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Intersecta Minds Journal Scopes and Aims

Welcome to ***Intersecta Minds Journal***, a multidisciplinary journal platform dedicated to fostering intellectual exploration and advancing knowledge in the realms of Social Science, Arts and Humanities, Business, Management, and Education. Our mission is to provide a space for scholars, researchers, and practitioners to share their insights, engage in interdisciplinary discourse, and contribute to the vibrant tapestry of human understanding. Here are the scopes and aims that define our commitment to excellence.

Intersecta Minds Journal is a Peer-Reviewed Journals and Full Open Access journal, published via publisher platforms, in full open access journals by 3 peer reviewers for every article.

Scopes:

1. Interdisciplinary Discourse:

We encourage submissions that bridge the gaps between traditional academic disciplines, fostering a rich exchange of ideas and perspectives. Interdisciplinary research is at the core of our journal, reflecting the interconnected nature of human experience.

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Our journal welcomes contributions that delve into the complexities of human societies, exploring topics such as sociology, psychology, anthropology, economics, political science, and more. We aim to showcase research that deepens our understanding of societal structures, dynamics, and challenges.

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1. Social Science: Sociology, Political Science, Economics, and Social Policy.
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5. Arts: Visual Arts, Performing Arts, Literature, and Aesthetics.
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As part of our commitment to nurturing the next generation of thinkers, we actively encourage submissions from emerging scholars and graduate students. We believe in providing a supportive platform for early-career academics to showcase their work and contribute to the academic community.

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Editor's Introduction

The dynamic world of Intersecta Minds Journal, a scholarly hub committed to intellectual exploration and the advancement of knowledge across the realms of Social Science, Arts and Humanities, Business, Management, and Education. In expressing our gratitude for your continued support, we invite you to delve into the distinctive scopes and aims that define our journal. Thank You to Authors, we extend our sincere appreciation to the authors whose rigorous contributions enrich the diverse landscape of Intersecta Minds Journal. Your commitment to interdisciplinary scholarship forms the essence of our vibrant academic community. Thank You to Readers, to our esteemed readers, thank you for choosing Intersecta Minds as your source of knowledge and inspiration. Your engagement and curiosity fuel the transformative power of scholarly dialogue, and we invite you to immerse yourselves in the rich and thought-provoking content that awaits. Thank You to Pre-Reviewers, a special acknowledgment goes to our diligent pre-reviewers. Your meticulous assessments ensure the scholarly excellence that characterizes Intersecta Minds Journal. Your dedication significantly contributes to the high standards we uphold. Scopes and aims of Intersecta Minds Journal is not just a publication; it is a dynamic platform with specific focuses that guide our commitment to excellence.

Intersecta Minds Journal is a collaborative endeavor, and we invite you to be part of this intellectual exploration. As we delve into specific areas of interest, we anticipate a continuing exchange of ideas, insights, and discoveries that will shape the future discourse.

Thank you for being an integral part of Intersecta Minds Journal. Your contributions, engagement, and intellectual curiosity are the cornerstones of our thriving community.

Warm regards,

Pensri Bangbon

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Examining the Influence of Political Coalition Strategies on Democratic Values in India

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Original Research Articles

Examining the Influence of Political Coalition Strategies on Democratic Values in India

Sourasis Chattopadhyay[1], & Kaustav Mukherjee[2]*

Abstract

Following the common pattern, coalition parties in governance typically operate with an eye on upcoming elections, leading to potential conflicts as they compete for support. Additionally, ministers and their affiliated political entities often maintain personal stances on crucial matters. The willingness of these parties to compromise on these individual preferences is crucial for the formation of a coalition government. India's political landscape, influenced by regional parties, has seen increased interconnectivity. Recent trends suggest that a coalition, particularly one dominated by a single party, tends to function in a monopolistic manner when making significant decisions within the federal system. This puts the integrity and sustainability of the coalition under constant scrutiny. Given the close intertwining of a democratic nation's ethics and political values with public sentiments, moralities, and political perspectives, this study seeks to explore this area and provide tangible evidence supporting India's ongoing transition in political coalition strategy. Through comparative analysis, the research concludes that India's current democratic ethics are undergoing a distinct transformation, primarily leaning towards dominant party rule rather than collective coalition decision-making—a notable departure from past coalition instabilities. The current coalition led by NDA is often perceived as Modi Doctrine, implying a command under a dominant party. The research highlights instances of decisions made by the Narendra Modi-led government, justifying them to enhance regional and national image and integrity. However, as outlined in this article, these culturally motivating conservative decisions, while controversial and dramatic, do not contribute to India's democratic image and secular objectives in a sustainable manner, irrespective of the perceived impact on economic growth under the current nation-first strategies of the NDA government. Consequently, the dimensions and stability of a coalition remain volatile and transitional within the context of India.

