Report by corporate entities. It denotes voluntary or involuntary disclosure by corporate entities on the impact of their activities on environment.

Benefits of Environmental Reporting:

1. Reporting on environmental performance strengthens the company's commitment to gaining a higher environmental performance.
2. Environmental reporting would discharge of the organisation's accountability and increase its environmental transparency.
3. Reporting on environmental performance demonstrates progress made.
4. Reporting on environmental performance allows a problem to be identified.
5. Reporting on environmental performance assists in improving public relations for companies.
6. Environment reporting helps negotiate of the concepts of the environment and determines the company's relationship with society in general and environmental pressure groups in particular.

By taking this enlightenment approach of environmental reporting, companies can increase their image of enlightenment to the outside world and are regarded as 'Enlightened Companies'.

Some Environment Reporting: Companies of most countries adopt different approaches (to



presenting their environmental disclosure) as the environmental reporting is not regulated in these countries. The environmental disclosures practices typically fall into three categories:

- (a) **Descriptive and Performance Reporting:** U.K Companies tended to lead the development of the 'descriptive and performance approach' to environmental reporting. This report includes a description of environmental policies and corporate activities plus data on performance in such areas as emissions, control and energy savings.
- (b) **Quantitative Environmental Accounts:** The quantitative accounting approach to environmental reporting has tended to come from mainland Western Europe. German, Australian and Swiss companies that developed this approach are greatly influenced by the work of the Institute of Environmental Research in the economics of Germany and Austria. The report describes the company's environmental policy, the scope of its market share of 'Eco-Friendly' products, and also show the resources used by the company and illustrates the efficiency with which these have been employed. Most of these reports include a form of a 'quantitative input-output analysis.
- (c) **Financial Environmental Reporting:** This approach has been developed by Eni Enrico Mattei Foundation (FEEM), a non-profit organisation based in Italy. The working group of FEEM called 'Forum for Environmental Reporting' prepared a comprehensive document entitled 'Company Environmental Reports: Guidelines for preparation' and specifies the contents of a standard environmental report which should satisfy both stake holders and companies.

Existing Scenario on the Environmental Reporting: Most companies have formally complied with the statutory requirements mentioned in the Companies Act and the Directors Report rules 1988. Surprisingly, some subsidiaries of reputed parent companies (Brooke

Bond, HLL, etc.) have not mentioned anything about pollution control. The companies reporting on environmental aspects have generally focused on areas like;

1. **Pollution Control Equipment:**
 - Conservation of energy
 - Effluent treatment
 - Safely arrangements
 - Achievements and awards of the company relating to conservation of energy, pollution control etc.
 - Activities like forestation (Green Belt) community health services
2. Hardly any company has reported on failure regarding environment protection or any damaged caused by the concern to the environment and society. Most of the companies have avoided negative reporting.
3. Companies have taken reporting on environmental aspects more a statutory obligation and less social responsibility.
4. The provisions about reporting on environmental protection are not enough to give true and fair information about the effect of company's operation on environment.

6.6. Corporate Environmental Reporting in India: The environmental reporting practice of companies in India has been very dismal. Very few companies pay attention and space to environmental issues in their annual reports. The listed companies in India are not legally required to make environmental disclosures. Companies in India flout environmental norms merrily and no penalty is imposed on them. The annual reports of very few companies mention the environment in general terms without specifying impending environmental liabilities or losses. Some examples of environmental reporting in India are:

- Safety, occupational health and environmental protection have always been of prime concern to the company and are integrated with managing the entire supply chain. The

company's constant endeavour to improve the standards of safety and environment is reflected in the practice of setting annual targets for all round improvement at all its manufacturing locations. Performance is monitored through regular security and environmental audits using internationally accepted methodologies. Safety training is imparted to employees at all levels [12].

- Strict adherence to the company's policies and up gradation of hardware has resulted in a steady decline in accidents and consequent improvement in employee productivity.
- In pursuit of sustainable development, the company has endeavoured to maximise the efficient use of energy and materials, the safe and responsible disposal of residual waste and the sustainable use of renewable resources, while minimising adverse environmental and waste generation [11]. Electrostatic Precipitators (ESP) have been installed to control the particulate matter and emissions from boilers and also acid mist from the sulphonation plants. The aggregate discharge of liquid effluent has been reduced by over 15 percent in the company's manufacturing operations.
- As part of the Integrated Rural Development Program at Etah in Uttar Pradesh, the company continued its community development in the villages. These included the provision of hand pumps for drinking water, construction of roads, free medical camps, especially of children, animal health camps, dairy farming, chicory cultivation etc. [5].
- In the area of environmental and pollution control, where BHEL is making important contribution, three oil-fired boilers of 150 tonnes/hour capacity IOC Mathura were successfully converted to gas-fired boilers, thus minimising further environmental damage to Taj Mahal. In addition, Electrostatic Precipitators for kiln and coal mill applications in cement industry have also been developed

and the first unit was supplied to M/s Diamond Cements, Madhya Pradesh [4].

- During the year 1997-98, two more Pollution Control Action Plan schemes were completed, bringing the total number of schemes completed to 109. Consequent upon the various pollution control measures implemented, ambient air quality and effluent discharge quality at various SAIL plants and townships are steadily meeting the norms [7].
- Several training programs have been conducted throughout the year at various locations to sensitise SAIL collectively towards environmental awareness. Sustained efforts have been made to green the SAIL plants, mines and townships with plantations of over 5.5 lakh saplings [3].
- Peripheral development continued to be important for improving the quality of life around the steel townships. A sum of Rs. 3.60 crore was spent providing drinking water facilities, healthcare programs, and educational and recreational facilities, among other things, for the people living near the steel plants/ mines [6].

7. CONCLUSION

Government or the industrial enterprises cannot overlook the problem of environmental pollution and the emerging requirement of ecological preservation. Society has all moral rights to have information about pollution its effect and steps taken for the protection of the environment by the company. Therefore the companies should accept the environmental reporting as a social obligation and transparency should be maintained in the annual reports. The Directors of the companies should whole-heartedly adopt the full disclosure concept. Over and above reporting on the achievements and positive aspects of the company the negative angle of the environmental losses created by the concern should also be frankly reported. Instead of giving a vague presentation the Director's Report should be



supported by the quantitative information about the expenditure and capital investments made by the company for the environmental protection the profit and loss account and the balance sheet can have separate schedules detailing ecological activities.

8. ACTION PLAN SUGGESTED

- Environmental accounting and reporting by Indian corporate sector should be made mandatory; the proposal of requiring disclosure about particulars of compliance with environmental laws steps taken or proposed to be taken towards adoption of clean technologies for prevention of pollution, waste minimisation, waste recycling and utilisation, pollution control measures, investment on waste reduction etc., should be materialised
- Environmental reporting should be published as a part of Annual Report of Companies.
- Publishing the environmental report can minimise the gap between the public and Industries' communication.
- Environment audits should be made compulsory in a phased manner.
- Organisations, rather than meeting externally designated minimum requirements, can start at their current level, identifying their environmental aspect and set their Programme

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for continual improvement.

- Increasing awareness for the environment should be translated into reality by practising environmental accounting, reporting and auditing by the Indian corporate sector and thereby making the next millennium green millennium

9. LIMITATIONS

The environmental accounting and reporting on the organisation is a complex issue.

10. SCOPE FOR FUTURE RESEARCH

Each organisation is required to continually improve environmental performance, demonstrate an open dialogue with stakeholders, and promote employee involvement in the process of continuous improvement in environmental performance. When the economic and industrial growth has achieved revolutionary momentum environmental preservation has become an equally important concern. The government, NGO's and corporate sector have to coordinate to preserve the environment. In this regard, effective reporting can become a handy instrument. Let us hope the corporate reporting will take a positive modification to help indirectly protect the environment.

