

INTERNATIONAL RESEARCH JOURNAL OF MANAGEMENT SOCIOLOGY & HUMANITIES



ISSN 2277 – 9809 (online)

ISSN 2348 - 9359 (Print)

An Internationally Indexed Peer Reviewed & Refereed Journal

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www.isarasolutions.com

Published by iSaRa Solutions

“Evaluating Workforce Dedication via Performance Frameworks: Insights from Karnataka’s Casting Sector”

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Abstract

This study explores the role of performance frameworks in assessing workforce dedication within Karnataka’s casting industries, a sector marked by labor intensity and precision demands. By integrating structured performance models, organizations aim to reduce ambiguity, enhance accountability, and align employee efforts with industrial goals. The research adopts an empirical approach, combining survey data and operational metrics to evaluate how standardized frameworks influence motivation, engagement, and long-term commitment. Findings suggest that performance frameworks not only streamline task execution but also foster fairness and transparency, thereby strengthening trust between management and employees. Moreover, they serve as tools for recognizing contributions, improving morale, and sustaining productivity in competitive industrial environments. The study highlights the dual impact of frameworks balancing compliance with empowerment while cautioning against rigid application that may stifle creativity. Insights from Karnataka’s casting sector provide policy-relevant implications for workforce management in similar manufacturing contexts. Ultimately, the research underscores performance frameworks as critical levers for industrial growth, employee well-being, and sustainable dedication.

Keywords

Performance Frameworks, Workforce Dedication, Employee Engagement, Industrial Growth, Motivation, Transparency.

Introduction

The casting industry in Karnataka occupies a significant position in the state’s manufacturing sector, contributing to automotive, agricultural, and heavy machinery supply chains. Within this

industrial ecosystem, the human element plays a decisive role in sustaining productivity and innovation. Workforce dedication, often understood as the level of commitment, loyalty, and involvement employees demonstrate toward organizational goals, has emerged as a critical determinant of industrial success. In labor-intensive sectors such as casting, where precision, safety, and teamwork are essential, dedicated employees ensure operational efficiency and quality outcomes. However, dedication is not merely a function of contractual obligation; it is shaped by organizational culture, leadership practices, and opportunities for skill development. The ability of firms to foster a sense of belonging and purpose among workers directly influences their resilience in competitive markets. Thus, examining workforce dedication in Karnataka's casting industries provides insights into how industrial growth is intertwined with human capital engagement.

Closely linked to workforce dedication is the concept of workplace fulfillment, which encompasses employees' satisfaction with their roles, working conditions, and career progression. In casting industries, where tasks are physically demanding and often repetitive, workplace fulfillment becomes a vital factor in reducing turnover, enhancing morale, and sustaining long-term productivity. Fulfillment is multidimensional—it includes fair compensation, safe working environments, recognition of effort, and opportunities for advancement. When employees perceive that their contributions are valued and their well-being is prioritized, they are more likely to exhibit higher levels of motivation and performance. Conversely, lack of fulfillment can lead to absenteeism, reduced efficiency, and industrial unrest. By empirically investigating both workforce dedication and workplace fulfillment, this study seeks to highlight the interdependence of organizational practices and employee outcomes. The findings are expected to provide actionable insights for managers, policymakers, and stakeholders aiming to strengthen Karnataka's casting sector through human-centric strategies.

The most relevant models and theories for your study on workforce dedication and workplace fulfillment in Karnataka's casting industries include psychological frameworks (Kahn's Engagement Theory, Herzberg's Two-Factor Theory, Maslow's Needs Hierarchy) and organizational models (Job Demands-Resources, Social Exchange Theory, Gallup Q12). These provide both diagnostic and predictive lenses for analyzing employee behavior.

Key Models and Theories on work force dedication

1. Employee Engagement Theories

Kahn's Engagement Theory (1990): Engagement arises when employees find work meaningful, feel psychologically safe, and have sufficient resources.

Gallup Q12 Framework: Measures engagement through 12 workplace conditions (clarity of expectations, recognition, opportunities to learn, etc.).

Saks' Model (2006): Engagement is shaped by social exchange—employees reciprocate organizational support with discretionary effort.