Keywords: Political Coalition; India Coalition; NDA Coalition; UPA Coalition

Introduction

The English word "coalition" originates from the Latin root, meaning "to grow together." This etymology implies that, in the political context, various groups unite to exert dominance by forming alliances or temporary unions. Professor A. Ogg, in the Encyclopaedia of Social Sciences (Singh, 2019a), defines a coalition as a cooperative framework where political organizations and their supporters combine to establish a government or Ministry. The formation of coalition governments involves unique dynamics. While parties traditionally compete for votes during elections, effective negotiations may lead to the establishment of a coalition government, sharing power until the next election or dissolution of the coalition. Under this arrangement, once-rival political groups collaborate to formulate and implement public policies. However, the shadow of impending elections often leads to potential friction as parties, previously in competition, now work together. The success of a coalition government hinges on the willingness of parties to compromise on their preferences (Whitaker & Martin, 2022).

Coalition politics in India has a rich history dating back to 1937, with the Congress and other parties forming collaborations. Since 1989, coalition politics has become commonplace at the national level, while consistently appearing in state-level elections since the fourth general election (PSIR, 2023). Notably, the maturity of coalition politics differs between federal and state levels, with Kerala and West Bengal serving as examples of established coalition cultures. Negotiations, often formalized in a coalition agreement, are crucial for reaching consensus among members of a coalition government in multi-party systems. The agreement outlines shared goals and acknowledges that certain interests may align temporarily. Coalition governance is a dynamic process, subject to the formation and dissolution of coalitions, with internal and external coalitions involving individuals within and outside an organization, respectively (UPSE, 2015).

Regional political groups in India have gained prominence over the past 40 years, leading to a more politically plural Parliament. The Lok Sabha's inability to be dominated by a single national party has compelled national parties to collaborate with their state counterparts. The resulting interconnected party system has facilitated accommodations at the Centre to address regional needs (IAS, 2019). Despite these developments, the impact of frequent coalitions on the structure, democratic ethics, and public perspectives in India remains underexplored.

Objective

This research aims to delve into the ethical and democratic implications of the prevalent coalition strategy in Indian politics. By examining existing research, the study seeks to provide initial insights into the significance and purpose of this research, emphasizing the need for a thorough exploration of the intersection between democratic values, public sentiments, moralities, and political outlook in India's evolving political landscape on the research bjectives;

1. To analysis India's political coalition strategies impacting its fundamental democratic ethics.

2. To analysis a transformation in India's fundamental democratic ideals due to the trends of political coalitions

3. To present India's political coalitions that is sustainable for the country's advancements and its image within its territorial margins and beyond.

Literature Review

The research titled "Examining the Influence of Political Coalition Strategies on Democratic Values in India" operates within a robust conceptual framework that integrates various key concepts to comprehensively analyze the intricate relationship between political coalition strategies and democratic values in the Indian context.

Bellamy (2012) posited that collaborations, often deemed unprincipled and anti-democratic, could be understood differently. Despite criticism asserting that concessions should align with policies rather than principles for practicality, the author argued in favor of the democratic and principled nature of compromise. The conflict between anti-democratic criticism and the role of coalition politics was justified through three key points: the inevitability of principle-based compromises, the democratic spirit's embedded duty to compromise despite differences, and the need for regulations allowing representatives to make profound sacrifices for constituents during coalition formations.

Peters et al. (2009) addressed the lack of attention to how coalition governments influenced the development of civil service institutions. They focused on Central and Eastern European states, where coalition governments were prevalent, investigating how novel governance structures impacted traditional frameworks. The study explored the transformation of politico-administrative interactions and emphasized the intriguing challenge these states faced in concurrently establishing stable civil service institutions while constructing political democracies. Russell (2014) highlighted the dominance of sociological and rational choice theories in explaining legislative voting patterns. Acknowledging the limited application of social psychology in party studies, the article presented psychological theories related to party unity and used survey data from the House of Lords to explore social identity's role in political parties, emphasizing the need for interdisciplinary cooperation between psychology and politics.