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Social and Economic Empowerment of Kandha Women: An Analysis of Data

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ABSTRACT

The socio-economic status of economic empowerment of Kandha women affects the patterns of society. It is therefore, essential to analyse the socio-economic background of the relationship between the leader and the environment. It is the principle, the analysis of the age, education, caste, family structure, occupation, income, are important in determining the nature of empowerment. This research paper also briefly states about the social and economic empowerment of Kandha women profile of respondents provides necessary information to understand the political perceptions.

Key words: *Socio-economic, society, environment, age, occupation, caste, income.*

INTRODUCTION

The prospect of Kandha Women depends upon various factors. That includes the population, socio-economic, geographical and infrastructure characteristics of the area. It is therefore felt necessary to discuss about these characteristics of the study area, to which this chapter has been dedicated. In addition to it, it is also imperative to deal with the history of the origin of the present study district of Kandhamal in a nutshell.

The word empowerment is yet to have a proper definition as the term is used in different contexts by different people. The variety of meanings attached to it makes it more difficult to find a single suitable description for this dynamic term. Broadly taking it means an enhancement in the freedom of choice. Particularly for the poor and downtrodden, it has a wide meaning, whether it is the enhancement in the rights of representation or expansion of economic avenues or control of the institution that are otherwise not open to them.¹

The Alma Ata Declaration of 1978 demarcated the goals of women empowerment and community participation.² In the same way, the United Nations Millennium Development Goals also incorporated

the health and empowerment of women.³ The World Bank its strategic framework highlights women empowerment and the reduction of poverty.⁴ WHO in its core concept, highlighted tribal empowerment as one of the six key messages and prioritised health by stating, “people should be empowered to promote their own health, interact effectively with health services and be active partners in managing the diseases”.⁵

AIMS AND OBJECTIVES

The present study is undertaken with the following objectives.

- Social and economic empowerment of women – an analysis
- Different Tools measuring empowerment of women

METHODOLOGY

With a view to study the level of women empowerment of tribal women and the nature of participation in the rural development, the researcher has adopted Panchayat Samitis (Blocks) i.e., Raikia of Kandhamal District has

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been chosen for the present study. A questionnaire was prepared, about 320 members of different groups were selected, and their view was adopted.

TOOLS FOR MEASURING EMPOWERMENT

Empowerment cannot be done without the inclusion of other strategies. It needs a comprehensive approach where a number of aspects of development should be taken into consideration.⁶ Earlier studies on empowerment are not done basing on the all-round aspect of development.⁷ The concentration was just on gender equity conveniently setting aside other developmental aspects like education and economic independence, which are essential for empowerment.

In modern times participation has become synonymous of 'sharing' put forward that participation is closely linked with the concept of empowerment. Participation of the marginalised population is essential for the process of empowerment in its true sense.

Women Empowerment: A few Parameters and dimensions

The five dimensions are empowerment are economic, political cognitive, physical and Psychological.

1. Understanding of the causes of women's subordination and the effort to change this comes under the cognitive dimension
2. Belief in ones-self for women at personal and societal level is the psychological dimension of empowerment.
3. Control of financial resources and financial autonomy is the economic dimension. However, this does not mean that the traditional roles of men and women should be reversed.
4. The political dimension includes the role of women in changing the norms of the society.
5. In the physical element the power of women to

protect herself in all the ways from sexual violence to be a part of empowerment process.⁸

The parameters of women empowerment are:

- Enhancement of self-esteem,
- Elimination of discrimination,
- Strengthening of partnership with her increased role in the society.
- Critical thinking capability,
- Decision-making power,
- Ability to make their own choices
- Getting information on self-employment opportunities,
- Elimination of discrimination in the areas of food, wages, property rights, resources of the family, freedom of movement and travel, credit access, control over savings and earnings and most importantly, guardianship and custody, and maintenance of children.⁹ This could be achieved only through gender sensitisation in educational institutions. ¹⁰ The Beijing Conference on women empowerment also highlighted the points on similar grounds for the development of women. Stress is laid on changing the literacy rate with higher number of enrolment of women in the educational institutions. It also emphasised on the need to influence the direction of social change.

The researcher has conducted to find out the relationship between the demographic and socio-economic factors. On the one hand, the socio-economic research based on sample is conducted in three Blocks of Kandhamal district of Odisha State to find out the social and economic status of elected tribal women representative. On the other hand, socio-economic background of elected respondents of various political institutions was collected in the study.

The socio-economic background of the respondents in terms of (1) personal profile, (2) Family background, and (3) infrastructural background, is very significant for the present



study. The role of socio-economic conditions cannot be ignored as they characterise the social life and behaviour of an individual. The socio-economic status of impacts the pattern of interaction in the society. It is therefore, highly important to analyse the socio-economic background of the leader and the environment around. It is generally assumed that the analysis of age, education, caste, family structure, occupation, income, land holding, party affiliation, etc., is important in determining the nature of empowerment. The educational, socio-economic and political background of the women representatives would enable the scholar to anticipate as to what they can do and what could be expected from them and how well they are prepared to discharge the responsibilities conferred upon them by the electorate.

The socio- economic profile of the respondents provides the necessary information to understand their political perceptions. It is also a valuable key to understand the dynamic of the society. The social, political, educational and environmental backdrop of a person shapes his or her personality. The social background of the sample respondents in the study area presented in this chapter. According to numerous election studies carried out in various political systems, there is a close relationship between Socio- Economic-Status (SES) factors and voting behaviour. Many analysts on electoral behaviour agree with the statement of Gunnar Sjoblom,¹¹ a Swedish sociologist, who has stated that the socio-economic factors are predominant determinants of voting behaviour in many instances.¹² Apart from the importance of SES factors, some other kinds of qualifications also determine the electoral behaviour to a large degree. It has also been argued that the actual factors that influence a voter are infinitely complex and appear to arise from a vast number of conscious and unconscious forces and conditions, some of which can be easily identified, although not accurately weighed-while others are much more exclusive, although there may be equally important determinants.

Further, it is believed that in more developed political systems, where voters are largely literate and are accustomed to exercising the franchise as a normal part of their political life, voting t is as much an individual as a collective act. This is an expected consequence of political development in the less developed nations with illiterate voters. However, a consequence of political development might be to reduce the relative significance of social determinants of voting and to increase the importance of political factors. To emphasise this hypothesis, D.L. Sheth¹³ wrote: "If our electorate has 186 attained a certain level of political development, its voting decisions should be more and more influenced by political considerations as against primordial group considerations".¹⁴ It is presumed that most of the 'primordial considerations' reside in the social and not the political system. In India, where the society is of complex one, voting behaviour patterns have to be studied, bearing in mind what Imtiaz Ahmed has called the 'significance of the local political framework for the understanding of the political behaviour of social or communal groups in an area", but not just in the aggregate on a macro and national basis since the key to voting behaviour within a 'local political framework' is to be found more in the social aspects of village society and life than in larger political considerations of a national and aggregate kind.¹⁵ In Indian political scene, the reasons for paying particular attention to the local political framework for the understanding of 'the political behaviour of social or communal groups in area' are quite apparently observed. Myron Weiner and Rajni Kothari opined on the introduction of specialised studies after the General elections of 1962; "In the largely segmented and highly parochial system which predominates in most of rural (and even urban) India, the patterns of loyalties and interests and the power structures which prevail at the village or neighbourhood level are often the most important elements of political action and can often more readily be studied through anthropological type field inquires than through

national surveys". In Indian political scenario, the social factors that determine the voting behaviour of voters are to be discussed at three levels. Special attention is to be paid on four 'primordial factors, namely family and kinship, caste, factions and communalism as well as standard SES factors such as age, sex, education, income and rural urban composition of the population are to be taken into consideration to some extent. There is also another great factor and even important determining factor, that is, class, also has to be studied but not as a separate factor. In Indian social composition of the electorate can be studied and analysed based on class, where the role of middle class is rising and role 187 of lower class is changing. But such analysis in Indian setting soon merges into more 'primordial consideration' of kinship, caste and faction.¹⁶ The social and economic status constitutes a critical variable in the studies about voting behaviour. It is assumed that the correlation between the independent socio-economic variables and the dependent variables will determine the voting behaviour. It is against this background that the demographic profile of a sample is studied in terms of the variables such as sex, age, education, religion, caste, income, rural and urban background.