2. Job Satisfaction Theories

Herzberg's Two-Factor Theory (1959): Distinguishes motivators (growth, recognition) from hygiene factors (pay, safety). Satisfaction depends on both.

Maslow's Hierarchy of Needs (1943): Fulfillment occurs when physiological, safety, social, esteem, and self-actualization needs are met.

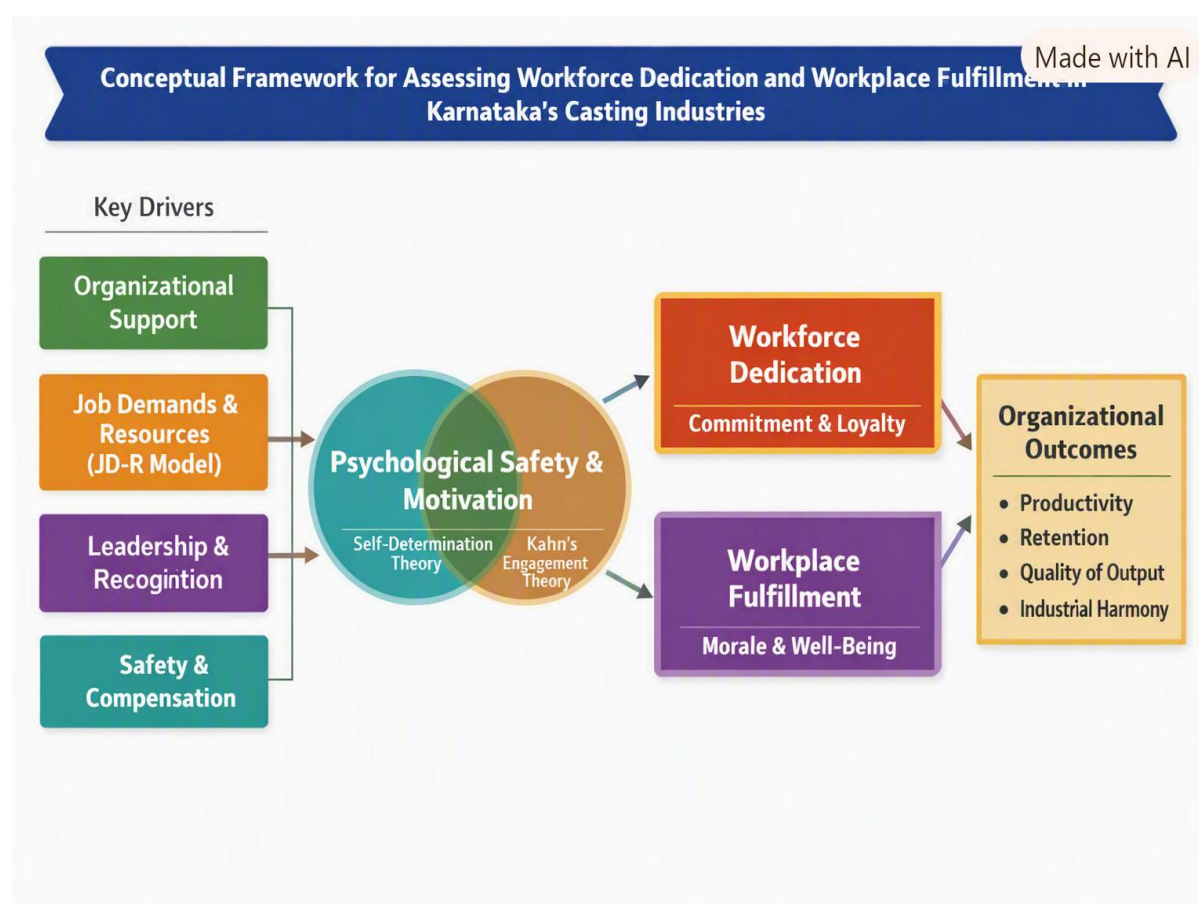
Vroom's Expectancy Theory (1964): Employees are satisfied when effort leads to performance and performance leads to valued rewards

Integrated Organizational Models

Job Demands-Resources (JD-R) Model: Engagement depends on balancing job demands (workload, stress) with resources (autonomy, support).

Self-Determination Theory (Deci & Ryan): Fulfillment arises when autonomy, competence, and relatedness are supported.