Chakrabarty (2006) delved into India's coalition politics, tracing its roots to the independence movement and the revival of regional politics in the 1970s. The article explored how federalism evolved in response to complex processes, strengthening India's pluralist character. Ruparelia (2015) discussed leading theories explaining coalition governments in India, challenging the notion that power maximization, policy accomplishment, and vote capturing were mutually exclusive. The study called for a deeper examination of power-sharing strategies employed by party leaders. Singh (2019) explored the historical context of coalition politics in India, emphasizing the diversity within alliances and the positive impact of cross-cutting affiliations on stable democratic governance. Kumar (2021) analyzed the shift to coalition governments in Indian politics since 1989, examining the NDA's role and stability factors post-1999. McMillan (2023) argued that coalition governments, with a regionalized party structure, contributed to effective governance in India.

Whitaker & Martin (2022) asserted that opposition parties play a crucial role in exposing internal conflicts within coalition governments. Using a dataset from the British House of Commons, the study demonstrated how parliamentary democracies rely on opposition parties to maintain transparency and accountability. Rapport & Rathbun (2021) investigated how political philosophy influenced security agreements and argued for the inclusion of domestic political variables when studying ideological contestation within nations. Khaitan (2020) provided an analytical framework for understanding liberal democratic republics, emphasizing the importance of distinguishing between acts violating constitutional democracy and those legal under an elected government. Vaishnav (2019) focused on the rise of nationalist groups with religious affiliations in India, highlighting their impact on political agendas and the country's democratic landscape.

In summary, these scholarly works contribute to the understanding of coalition politics, civil service development, legislative voting patterns, psychological aspects of party unity, and the impact of political philosophy on security agreements within various national contexts. They collectively emphasize the complexity and significance of coalition governance in shaping political systems and governance outcomes.

The conceptual framework of the research titled " Examining the Influence of Political Coalition Strategies on Democratic Values in India" draws from a data-based analysis and addresses the problem statement and motivation.

Problem Statement and Motivation

1. Centralization of Power and Erosion of Democratic Values The research identifies a historical shift in Indian politics following the Congress Party split in 1969, leading to the rapid centralization of power. The subsequent erosion of democratic values is attributed to harsh totalitarian methods employed during this period.

2. Shift to Coalition Administrations The years 1980 and 1984 are highlighted as critical points reflecting the insensitivity of the government to public concerns, leading to a loss of trust. The subsequent emergence of minority or coalition administrations in 1989 is seen as a response to the perceived failures of single-party rule.

3. Social Dynamics and Rise of BJP The study emphasizes the significant role of social dynamics, including the renaissance of Modern Hinduism and the Mandal Commission, in shaping political allegiances. The Bharatiya Janata Party's (BJP) rise, starting in the 1990s, is analyzed with attention to its appeal across various castes and economic classes.

4. Regionalization and Coalition Politics The research acknowledges the increasing significance of regional political fronts, surpassing national parties in importance during the 1999

presidential election. Coalition politics is seen as a response to the need for local representation and a check on central disorder.

5. Challenges of Coalition Governance The study sheds light on the challenges posed by coalition governance, highlighting the difficulty of forming alliances, internal conflicts within coalitions, and the uncertainty surrounding the duration of coalition administrations. The fragmented and localized nature of politics is underscored, contributing to frequent conflicts and compromises.

6. Benefits of Coalition Governments Despite challenges, the research acknowledges certain benefits of coalition administrations. It argues that regional political groups find fair representation in the Lower House, ensuring a broader segment of the population's participation in decision-making. The research contends that coalitions act as a check against undemocratic measures, reflecting the diverse interests of the electorate.

7. Democratic Reflection and Decision-Making Coalition governments are presented as a true reflection of popular will, fostering dialogue among diverse parties with varying philosophies. The study suggests that the need for consensus-building in coalitions ensures careful consideration of public image and prudence in decision-making. It contends that coalitions encourage political parties to soften extreme stances, promoting cooperative problem-solving.