According to Truman a political leader is not like an iron ball used in pin ball plays rather, a being human beings through different sets of relationships. He further adds that as a leader his approach to different groups is influenced by the whole hierarchy of relationship which influences him as a person also.¹⁷ Therefore, an understanding of the social conditions, the men hail from is very essential to any systematic analysis of social change and mobility. Sociologists like¹⁸ have described social mobility to be highly dependent on social circumstances of individual. Social background still plays a significant role in the context of leadership because it not only decides the status, style of living, values and aspirations but also the capability of the leaders to sustain the struggle

for authority and power. In the Indian society, the social existence of the individual has significant role in the nature and structure of leadership.

Knowledge of the socio-economic background of women representatives of the study area are an essential prerequisite for understanding their motivation in participating local governance. It also helps the researcher to identify the successful women in the process of political empowerment. Differences in the behaviour and participation of women representatives mainly depend on their background status and position. The rural family which is in most cases on agricultural household is characterised by a greater closeness among the members and thus more liable to be influenced by hereditary traits and family culture. The family is therefore, the most important influence in the life of the rural woman who is usually confined to home.¹⁹ Therefore, the socio-economic background is very important factor in shaping the participation of the member of any institution. But the political background is another and more important factor so far as participation in political institutions is concerned.²⁰

Some of the factors that determine the socio-economic and political background are economic position, marital status, education, occupation, age, caste, political awareness, political experience, membership in political, non-political associations, voluntary organisations and the like. Therefore, an attempt has been made in this chapter to analyse the socio-economic and political background of the women representatives of the area under study under the following heads.²¹

The study's total sample is 350 women representatives from the Study area consisting of Women Sarpanches, Samiti Members, ward members and members. A questionnaire has been prepared and served to all the women representatives, besides oral interviews in the regional language by the researcher. With the help of the information gathered through these sources, tables were drawn for the purpose of



better presentation and easy understanding. The interviews were conducted in the regional language, with the local accent so that the women members would be comfortable in conveying their experiences, as most of them are undergraduates and some are illiterates.

AGE

Age indicates the experience gained over many years. Maturity and age go hand in hand. Hence age can be considered as an important factor which affects one's status and prestige, particularly in rural societies. The older people were once privileged to occupy the several key positions in villages.²² It was accepted in principle and practice aged people dominating the village administration in India. Now it is the turn of young people who are more active in politics. This ability of taking decisions or influencing decisions depends on experience and it is known as maturity. Participation in Political life is closely connected with age and domestic responsibilities, especially in the case of women who serve the public in different areas of the political field. The extent and degree of participation are greatly influenced by age.

Age plays a crucial role from both social and political viewpoints. In the rural Indian set up, the mobility and outside exposure for young and unmarried women is highly restrictive. One of the essential causes for confining young women indoors has been safeguarding female chastity. Particularly In the northern states of India it is the older women who get preference over the younger ones in public forums such as Panchayats.²³ This phenomenon can also be attributed to the fact that by that age the rural women complete the responsibilities of child caring and thus they in a position to assume responsibilities outside the home. But Kandhamal district made an expectation to this norm as majority of women are young.

Thus age is one of the determining factors in the emergence of women leadership in the local self-

government. Therefore a clear picture is given in the following table regarding the age wise division of the women representatives of the study area.

Table 1: Age composition of the Members

Age group	Nos. women members	Percentage
25-35	155	48.43%
36-45	90	28.12%
46-55	35	10.93%
56-65	30	9.37%
66-75	10	3.12%
76-85	—	—
Total	320	100%

²⁴. Field study

The above table shows that out of total 320 elected Panchayat member in women category 155 (48.43%) members belong to the age group of 25-35 (younger age), 90 women (28.12%) to the age group of 36-45 (lower middle age), 35 women (10.93% belong to the age group of 46-55 (upper middle age) and 30 woman are above 56-65 (9.37%) and 10 women (3.12%) belong to the age group of 66-75. Older women Members absence shows that there is a change from the traditional attitude which tended to provide leadership only to those women who belong to older age group.

From the age parameter of the women Members, it is evident that the society is changing and helped the women of younger age to come out and take part in Panchayati Raj Institutions election. During the interview the younger women showed more enthusiasm regarding participation in political affairs and they felt happy that society did not put bar on them. This is the beginning of a great change. The youth in the country was becoming largely apolitical and that has to change. It's time everyone is vocal about their politics, irrespective of wherever their political allegiance. The large presence of very young and professional candidates in the Panchayat Raj Institutions with young mind, their unconventional, and innovative campaigning pattern is all what makes more interesting.

MARITAL STATUS

Marital status play an important role in the village set up especially with regard to women and in particular in rural areas of district. In rural society, a girl is normally brought up with the sole aim of marriage as soon as she reached maturity.²⁵ Most of the girls are married at an early age following the age old tradition. It is considered necessary to investigate the marital status of the Panchayat Members to know whether marriage has any effect either contributory or negative for the women members. In the traditional Indian village set up widow remarriages are not common except in a few castes widows are allowed to remarry depending on their traditional and social customs. The role played by widows within their traditional customs and restrictions during the freedom movement of our country cannot be underestimated. To sublimate their psychological suffering in leading lonely life they diverted their energies and strength towards winning freedom to our country. In the traditional village set up our country, in the present generation also there are women of that category who are able to devote their time and energies to serve the country by participating in the local governance. The following table gives a clear picture of the age group of women representatives.

Table-2: Marital statuses of the Members

Marital status	Respondents	Percentage
Married	175	54.68%
Unmarried	76	23.75%
Widow/ Divorce/ Desertion/ Separation	42	13.12%
Never-married	05	1.56%
Total	320	100%

²⁶ Field Study

On the basis of the analysis of above table, it has been observed that 175(54.68%) women Members of Panchayati Raj Institutions are married. 76(23.75%) are unmarried, 42(13.12%) are Widow/ Divorce/ Desertion/ Separation and 5 are Never-married. They must be trying to fulfil

their obligations to both family and office. When enquired about whether unmarried women face any restriction from family or from outside the family, to participate in political affairs, the general response received was that unmarried women are very young and usually families do not like them to expose to public life. Since the study concern women, it was not explored why unmarried men find it difficult (if the case at all) to enter Panchayati Raj. Thus it may be concluded that absence of unmarried women is a reflection of the fact that the young and unmarried women are not encouraged in politics. The women Members further seemed convinced that their marriage has helped them to enter into politics and enabled them to perform better with the advice extended by husband and in-laws. The Members have acknowledged that marriage is a source of confidence-generating measure for them.²⁷

The above analysis shows that marital status can be taken as an important factor for women to contest in Panchayati Raj Institutions election. The interesting fact that was found in the research is that most of the women Members are prompted by their husbands to contest in the panchayat elections. The reason behind this may be due to the fact that their husbands try to exercise political power in Panchayati Raj bodies in the name of their wives. Presence of widows as Members in the Panchayati Raj Institutions shows that widows' status in society has improved social acceptance can be seen due to their presence³ in public life.