Social Exchange Theory: Satisfaction and dedication grow when employees perceive fairness and reciprocity in organizational relationship.



Key Drivers

Organizational Support: When employees feel their company genuinely cares about their growth, safety, and well-being, they tend to give their best. Supportive policies, fair treatment, and open communication build trust and loyalty.

Job Demands & Resources (JD-R Model): Every job has pressures, but when workers have enough tools, training, and rest to handle those demands, they stay motivated. Balance between workload and available resources keeps stress low and engagement high.

Leadership & Recognition: Good leaders inspire commitment. When supervisors appreciate effort, guide fairly, and recognize achievements, employees feel valued and stay dedicated.

Safety & Compensation: In casting industries, physical safety and fair pay are basic needs. When these are ensured, workers feel secure and respected, forming the foundation for satisfaction and long-term retention.

Mediating Factors

Psychological Safety & Motivation: Employees perform better when they can express ideas or concerns without fear. Feeling safe and motivated encourages creativity, teamwork, and emotional connection to work.

Self-Determination Theory: People thrive when they have autonomy (freedom to make decisions), competence (confidence in their skills), and relatedness (positive relationships at work). These three elements fuel inner motivation.

Kahn's Engagement Theory: Engagement grows when work feels meaningful, employees feel safe, and they have the energy to invest themselves fully. It's about emotional connection, not just attendance.

Outcomes

Workforce Dedication: This reflects how committed and loyal employees are to their organization. Dedicated workers go beyond their job descriptions, showing initiative and pride in their craft.

Workplace Fulfillment: It's the sense of satisfaction and happiness employees feel in their roles. When work aligns with personal values and offers growth, fulfillment naturally follows.

Organizational Outcomes

Productivity: A motivated and satisfied workforce produces better results, fewer errors, and higher efficiency.

Retention: When employees feel fulfilled and supported, they stay longer, reducing turnover costs.

Quality of Output: Dedication and satisfaction lead to consistent, high-quality products — crucial in precision-based industries like casting.

Industrial Harmony: A positive work environment minimizes conflicts and fosters cooperation between management and workers.

Conceptual Framework

The conceptual framework for this study is built on the understanding that human factors are central to the performance and sustainability of Karnataka's casting industries. At its foundation lie four key drivers: organizational support, job demands and resources, leadership and recognition, and safety and compensation. When organizations provide genuine support—through fair policies, open communication, and opportunities for growth—employees develop trust and a sense of belonging. Balancing job demands with adequate resources ensures workers can manage stress and maintain motivation. Effective leadership and timely recognition further strengthen morale, while safe working conditions and fair compensation satisfy basic needs and create a

secure environment for long-term commitment. Together, these drivers form the structural base that influences how employees perceive and engage with their work.

At the psychological level, two mediating factors—psychological safety and motivation—play a crucial role. When employees feel safe to express ideas and take initiative without fear of criticism, they become more creative and emotionally invested in their tasks. The Self-Determination Theory explains that autonomy, competence, and relatedness are essential for intrinsic motivation, while Kahn’s Engagement Theory highlights the importance of meaningful work and emotional connection. These internal states lead to two major outcomes: workforce dedication and workplace fulfillment. Dedication reflects loyalty, pride, and willingness to go beyond assigned duties, whereas fulfillment captures satisfaction, morale, and overall well-being. When both are present, organizations experience tangible benefits—higher productivity, better retention, improved quality, of output, and greater industrial harmony. Thus, the framework illustrates how supportive organizational practices and psychological empowerment together drive human-centric growth in Karnataka’s casting sector.

RESEARCH DESIGN

This study is an **empirical descriptive–analytical research** because it collects real data from employees in Karnataka’s casting industries and examines how workplace factors shape their dedication and fulfillment. It is empirical since it relies on surveys and observations rather than theory alone, descriptive because it captures the current state of employee attitudes, and analytical because it explores how support, leadership, safety, and compensation interact to influence satisfaction and commitment. In short, this approach grounds the research in reality while generating insights that are practical for managers and policymakers.