Conceptual Framework

The conceptual framework of the research integrates historical and socio-political dynamics, emphasizing the shift to coalition politics in India, analyzing the challenges it presents, and recognizing the democratic reflections and decision-making advantages it offers.

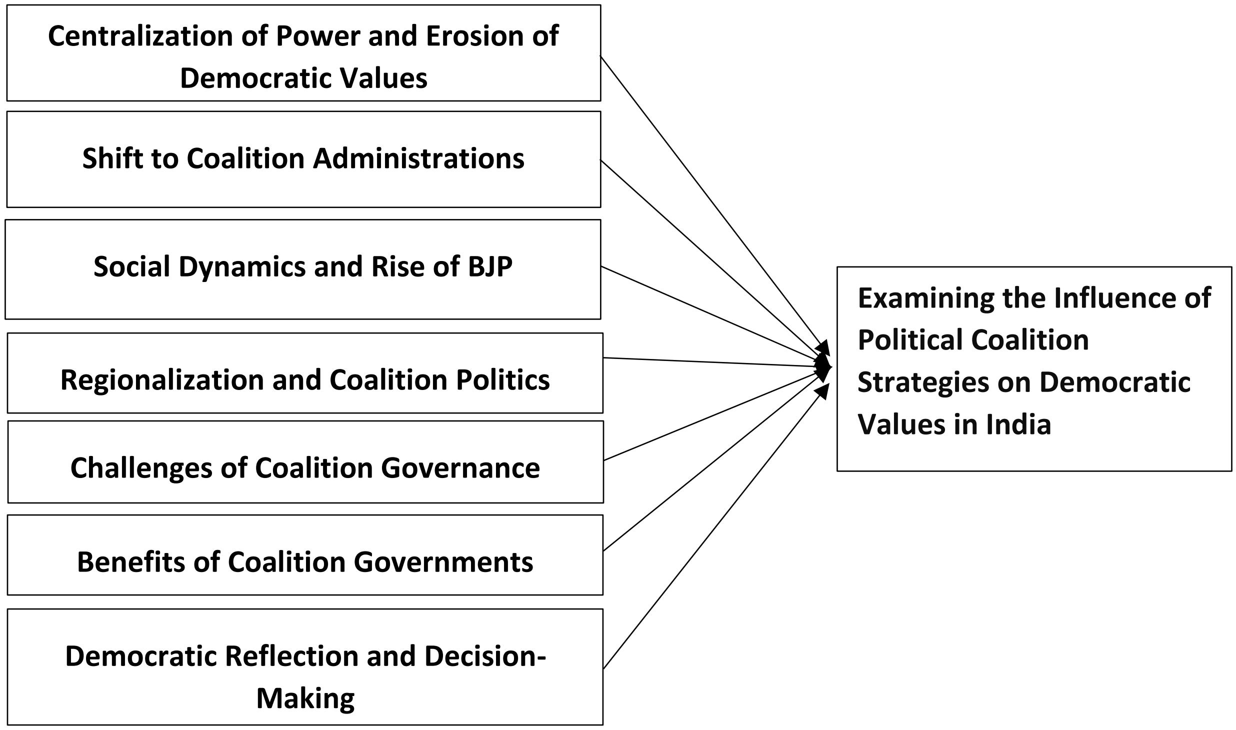

Figure 1 Conceptual Framework

This conceptual framework provides a comprehensive lens through which to systematically examine the intricate interplay between political coalition strategies and democratic values in the Indian political landscape. The integration of diverse dimensions ensures a holistic understanding of the subject, facilitating nuanced analysis and contributing to the existing body of knowledge in political science and democratic studies.

Materials and Methods

Research Approach

The research adopts an exploratory approach to conceptualize its observation and analysis procedure. This approach is deemed appropriate for investigating the impact of India's political coalition strategies on its fundamental democratic ethics.

Study Scope

The research focuses on two major national-level coalitions, namely the United Progressive Alliance (UPA) and the National Democratic Alliance (NDA). A comparative analysis is conducted using factual evidence to assess the impact of these coalition approaches on India's democratic ethics.

Research Design

The study employs content analysis and quantitative data assessments for a comprehensive comparative analysis. These methods are chosen to facilitate the exploration of trends, patterns, and transformations in India's democratic platform resulting from political coalitions.