EDUCATION

As per 2011 census, the average *literacy* rate in *Kandhamal* district is 86.81%, out of which 93.30 % are males and 80.29 % are females. The district has many educational learning and education plays a crucial role in building one's personality and career. Illiteracy restricts one's capacity to judge issues of importance. Education develops a progressive outlook in individuals and makes them aware of political, social and economic problems confronting society. In



Panchayati Raj institutions, the capacity to understand the issues and problems facing the community and the ability to communicate one's ideas to others form important qualities for a member.

For women education has vast potential both for themselves and for society. It is one of the primary conditions for women's empowerment. Education helps women to be able to participate actively in social, economic and political activities which affect their ability. Hence the role of education cannot be neglected. The data regarding the educational qualification of the elected representatives of Panchayati Raj Institutions is given below in Table 3.

Table 3: Educational Backgrounds of the Members

Level of Education	Number of respondents	Percentage
Primary	80	25%
Secondary	115	35.93 %
HSC	50	15.62 %
Intermediate	25	7.81%
Graduate	41	12.81%
Higher Education	05	1.56%
Technical Education	04	1.25%
Total	320	100%

²⁸Field Study

The above Table clearly shows that all the Members of Panchayati Raj Institutions are literate and have some kind of education. 80(25%) of the Members are educated till primary classes, 115(35.93 %) women are educated in the middle school level, 40(12.5) women are educated up to matriculate, 50(15.62%) have passed higher secondary school and 5 are possessing higher education and 4 are possessing technical education. The interviewees interestingly expressed their regret for not pursuing education. All of them felt that education would have helped them to participate in formal meetings and public dealings etc.¹¹ While most of the male Members gave up to enter political arena, women Members

discontinued their studies mostly due to marriage and other domestic responsibilities. From the table one can find that education has certainly given women Members an advantage over others who did not pursue any formal education.

RELIGION

One of the most important aspects of village social life is religion. The people of India are generally religious and the same is true with the people in the district. The Christian missionaries made their entry into this district by the first of the nineteenth century. The British annexed this area from 1836 to 1886. The missionary activities played an important role in civilising the Khonds of this district. The children were rescued from *meriah* and sent to missionary orphanages. Here they were trained in Christianity. Baptist Mission Society and Roman Catholic Church were two important religious sects that were in action. Religious conversion in Kandhamal has passed through two stages i.e. Animism to Hinduism, Hinduism to Christianity. There are other religious groups in the district. The followings are the religious background of the respondents.

Table-4(A): Religion followed by the Members

Religion	No of Tribal women	Percentage
Hindu	178	55.62 %
Muslim	—	—
Christian (Converted)	142	44.37%
Sikh	—	—
Buddhist	—	—
Jain	—	—
Total	320	100%

²⁹ Field Study

The above table notes an interesting finding that majority of the elected representatives of study area are Hindus 178 (55.62%) and 142(44.37%) women are Converted Christian from their own community. The population of Kandhamal in 2011, was 733,110 of which 359,945 male and 373,165 female were. As per population data 2021 of

Kandhamal district, Hindu are majority in Kandhamal state. Total population of Kandhamal district is 733,110 as per census 2011. Hindus are 79.16% of Kandhamal population. Christianity plays important role in electoral politics of Kandhamal district forming a significant 20.31% of total population. Scheduled Tribe people, converted Islam or Christianity have the reservation benefits,³⁰ this implies that tribal women who converted to any religion are finding suitable environment to enter in Panchayati Raj Institutions.

Type of family

Size of the family also plays an important role in the political participation of women. Of course some other factors like individual merit, social service, aptitude for mass uplift, admiration towards political parties and the like also play an important role in the political participation. As woman bears the responsibility of bringing up the children, she will generally have less time towards participation in political life. It is generally believed that women with small size families can devote their time towards political participation. In the present study the families of the women representatives have been divided into three broad categories (1) small size family is 1 to 3 members; (2) middle sized family is 3 to 5 members and large size family is 5 to 10 members. The following table gives the details of the family size of the women representatives. It also shows that the women with small families are able to shape their lives in the process of political empowerment.

Table-4(B): Type of family

Type of family	Respondents	Percentage
Small size family is 1 to 3 members	201	62.812%
Middle sized family is 3 to 5 members	87	27.18%
Large size family is 5 to 10 members	32	10%
Total	320	100%

³¹ Field Study

The information provided in the above table states that 201(62.812%) women Members of Panchayati Raj Institutions are small size families having 1 to 3 members. 87(27.18%) middle sized families having 3 to 5 members and 32(10.%) are large size families having 5 to 10 members.

Type of families of Members

A family is made up of a husband and a wife with or without children. Joint and nuclear are the two common types of structures of the family. In India society, particularly in the rural set up families of joint system are seen in larger number compared to the nuclear ones. The joint family set up has deep roots in the Indian traditions and culture. The nuclear family is a recent development of industrialised society, but it is believed that this type of family structure permits greater flexibility and self-expression among its Members.³²

In India, joint family has withstood the force of social change and acted more like an institution than merely one household structure. It usually serves as a productive enterprise, a moral community and a support group. Psychologically "family ties are the wrap and wool of Indian social fabric".³³ However, today joint family system in a conventional sense is not so prevalent in rural society as it was earlier. Consequently, the joint family is going through a process of transformation. Owing to the inflow of western individualistic attitude of life, the joint family has come under heavy strains. It is sometimes held that the joint family environment is not always conducive for development of the total personality of an individual.

Though it is not possible to choose a family when one is born, it determines the role of members in the Panchayati Raj institutions; hence an attempt has been made to know the type of family the panchayat Members belong joint or nuclear family.

Table-5: Type of families of Members

Type of Family	Respondents	Percentage
Joint family	138	43.12%
Nuclear Family	182	56.87%
Total	320	100%

³⁴ Field Study

After analysing the type of family to which the Members of Panchayati Raj Institutions belong in the above table, it is found that most of women representatives 138(43.12%) come from nuclear families; only 182 (56.87%) women come from joint families.

It is evident from the interviews that women from joint families find it difficult to take active part in political activities. Respondents gave the reason behind this as pressure from joint family to abide by the established norms. Nuclear families made it easier for women to come out of the traditional domestic role and perform public duties more effectively.

Economic Status:

Before going to the details of the economic status of the women representatives in the local bodies, it is necessary to know the economic set up of the study area - its traditional as well as the recent trends that have changed the economic structure. The livelihood of the people is mainly cultivation and to some extent mainly upon traditional occupation. Fifty years of independence brought tremendous change in the economic set up of their areas. The rapid growth of population in India also brought great changes in the occupation of the people with regard to their livelihood. Traditional occupations were not in a position to fulfill the necessary requirements of the people. Therefore people began to search for new avenues of livelihood. Employment opportunities in the urban and semi urban areas attracted the people and the increased transport facilities help them from moving their villages early in the morning and coming back in the evening. A number of labourers, employers, and other

workers go to the nearby towns in search of livelihood and become the beneficiary of the new employment opportunities.