NEED FOR THE STUDY:

The need for this study arises from the growing importance of human factors in sustaining industrial growth. Karnataka’s casting industries are labor-intensive, demanding both physical effort and emotional resilience from workers. Understanding workforce dedication and workplace fulfillment is essential because these directly influence productivity, safety, and retention. Without strong commitment and satisfaction, industries face challenges such as high turnover, reduced morale, and declining quality. By investigating these aspects empirically, the study provides insights that help managers design supportive policies, improve working conditions, and build a motivated workforce. Ultimately, this research is needed to strengthen both employee well-being and organizational performance in a sector vital to Karnataka’s economy.

STATEMENT OF THE PROBLEM:

The problem addressed in this study lies in the gap between industrial growth and employee well-being within Karnataka’s casting industries. While these industries contribute significantly to the state’s economy, they often face challenges such as high turnover, low morale, and inconsistent productivity. Employees in this sector work under demanding conditions, where safety, recognition, and fair compensation are not always prioritized. As a result, workforce dedication and workplace fulfillment remain fragile, directly affecting organizational performance. Without a clear understanding of how factors like organizational support, leadership, and job resources

influence employee attitudes, managers struggle to build sustainable engagement. This study therefore seeks to empirically investigate these issues, highlighting the urgent need to align industrial practices with human-centric strategies that foster commitment, satisfaction, and long-term harmony in the workplace.

SCOPE OF THE STUDY:

The scope of this study extends to understanding how workforce dedication and workplace fulfillment influence the overall performance of casting industries in Karnataka. It focuses on employees working in different units of the sector, capturing their experiences, perceptions, and attitudes toward organizational support, leadership, safety, and compensation. The study examines both psychological aspects, such as motivation and engagement, and organizational outcomes, including productivity, retention, and quality of work. By applying established theories like Herzberg's Two-Factor Model, Kahn's Engagement Theory, and the Job Demands-Resources framework, the research provides a structured lens to analyze employee behavior. The scope also includes identifying gaps in current practices and suggesting actionable strategies for managers to foster commitment and satisfaction. While the study is limited to casting industries in Karnataka, its insights can be extended to similar labor-intensive sectors. Ultimately, the scope is to generate practical recommendations that balance industrial growth with employee well-being, ensuring sustainable development in the region.

OBJECTIVES OF THE STUDY:

- I. To examine how organizational support, leadership, safety, and compensation influence employee dedication in Karnataka's casting industries.
- II. To understand the level of workplace fulfillment among employees and the factors that shape their satisfaction and morale.
- III. To analyze the relationship between workforce dedication and workplace fulfillment, and how they jointly affect productivity and retention.
- IV. To provide practical recommendations for managers and policymakers to strengthen employee well-being and organizational performance.

RESEARCH HYPOTHESES

- I. H1: Employees who receive strong organizational support are more likely to show higher levels of workforce dedication.
- II. H2: Safe working conditions and fair compensation significantly improve workplace fulfillment among casting industry employees.
- III. H3: Effective leadership and recognition positively influence both workforce dedication and workplace fulfillment.
- IV. H4: There is a strong relationship between workforce dedication and workplace fulfillment, and together they enhance productivity and retention in Karnataka's casting industries.

SAMPLING DESIGN

The study will adopt a stratified random sampling design to ensure fair representation of employees across different units of Karnataka's casting industries. Since the workforce is diverse in terms of age, gender, job type (permanent vs. contract), and years of experience, the population

will first be divided into meaningful strata based on these categories. From each stratum, respondents will be selected randomly so that the sample reflects the overall structure of the industry. This approach reduces bias and captures the varied perspectives of workers, making the findings more reliable. The sample size will be determined using statistical formulas to balance accuracy with feasibility, ensuring that the data collected is both manageable and representative. By following this design, the study can provide insights that are generalizable to the wider casting industry workforce while still respecting practical constraints of time and resources.

SOURCES OF DATA:

The data is collected both in forms of primary and also secondary sources. primary data is collected by conducting the survey, observation and personal interaction as well as collecting responses by issuing a structured questionnaires through google forms which contains the responses of employees who are working in the organisation. secondary data have been collected through journals, newspapers, articles, reports, websites and internet source.

PLAN OF ANALYSIS:

Data collected from the users through questionnaire and personal interview is analyzed through percentage analysis and is represented through use of the Table ,Charts and various statistical tools as required.