Data Collection

Data is gathered from secondary resources, including past researches, official statements, reviews, and statistical documents. The choice of secondary data allows for a broad and historical perspective on the impact of political coalitions on India's democratic ideals.

Comparative Analysis

The research involves a comparative analysis of the UPA and NDA coalitions. Factual evidence is utilized to identify any transformation or refinement in India's democratic platform. The outcomes and sustainability of these transformations are evaluated in the context of India's domestic and international image.

Research Validation

To ensure the credibility of the findings, the research includes authentic analysis and deduction. The data collected from various sources is subjected to rigorous scrutiny and interpretation.

Presentation of Findings

The results and insights derived from the content analysis and quantitative assessments are presented in the succeeding sections. The presentation aims to provide a clear understanding of the impact of political coalitions on India's democratic ethics and their implications for domestic and international perceptions.

Ethical Considerations

The research adheres to ethical standards in the use of data, ensuring the proper citation of sources and maintaining the confidentiality of sensitive information.

Limitations

The study acknowledges limitations inherent in the use of secondary data, potential biases in official statements, and the dynamic nature of political landscapes, which may impact the generalizability of findings. In summary, the research employs a robust methodology, combining content analysis and quantitative assessments, to explore the impact of political coalitions on India's democratic ethics. The focus on two major national-level coalitions and the use of factual evidence contribute to a comprehensive understanding of the subject.

Results

Impact of India's Political Coalition Strategies on Fundamental Democratic Ethics

Evolution of Coalition Politics: The research highlights the transition from a single-party dominant system to a coalition-based political landscape in India, emphasizing the significant role of regional political parties.

Shifts in Electoral Dynamics: The study reveals a shift in electoral patterns, demonstrating how coalition politics has become the norm. The alliances and realignments over different election cycles indicate the complexity and fluidity of political relationships.

Effects on Democratic Values: The research underscores that coalitions are both a reflection and a challenge to democratic values. The need for alliances has been driven by regional aspirations, but it has also raised concerns about political stability and the effectiveness of governance.

Transformation in India's Fundamental Democratic Ideals Due to Political Coalitions

Divergence in Coalition Approaches: The comparative analysis between UPA and NDA provides insights into the institutional and idealistic differences. The study emphasizes the ideological contrasts between the coalitions, such as the NDA's conservative approach and the UPA's broader umbrella encompassing diverse views.

Coalition Dynamics and Stability: The research suggests that the UPA's reliance on left-wing support and diverse opinions within the coalition poses challenges to stability, while the NDA's pragmatic approach involves concessions for power.

Shifts in Governance Framework: The study notes structural and strategic changes in governance styles, with the BJP-led NDA emphasizing a powerful Prime Minister's Office and a streamlined decision-making process.

Sustainability of India's Political Coalitions for Advancements and Image

Foreign Policy and Economic Strategies: The research indicates that coalition dynamics influence India's foreign policy and economic strategies. The Modi Doctrine, unbound by coalition politics, emphasizes economic collaboration and strengthening India's global position.

Achievements and Failures: The study evaluates the achievements and failures of both UPA and NDA, highlighting the challenges faced by each coalition. It suggests that while the UPA embraces diversity, the NDA faces criticism for divisive policies.

Impacts on Democracy and Image: The research discusses the impact of coalitions on democracy, with coalition politics becoming integral to India's political landscape. It also touches upon the changing dynamics in recent elections, where chemistry is considered as crucial as mathematics.

The findings collectively portray a dynamic political landscape in India shaped by coalition strategies. While coalitions have become instrumental in representing diverse regional interests, they also pose challenges to stability and effective governance. The ideological contrasts between UPA and NDA illustrate the complexities of coalition politics, influencing foreign policy, economic strategies, and democratic values. The research suggests that the sustainability of political coalitions is a nuanced issue, impacting India's image domestically and internationally. The evolving nature of coalition politics requires continuous analysis and adaptation to ensure democratic ideals are upheld while addressing the diverse needs of the nation.