The government of Odisha designed some schemes like DWCRA, TRYSEM, ICDS and others to eliminate poverty among the rural women. If women are economically independent their status in the family and society improves. Therefore, the Women are now-a-days taking active part in the above schemes, which is a mark of progress among women in their journey towards political empowerment. Economic status is important as it provides opportunities whether it is a man or a woman. The resources required to contest elections are easily available if the economic status is good.

The table below is designed to find the economic status of the women representatives. By find out the land, type of houses, and the other amenities of life that they are in possession of life are considered into the economic status of the members. These details give the scholar about the economic status of the women representatives.

Table-6: Economic status of the Members

Assets/Property owned	Respondents (Yes)	Percentage	Respondents (No)	Percentage
Land	281	87.81%	39	12.18%
House(Pucca)	158	49.37%	162	50.62%
Bikes	125	39.06%	195	60.93%
TV	287	89.68%	33	10.31%
Refrigerator	45	14.06%	275	85.93%
Car	08	2.5%	312	97.5%

³⁵ Field Study

As has been detailed in the above table, all the Members of Panchayati Raj Institutions have their own land and houses. It is seen in the table that among the women Members only 158 (49.37%) women have Pucca Houses, while the rests of the Members 162 (50.62%) have one thatched houses. Normally the general perception is that the Pucca houses indicate better economic

status. 125 (39.06%) are in possession of two-wheelers while cars are owned by a meagre percentage of 0.8%. Though these properties either belong to their husbands or other family Members it has been noticed that majority of the women Members of Panchayati Raj Institutions come from families having good economic background. This shows that economic status has been an important factor for the women to get represented in PRIs. It has to be noted that all the male Members of Panchayati Raj Institutions have their own land and houses.

Occupational status

Occupation is another parameter which decides the status and prestige of a person who aspires for leadership. Though man works for income arising out of it, his occupation also determines his status, power position and prestige in society.

Table-7: Occupation of the Members

Occupation	Respondents	Percentage
Housewives	192	60%
Business	64	20%
Agriculture	18	5.62%
Agriculture labourers	46	14.37%
Total	320	100%

Source: Field Survey

In determining the occupational status of women, it has been found that a large number of women Members 192 (60%) are housewives while others 64 (20%) are involved in business and they are self employed. 18 (5.62%) women are helping their husbands in cultivation and the other 46(14.37%) are pursuing agricultural activities as labourers without a stable income. The survey also found that service holders are little interested in entering politics.³⁶

ECONOMIC EMPOWERMENT

Empowerment is a multidimensional concept and economic, social and political empowerment are inter linked with each other. This study is basically

the political empowerment of elected women in PRIs but, while achieving political empowerment, the elected women has achieved economic and social empowerment also because these are mutually interrelated.

Table 8: The Response of Elected Tribal Women on Their Economic Activities (In Percentages)

Position		Respondents	%
Decision to Buy Land	No	198	61.87
	Yes	122	38.12
Decision to Buy House	No	124	38.75
	Yes	196	61.25
Ownership of Property	No	204	63.75
	Yes	116	36.25
Loan from Credit Institutions	No	203	63.43
	Yes	117	36.56
Freedom to Spend Money	No	79	24.68
	Yes	241	75.31
Freedom to spend money for satisfying the needs of your parents	No	75	23.43
	Yes	245	76.56
Freedom to Buy Kitchen Items	No	126	39.37
	Yes	194	60.62
Freedom to Spend for Entertainment	No	14	4.37
	Yes	306	95.62
Opinion on Income Generation	No	112	35
	Yes	208	65
Financial independence	No	312	97.5
	Yes	08	2.5
Economic Security	No	311	97.18
	Yes	09	2.81
Prepared Account Work	No	314	98.12
	Yes	06	1.87
Insurance policy	No	278	86.87
	Yes	42	13.12

Source: Field Survey

This table depicts the details on what are the economic factors influence the elected women to improve their economic capabilities and how the family members considered there to take important economic decisions in their family. Considered the first variable majority (61.87 per cent) of the elected women representatives



responded that they did not make such decisions. Majority opined that their husband or jointly make such decisions. The elected women's power to buy land is an important variable of economic empowerment but only 38.12 per cent respond that they take independent decisions to buy land. Considered the second variable among the total 91.5 per cent respond that they did not make such decisions, other family members like husband, father in law or mother in law make decisions. Majority opine that their husband is the head of the family and he makes such related decisions in their home. They used their money or property to buy land and house but, the final decisions are made by them. This means that a patriarchal dominated society exists and women's opinion is considered secondary. Among the total only 8.5 per cent respond that they make such decisions by independently or jointly.

The ownership of property is considered as a prominent variable for measuring economic empowerment of women. Because, in a patriarchal-dominated society women having ownership in land or any other property is a sign of economic well-being of women. But, among the total 63.75 per cent respond that they have no property of their own and property is in the name of their husband. This is the common phenomenon of our nation. 61.25 per cent respond that they have property in their own name, but it is hereditary. These things indicate women are insecure in economic wellbeing. This table also observes the elected women members had taken loan from any credit institutions. When we already mentioned that the elected women members have no role in the case of buying a land or house and majority have no ownership in property. In the case of loan, 63.43 per cent responded that they did not take any loan from credit institutions. But, 36.56 per cent opined that they take loan from credit institutions. Majority opined that they take loan from SHG's and banks. This table also discussed on the elected women has freedom to spend money without anyone's

permission. We considered four variables like freedom to spend money, to satisfy the needs of their parents, entertainment and to buy Kitchen Items etc. As an elected woman in Grama Panchayat, monthly they get some amount on the basis of honorarium and hence, in these tables we precise their opinion about spending of their honorarium. Among the four variables the elected women respond that they have freedom to spend their money without anyone's permission. Among the total 75.31 per cent respond they have freedom to spend their money and 24.68 per cent respond they have no freedom. Majority opine that mostly they spend money for buying dresses to their children. In the case of freedom to spend money for satisfying the needs of their parents, among the total 76.56 per cent respond they have freedom to spend money and 23.43 per cent opine vice versa. 60.62 per cent respond that they spend money to buy kitchen items and 95.62 per cent opine they spend money for entertainment with their family and 4.37 per cent said no. All these results indicate that majority of the elected women have freedom to spend money without anyone's permission. It's a good sign for economic empowerment of elected women in Grama Panchayat.

Next considered the opinion on how income generation is an essential element for empowering women. Income generation through various activities is essential for women's wellbeing and it is closely related to empowerment of women. Among the total 65 per cent agreed this opinion and remaining (35 per cent) disagree. Their outlook on income generation is prominent and considered it is an important variable for economic empowerment. Recently women engaged in various income generating activities and NGO's, SHG's and other organisations supported them to launch small scale units. Hence, income generation is essential for women to empower economically, politically and socially. Next query is whether financial independence has enhanced elected women members self-esteem and self-confidence. 97.5

per cent responds that financial independence enhanced their self-esteem and self-confidence and 2.5 per cent disharmonise this opinion. We have already seen that the elected women members have freedom to spend their money. Therefore, financial independence is essential for women's economic empowerment. This table also elicits the details on economic security indispensable for women's active participation in society. 97.18 per cent opined that economic security is essential for active participation of women in society because, economic dependency constrained women to participate actively in society.

We check whether the elected women have the ability to prepare account works in Panchayat. 98.12 per cent respond they have no ability to prepare account work in Grama Panchayat. 1.87 4 per cent opine that they have ability to do account works and they help the people in their ward to apply in different schemes. This table also observes the elected women have any insurance policy. Because, insurance policies are taken in the name of woman is the symbol of economic wellbeing. But, majority (86.87 per cent) responds that they have no insurance policy and 13.12 per cent opine that they have insurance policy. The notifying observation is that majority of the elected women members said that their husband have life insurance policy. This means that women life is not secured with any insurance policy.