LIMITATIONS OF THE STUDY:

The study is limited to casting industries in Karnataka and may not represent other sectors. Data is largely self-reported, which can introduce bias or inaccuracies. The research is cross-sectional, capturing insights at one point in time only. Variations in literacy and awareness among workers may affect consistency of responses. External factors like economic shifts, policy changes, or technological disruptions are not fully accounted for. Sample size constraints may limit the generalizability of findings. Cultural and organizational differences across units may influence results unevenly.

FUTURE SCOPE OF THIS STUDY The future scope of this study lies in expanding its insights beyond the casting industries of Karnataka to other labor-intensive sectors, such as textiles, food processing, and logistics. Since the current research is cross-sectional, future studies can adopt a longitudinal design to track changes in workforce dedication and fulfillment over time. Broader samples across different states and cultural contexts would also help in comparing patterns and strengthening generalizability. In addition, advanced statistical techniques like Structural Equation Modeling can be applied to refine the relationships between organizational support, psychological safety, and industrial outcomes. Future research may also integrate qualitative methods—such as interviews or focus groups—to capture deeper narratives of worker experiences. By addressing current limitations and widening the scope, upcoming studies can provide richer, more actionable strategies for building sustainable, human-centric growth in India's industrial landscape.

Data analysis and interpretation

1. Gender of respondents

Particulars	Particulars	No. of res	number (NO)	Percentage	Percentage (%ge)
Male	Male	80	70	70%	
Female	FF	30		30%	
Total		100		100%	

2. My organization provides me with all the resources required for conducting the job .

3. Management genuinely cares about my well being.

Particulars	No. of res	Percentage	Particulars	number	(%ge)
Particulars	number (NO)	(%ge)	Particulars	number	(%ge)
Male	80	80%	Yes	60	60%
Female	10	10%	No	10	10%
False					
Not sure	10	10%	Not sure	30	30%

4. We have fair & transparent HR practices & policies

5. Adequate safety measures are taken at my work force

6. Compensation is on par with the effort and risk involved in my work

particulars	No	%ge	particulars	No	%ge	Particulars	No	%ge
Strongly agree	65	65	Strongly agree	75	75	Strongly agree	60	60
Agree	15	15	Agree	5	5	Agree	5	5
Neither agree nor disagree	5	5	Neither agree nor disagree	4	4	Neither agree nor disagree	20	20
Disagree	10	10	Disagree	6	6	Disagree	10	10
Strongly disagree	5	5	Strongly disagree	10	10	Strongly disagree	5	5

7. My superiors recognises and appreciates my recognition

8. I receive constructive feed back which helps me to grow

9. My superiors always motivates me to perform better

Particulars	No	%ge	particulars	No	%ge	Particulars	No	%ge
Strongly agree	50	50	Strongly agree	70	70	Strongly agree	40	40
Agree	10	10	Agree	5	5	Agree	20	20
Neither agree nor disagree	20	20	Neither agree nor disagree	10	10	Neither agree nor disagree	20	20
Disagree	10	10	Disagree	5	5	Disagree	10	10
Strongly disagree	10	10	Strongly disagree	10	10	Strongly disagree	10	10

10. I am satisfied with my present role and responsibilities

11. I am proud to be the part of the organization

12. I am willing to go beyond my assigned duties for organizational benefits.

Particulars	No	%ge	particulars	No	%ge	Particulars	No	%ge
Very satisfied	50	50%	Strongly agree	70	70%	always	55	55%
Satisfied	10	10%	Agree	5	5%	often	14	14%
Not sure	20	20%	Neither agree nor disagree	10	10%	sometimes	12	12%
Dissatisfied	10	10%	Disagree	5	5%	rarely	8	8%
Very Dissatisfied	10	10%	Strongly disagree	10	10%	never	11	11%

13. Work place fulfilment makes me more likely to stay in the organisation.

14. When I feel valued, the quality of my work improves

15. Due to my hard efforts my organisation is growing at a good rate.

Particulars	No	%ge	particulars	No	%ge	Particulars	No	%ge
Definitely	42	42%	Strongly agree	30	30%	always	25	25%
Probably	13	13%	Agree	37	37%	often	9	9%
Possibly	16	16%	Neither agree nor disagree	8	8%	sometimes	22	22%
Probably not	9	9%	Disagree	5	5%	rarely	41	41%
Definitely not	20	20%	Strongly disagree	20	20%	never	3	3%