Table 9: Economic Empowerment Index

Economic Empowerment	Frequency	Percent
Low Economic Empowerment	244	76.25%
Moderate Economic Empowerment	55	17.18 %
High Economic Empowerment	21	6.56%
Total	320	100.0

Source: Field survey

This table elicits the details on Economic Empowerment Index of the elected women members in Grama Panchayat. Among the total 6.56% per cent of the elected women were highly economic empowered women. Among the total

21 elected women members achieved perfect economic empowerment during the period. 17.18 per cent respond that they are moderately empowered and 76.25% per cent are low economic empowered women. This means that through political empowerment the elected women members achieved economic empowerment also. Because, majority of the elected women are less educated, house wives and majority have no employment and earnings hence, after joining the Grama Panchayat as a member they acquired economic empowerment with political empowerment.

Economic Empowerment is necessary for the overall development of the women. After entering into Grama Panchayat the elected women achieved economic empowerment with political and social empowerment. This table describes the details on position wise comparison of economic empowerment. Among the total, majority of the elected women representatives respond that they achieved high economic empowerment. It means that political representation in Grama Panchayat leads to economic empowerment of the elected women. Majority of the elected women opined that they feel economic security and their economic dependence with family or husband reduced. They feel economic independence after entering into Grama Panchayat.

Table 10: Motivation for joining SHGs

Sl. No.	Motivation by	Respon- dents	Percent- age
1	Self	42	13.12
2	Family Members	17	5.31
3	Friends	121	37.81
4	NGO Workers	133	41.56
5	Others	07	2.18
Total		320	100.00

Source: Field survey

Table 10 explains the source of motivation for joining SHG. It is found that major motivating factor for respondents to join SHG is NGOs. About 133 respondents (41.56%) have confirmed that

NGOs made them to join SHG. It is because most of the SHGs are supported by NGOs in terms of resources and training. Similarly, 121 respondents (37.81 %) said that they were encouraged by friends to join SHG. 42 respondents (13.12%) have joined SHGs out of self inspiration. And others opine that they were motivated by family members and others to join SHG. NGOs acted as catalyst for taking off SHG movement in the initial years.

Table 11: Position in the SHGs

Sl. No.	Position	Respondents	Percent
1	Ordinary Member	151	47.18
2	Treasurer	31	9.68
3	Secretary	89	27.81
4	President	49	15.31
Total		320	100.00

Source: Field survey

Table 11 elucidates the position of respondent members in the given SHG. About 38 (15.31%) respondents are presidents of their respective SHGs. 31(9.68) are Treasurer, 89 (27.81) are Secretary. Though it looks as a small numbers are Presidents, Secretaries, this is commendable as they are taking major decisions in the activities and performance of SHG. However, maximum number i.e., 151 (47.18%) respondents are ordinary members in their respective SHG.

Table-12 : Training Obtained by SHG Members

Sl. No.	Area in which training is obtained	Respondents	Percent
1	Agriculture	78	24.37
2	SHG Products & Marketing Activities	134	41.87
3	Income Generation Activities	53	16.56
4	SHG Functioning	23	7.18
5	Non-Farm Sector	32	10
Total		320	100.00

Source: Field survey

Table 12 provides information on vocational or

general training obtained by SHG member respondents in the study area. Training in activities such as agriculture, SHG products such as agarbathi making, papad making, candle making, tailoring and SHG functioning is provided for members. These activities enable members to get employment and involve in income generation activities. Training in SHG functioning is also provided to them. It is given especially to presidents of respective SHGs. This helps them to administer SHGs in a better way. It is observed that a good number of the respondents have obtained training in the preparation of SHG products and income generation activities and agriculture. About 134(34%) respondents have obtained training in SHG Products. Similarly, 53 (16.56%) members have obtained training in Income Generation Activities. 23 (7.18%) members in SHG Functioning . However, still 32 (10%) respondents have not obtained any training. As training can improve their knowledge in economics of SHGs, their skill to take up income-generating activities, it is good if they are provided with training.

Table 13 Training Agencies

Sl. No.	Area in which training is obtained	Respondents	Percent
1	NGO	151	47.18
2	Govt. officials and NGOs	19	5.93
3	Resource Persons from bank	89	27.81
4	Others HHGs	16	5
5	No Training	45	14.06
Total		320	100.00

Source: Field survey

Table 13 explains the training provided by different agencies to SHG members in the study area. It is noticed that maximum number of respondents are provided training by NGOs, the parent institute of many SHGs. Similarly, Government officials are also giving training on agriculture, obtaining bank credit, beneficiary schemes and programmes of the government. Around 151 (47.18%) respondents have obtained training from NGOs.

Govt. officials and NGOs together have provided training to about 19 (5.93%) respondent members. 59(27.81%) persons have obtained training from other resource persons. However, still 45(14.06%) respondents have not obtained any training.

SOCIAL EMPOWERMENT

Like political and economic empowerment, various factors influence social empowerment of the elected women in Grama Panchayat. As already mentioned the political, economic and social empowerment correlated each other and all are multidimensional in nature. There are various variables used for this analysis and the variables are changed to dichotomous in character.

Table 14: The Dichotomous Response of Elected Women on Their Institutional Participation (In Percentages)

Position	Respondents and percentage	
Position in Political Party	No	204(63.75)
	Yes	116(36.25)
Active in Grama Sabha	No	289(90.31)
	Yes	31(09.68)
Experience in Social Service	No	296(92.5)
	Yes	24(7.5)
Active Member in Social Institutions NGOs, SHGs, NHGs	No	78(24.37)
	Yes	242(75.62)
Status in Organisation	No	12(3.75)
	Yes	308(96.25)
Present Position in Organisation	No	286 (89.37)
	Yes	34(10.62)

Source: Field Survey

This table indicates the details on dichotomous response of elected women about their institutional participation before and after. The institutional participation helps to develop their capabilities. The first variable discuss on whether the elected women members held any position in political party. Any position held by the political

party or membership in political party is a good sign of empowerment socially and politically. As a member of the political party, it helps the ordinary women to improve their social activities and their relationship in wide. Hence, the membership or position held in political party is considered as one of the important variables for social empowerment of elected women in Grama Panchayat. Among the total, 204(63.75 per cent) respond that they do not hold any position in political party. They have affiliation in political party but they did not take any membership in political party. Majority of the respondent opined that they held positions like ordinary member or an office bearer in political party. It improved their social contacts and activities.

The next variable observes the participation of women in Grama Sabha, because grama sabha has a social council or forum, people collectively participate and through participation generate social capital. After elected as a member in Grama Panchayat they are the convener of the Grama Sabha and they monitor or convene it as per rule. It is a collective action of the people and they are belonging to different social groups, religion especially different political parties. Hence, as a women they face many difficulties for convening Grama Sabha meetings. 31(09.68) per cent of the respondent opines that they actively participate in the Grama Sabha meetings before and after conduct in their ward. It helps them to generate many qualities especially social because, it's a social forum.

This table also elicits whether the elected members have any experience in social service before contesting the election because, knowledge or experience in social services helps the elected women members to empower socially, politically and economically. Experience in social services helps the elected women members to know the problems of the people and it gives them a platform on how to solve it. But, among the total 296 (92.5) per cent of the elected women members opine that they have no experience in



social services and only 24 (7.5) per cent respond they have. We already mentioned that the majority of the elected women are house wives hence; they spend most of the time at their home. Next variable describes the details on whether the respondents are active members in any formal institutions. From the above discussion we can see that majority of the elected women members have no experience in social services. But, among the total 242(75.62)per cent of the elected women members opine that they have active membership in formal institutions like NGOs, SHGs, NHGs, etc. Within the institutions majority respond they are active members in NHGs. 78(24.37) per cent respond they are not engaged in any formal institutions. The membership in such organisations helps the elected women members to improve their social, economic and political empowerment. The status in the institutions develops the capabilities of women in various fields. The status of the organisation is considered as one of the influencing factors for achieving social empowerment. 308 (96.25) per cent of the elected women members respond they held different positions in such institutions and 12(3.75) per cent respond they do not hold any position in organisations. The participation in organisations helps the women to empower socially. Because, majority of the members are ordinary women in such organisations, the organisers organised different skill development programmes on the behalf of such organisations.

Considering the above mentioned variable we can see that the participation or the membership in organisations helps the elected women members to improve various skills and their position in society. This table also elicits the details on present involvement in organisations. Among the total, 67.9 per cent respond that they are active in organisational activities because, their experience in organisation is one of the major factors for electing them as a member in Grama Panchayat. They actively participate in the activities conducted by the organisation at present

also. 34(10.62) per cent respond that they are active in organisational activities and hold different positions.

Table 15: Response of Elected Women on Their Social Activities (In Percentages)

Position	Respon- dents	
	No	%
Involvement in Electoral Activities	No	201(62.81 %)
	Yes	119(37.18%)
Achieved any Sociability Traits	No	301(94.06%)
	Yes	19(5.93%)
Achieved any Social Empowerment	No	286(89.37%)
	Yes	34(10.62%)
Training for Improving Qualities	No	72(2.25%)
	Yes	248(77.5%)
Participation in the Local Level	No	18(5.62%)
	Yes	302(94.37%)
Practical Need of the Community	No	52(16.25%)
	Yes	268 (83.75%)

Source: Field Survey

This table 15 discuss on what are the factors influence on to improve social capabilities of elected women in Grama Panchayat. The first variable describes the elected women members' involvement in electoral activities. It also helps them to improve social connection and their contact with society. The electoral activities are door to door publicity; participation in meetings/ rallies, casting vote, collection of election fund etc has improved their social connection. Among total 119(37.18%) opined that they involved all electoral activities and it helps them to achieve social empowerment. 119(37.18%) responded that she did not involve in the electoral activities. These results mean that political related activity helps them to generate social empowerment.

The second variable elicits the details on what sociability traits have developed in the elected women members through participation in Panchayat Committees. Sociability trait is one of the major indicators of social empowerment. Hence, through the participation in Panchayat Committees the elected women achieved such

qualities. As we already mentioned that majority of the elected women are house wives and contest first time in Panchayat election, therefore to develop such qualities like sociability trait is necessary but 301(94.06%) per cent of the elected women opine that they have not achieve such qualities while attending the Panchayat Committees. It may be because of the less political awareness and the nature of the opposition in Panchayat Committees. Majority respond that some issues have taken place in Panchayat Committees and 19(5.93%) opine that they achieve sociability traits while attending the Panchayat Committees.

This table moreover observes by spearheading Grama Sabha meetings which of the following qualities for social empowerment have developed by the elected women in Grama Panchayat. Among the total 34(10.62%) respond that they achieved different qualities for social empowerment and 286(89.37%) respond that they have not attained any such qualities by attending Grama Sabha. Grama sabha is a social form hence, as a convener of the Grama Sabha the elected women member attain different qualities. This table observes the details on after joining the organisation the elected women members' participation in local level has increased or not. Among the total, 302(94.37%) per cent of the elected women responds that their participation in local level has increased after joining the organisations and remaining 18(5.62%) are not. After joining the organisations they contest different activities in their society and this helps them to enhance their participation in public sphere and also help to improve their qualities. Therefore, participation in organisations like NGOs, Kudumbasree etc are helps the elected women members to improve their involvement in local level and it leads to social empowerment of the women in Grama Panchayat. As mentioned above the officials of organisations arranged different skill development programmes for members in organisations because, majority of the members are ordinary less educated

women. The training programmes relating to improvement of skills are good capacity building programmes and 52(16.25%) percent to the elected women members respond they attend the different training programmes and it helps to improve their social economic and political qualities. It means that the training programmes are good capacity building programmes and its helps to improve their different skills. This table also describes the details on whether involvement in organisations helps to meet any practical needs of the society. 268 (83.75%) respond that the practical needs of the society improved when they involved in the activities of the organisations and 52(16.25%) per cent did not agreed to this opinion. Majority opine that after elected as a member in Grama Panchayat their experience in organisation helped a lot to resolve some conflicts and take some good decisions. Hence, their experience in organisation helps to meet many practical need of the community.

CONCLUSION

From the analysis, it is found that family income, facilities at house, attitude towards participation and social mobility are on controlled by male members of the family. The 50% reservation has no doubt worked as a catalyst for women but there are other socio-economic determinants which work in both positive and negative directions for women in the political arena. Family proved to be the strongest force behind the success of women Members. However, among the women members older age groups are more privileged than the younger age groups. In Kandhamal slightly different situation is seen as there are considerable number of young women members of the Panchayati Raj.

Social life is one of the determinants of social background of a village community. People of are generally obedient, tolerant and unconscious of their rights. More details will be discussed in the pages ahead. The traditional and backward set up of the area is somewhat the same for a long



time. New changes are apparently visible in various forms such as increase in education, standard of living and the like. Modernisation has its own influence on the people of this area and this resulted in the attitudinal change of people toward religion, customs and traditions. Similarly there is an apparent change among the people towards recreation after working hard in the fields throughout the daytime. Folk songs, dramas and ballads were the main types of entertainment in olden days and now the main sources of recreation are cinema and television thereby providing them larger exposure to the world around.

The traditional set up of rural life was a symbol of cooperation and cordial relations among the villagers. The study area though resembles this type of traditional structure it is not completely isolated from the urban culture. The rural community is in the process of awakening. The people especially the scheduled castes and Backward caste have developed consciousness about their rights, privileges and government facilities. Self help groups are an economic program to empower women to bring out the hidden talents, strength and power of women. The response from the women of study area to the SHGs program is satisfactory. SHGs also changed the social life of the women of the study area. Women now came to know the value of time and money and therefore gossiping which is very common among the rural women has been replaced by empowering themselves through SHGs schemes. The women in power are taken care of the schemes and their reach to the populations of their area.

SUGGESTIONS:

The study has revealed that women representatives in Kandhamal have shown their interest in entering the public place. There are no doubts hurdles in the process of empowering women. To overcome these hurdles elected women representatives should be provided with

information, orientation, counselling and sensitisation. It is necessary that women should break the obstacles of subordination and domination Education and necessary training could be helpful in this process. However, only this is not sufficient, women also should take initiative to fit themselves in the new conditions and try to take important decisions for themselves.

Suggestions to overcome the Challenges:

Tribal women need to get greater social and political exposure which would help them to be dynamic in active politics. If they participate actively, they can contribute a lot to the development of their region. Efforts must be made to thoroughly transformation their attitude and mindset. Tribal women development through political representation becomes meaningful and realistic only through a change in the attitude of the women who enter the political field. The followings are some suggestions in this regard:

- 1. Role of Mass Media:** Role of Mass Media is very important for tribal women development. Both print and electronic play an important role in creating awareness among the women in the rural society. Media is the agent of political socialisation which can inculcate the values of gender equality and gender justice. "Knowledge is power" is probably an even stronger injunction today.
- 2. Attitudinal change in both men and women:** Attitudinal change in both men and women in the rural society is important for any change. The attitude of confining women to household activities and children bearing should be changed into a feeling of equal partnership among women and men.
- 3. Contact with outside world:** Contact with outside world is necessary to make them aware of their role in the political process. This could be done in two ways. Enlightened tribal women could take the responsibility of sensitising the rural tribal women and illiterate elected one's. S. Tribal women could be encouraged to visit

the urban areas interact with educated urban elected women representatives so that they could get the necessary enthusiasm to participate in the meetings and take decision in the meetings.