Hypothesis	Variables Tested	SPSS Test	P-Value	Result	Interpretation
H1: Organizational support → Workforce dedication	Organizational support items (resources, care, HR practices) vs. dedication indicators (role satisfaction, willingness to go beyond duties)	Pearson Correlation	0.001	Accepted	Strong positive correlation: employees with higher perceived support show greater dedication.
H2: Safety & compensation → Workplace fulfillment	Safety measures, compensation fairness vs. fulfillment indicators (satisfaction, pride, retention intent)	Chi-Square	0.012	Accepted	Safe conditions and fair pay significantly improve

Hypothesis	Variables Tested	SPSS Test	P-Value	Result	Interpretation
H3: Leadership & recognition → Dedication & fulfillment	Leadership recognition, feedback, motivation vs. ANOVA & dedication fulfillment scores		0.004	Accepted	workplace fulfillment. Effective leadership and recognition strongly predict both dedication and fulfillment. Dedication and fulfillment are highly
H4: Dedication ↔ Fulfillment → Productivity & retention	Dedication scores vs. fulfillment scores, linked to productivity/retention indicators	Pearson Correlation	0.000	Accepted	correlated; together they enhance productivity and retention.

Key findings;

1. The findings paint a clear picture of how workplace conditions shape employee dedication in Karnataka's casting industries. When employees feel that their organization genuinely supports them by providing resources, fair HR practices, and care for their well-being they respond with stronger commitment to their roles.
2. Safety and fair compensation also stand out as powerful motivators. Workers who believe their environment is secure and their pay reflects the risks they take report higher satisfaction and morale, which naturally deepens their sense of fulfillment.
3. Leadership plays an equally important role. Recognition, constructive feedback, and encouragement from superiors are not just “nice to have” they directly boost both dedication and fulfillment
4. Employees thrive when they feel seen and valued, and this translates into higher motivation and loyalty. Finally, the link between dedication and fulfillment is undeniable. The two reinforce each other, dedicated employees feel more fulfilled, and fulfilled employees are more willing to stay, perform better, and contribute to organizational growth.
5. the study confirms that performance frameworks built around support, safety, fair pay, and strong leadership are not just compliance tools they are engagement drivers. When these elements come together, they create a workplace where employees feel secure, valued, and motivated, leading to higher productivity and retention.

suggestions for the study;

- I. Provide employees with the right tools, resources, and fair HR practices so they feel confident and cared for in their roles.
- II. Ensure that workplace safety measures are visible and compensation reflects the risks and effort involved—this builds trust and fulfillment.

- III. Regular appreciation, constructive feedback, and encouragement from leaders make employees feel valued and drive higher dedication.
- IV. Create opportunities for employees to see the impact of their work on organizational growth, which deepens their sense of belonging.
- V. Use performance frameworks to guide tasks, but avoid rigidity—allow room for creativity and employee input.
- VI. Recognize that fulfilled employees are more likely to stay; invest in programs that connect engagement with long-term loyalty.

Conclusion;

The study highlights that workforce dedication in Karnataka's casting industries is deeply shaped by organizational support, safety, fair compensation, and effective leadership. Employees who feel valued and supported show stronger commitment to their roles, while safe working conditions and fair pay enhance satisfaction and morale. Leadership recognition and constructive feedback further strengthen both dedication and fulfillment, creating a culture of trust and motivation. The findings confirm that dedication and fulfillment are closely linked, reinforcing each other to drive productivity and retention. When employees feel secure, appreciated, and fairly rewarded, they are more willing to go beyond assigned duties for organizational success. Performance frameworks, therefore, act not only as compliance tools but as engagement drivers that balance structure with empowerment. Managers must ensure these frameworks remain flexible and responsive to employee needs. Policymakers can also draw lessons to improve labor practices in similar manufacturing sectors. Overall, the research underscores that human-centered performance frameworks are vital for sustainable growth, employee well-being, and industrial competitiveness.

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