- 4. Orientation courses and training programmes:** Orientation programmes and training courses for both elected members and the officials dealing with them are to be organised so that they can understand one another better and the officials instead of discriminating the representatives would try to work hand in hand and try to work for the overall development of the region.
- 5. Encourage to organise them:** The women could organise into Mahila Mandals and other women organisations so that they can voice their demands in the male dominated society. Government from time to time provide financial assistance to these organisations for their smooth running. The educated leaders originally belong to these areas could visit these places whenever possible to boost the enthusiasm of the women representatives. Women elites should try to participate in the democratic process and get themselves elected to the Panchayat Institutions so that development at grassroots takes place.
- 6. Motivation:** It is seen that there are some women elected representatives who are very active and efficiently managing the affairs. This is possible through motivation. The women leaders should motivate them to be a part of the democratic process and do justice to the responsibility they have taken up willingly or with the pressure of the family members. Once they got elected, it is their duty to see that the day-to-day affairs of their office are taking place only in their presence and not in their absence. They cannot be proxy representatives.
- 7. Education:** The most important measure for empowering tribal representatives in Panchayati Raj Institutions is to give them education to confiscate the illiteracy tag attach amongst them. There should be a binding decree for both men as well as women leaders to have attained minimum education up to primary or middle level. This would enable them to read and write besides they can go through the decisions taken by the Panchayats. Illiteracy is the major hurdle to tribal empowerment in this region. Children are usually not given adequate opportunity to acquire formal education which is necessary condition for empowerment. Education is a powerful tool for social transformation. Education for tribals has to be paid special attention.
- 8. Encouragement to contest elections:** People belonging to scheduled tribes should come forward to contest election in general seats. The tribal leaders are needed to instil self-confidence by imparting recurrent training on various aspects of the PRIs. More importance has to be given to the scheduled tribes members during the panchayat meetings. Number of reserved seats for scheduled tribe may be increased. The government has to fix certain minimum qualifications to contest elections for panchayats.
- 9. Engage in the planning and execution:** The need of the hour is to engage tribal representatives in the planning and execution of various development and welfare programmes of the government to provide them vista for practical learning of the process of development planning and programme implementation at local level.
- 10. Voice in the meeting to be given due weightage:** Women representatives' voice should be given due weightage. After all she is the one who is supposed to take the responsibility of the development of her constituency. Hence her words should be given proper weightage in the meetings.
- 11. Voluntary agencies, social organisations and civil society:** Voluntary agencies, social organisations and civil society organisations must try stimulate political awakening among



tribal representatives. Training workshops and orientation programmes can be organised in rural areas to instil confidence among the illiterate tribal to actively participate in political activities.

12. Training programmes: Training must be imparted about the rule, procedures, functions, finances and responsibilities of the Panchayat. Training includes the dissemination of information, skill development, confidence building etc. Confidence building programmes should be arranged with local support groups. Due to the distance of the training centre to the residence, the number of days of training involved, lack of transport facilities, the cost of training in terms of the wages lost, lack of support services, etc. impede tribal women from participating in training programmes organised for them.

13. Should contest the elections of their own: It has been observed that most of tribal women contest Panchayat elections only due to the pressure on them by husband/family members. Very few of them contest elections on their own. Tribal women should contest elections on their own for optimum results.

14. Positive attitude of bureaucracies: Positive attitude of bureaucracies towards empowerment of tribal women in Panchayati Raj Institutions is highly needed. The devolution of powers and finances is only through political will of the state. The women development programmes ought to be linked with Panchayats for more efficient involvement of tribals and for establishing linkages between tribal representatives and development functionaries at the grassroots level.

POLICY RECOMMENDATIONS

- The government has to see that conducive environment is created for women representatives for their effective involvement of tribal women in the working of political institutions.
- The government has to create awareness among the scheduled tribe women for effective political participation.
- Education is essential for empowerment. Hence tribal girls should be encouraged to study to be future ready and women should be encouraged to participate in adult education programmes to enhance their skills of leadership.
- Education institutions can ensure equal participation of males and females in all the activities of education and may become role models in teaching the values of equality of men and women.
- There should be efforts for the welfare of scheduled tribes from the side of the state as well as the central governments.
- Skill development activities are girls should be a part of the curriculum to train them to do different tasks of administration.
- The government has to take steps for the effective and more participation of people belonging to scheduled tribe women in PRIs.
- Awareness and commitment among the political representatives should be encourage by the concerned authorities for better participation of women representatives..
- Financial support may be provided by the Government to the women resource centres with the main objective of gender sensitisation.
- Women studies centres at the block level may take up gender sensitisation programmes for women may be conducted through local self-government Institutions.
- Women's organisations may provide a more proactive role in solving women's issues.
- There should be unity among the representatives belonging to different scheduled tribe communities for forming and implementing welfare programmes of the deprived sections.
- Political parties should take the initiatives to

ensure adequate representation for women. Political leadership should take appropriate steps to increase women representation in general.

- Party tickets under the reserved category should be given to people who are committed to the welfare of the area.

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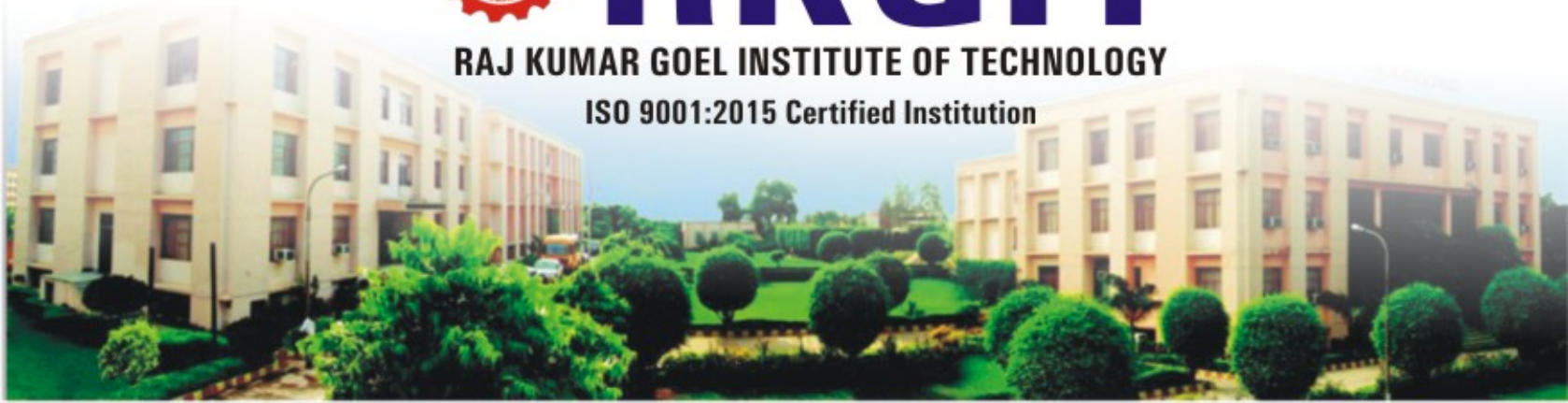
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