Discussion

UPA vs NDA: Institutional and Idealistic differences

In May 1998, thirteen political parties came together to establish what is now known as the National Democratic Alliance (NDA). The Bharatiya Janata Party serves as the alliance's leader. George Fernandes was the NDA's coordinator, while Atal Bihari Vajpayee was its ceremonial chairman. The AIADMK's withdrawal from the coalition led to its collapse within a year. In 1999, when the BJP and its allies gained more seats and formed new alliances, they formally established themselves as the NDA. They worked together on the campaign, yet they each maintained their own insignia. The NDA, led by the BJP, ran in the 1999 Lok Sabha elections on a shared platform because it had come to terms with the fact that it would form a coalition government.

In the 1999 elections, the BJP was backed by a number of parties that weren't in the NDA alliance in 1998. Out of a total of 303 seats, the NDA received 60 from the following smaller parties: Telugu Desam Party (TDP), Dravida Munnetra Kazhagam (DMK), Janata Dal-U (JD-U), Indian National Lok Dal (INLD), Himalaya Vikas Congress (HVC), and the remaining four. Not all parties in the BJP-led alliance remained till right before the 1999 elections. The Janata, the All India Anna Dravida Munnetra Kazhagam (AIADMK), and the Haryana Vikas Party (HVP) were among those that left (Mansoor, 2023).

What this means is that the make-up of the parties and individuals that back the NDA has changed significantly. There were 182 BJP seats, with 108 representing one of the five states (Madhya Pradesh with 29, Uttar Pradesh with 29, Gujarat with 20, Rajasthan with 16), plus the capital territory. New Delhi - 7. Alliances with other parties accounted for the remaining seats, with 115 seats won by its allies in 10 states. The BJP's partnership with regional parties located in different states was advantageous for all parties involved.

Both the Congress and their coalition partners and the BJP and its allies were major players in the 2004 Lok Sabha election. The BJP participated in the elections as a member of the National Democratic Alliance (NDA), although it had seat-sharing deals with powerful regional parties that weren't part of the NDA, like the Telugu Desam Party in Andhra Pradesh and the AIADMK in Tamil Nadu. It was the first time that Congress formed partnerships at the regional level in a number of states. Independently, the Communist Party of India (CPI) and the Communist Party of India (CPI-Marxist) faced up against the Congress and the NDA in the states of West Bengal, Tripura, and Kerala. Through seat sharing arrangements, they were able to gain representation in other states, including Punjab and Andhra Pradesh.

They were a member of the Democratic Progressive Alliance, which was led by the DMK, in Tamil Nadu. The Bhujan Samaj Party and the Samajwadi Party were the two factions that flat-out refused to align with the Congress or the BJP. Both of them call Uttar Pradesh home. Congress failed miserably in its multiple attempts to forge partnerships with these groups. Congress won 145 seats in this election, an increase of 31 over the previous election in 1999. Its proportion of the vote, however, fell from 28.3% to 26.21%. In contrast, the BJP's tally dropped from 182 seats in 1999 to 138 seats this time around. A decrease from 23.75% to 21.48% was also seen in its vote-share.

When looking at the performance of two separate combinations on a national level, it becomes clear where the coalition system is heading in India. Coalitions are now the norm in India. Both the establishment and operation of governments are heavily influenced by regional political parties. Negotiation frameworks impact coalition stability. A cloud has been thrown over the coalition government's ability to function because of opportunism. Another factor that has weakened coalition rule is the increasing prevalence of outside backing.

The UPA differs sharply from the NDA on foreign and economic policy, and it is not a super majority coalition; rather, it is a majority coalition that relies on support from the left. The fact that the NDA coalition's members used both cooperative and competitive tactics shows that the BJP will make concessions in order to gain power in the government, while the Congress is taking its time to come to this realization. It was believed by the Congress that its secular program would be more popular and would not necessitate coalition partners to gain power. Many have noted that the UPA alliance needs skilled political leadership in order to be stable because of how precarious it is(Bellamy, 2012).

The reason behind this is that the Congress Party faces stiff opposition from left-wing parties like West Bengal, Kerala, and Tripura, and these parties also hold differing views on economic policy. Finding common ground between state-level inconsistency and national support for the Congress-led UPA will be a formidable task for the UPA. Concurrently, it must ensure that the UPA remains united.

Despite their long-standing animosity, the left-wing parties in several states have decided to lend their support to the Congress-led UPA government in the center. Since the various parties in the UPA cannot agree on basic matters like economic reforms, the coalition's precariousness is, in a sense, comical. However, when it came to realizing India's potential and developing its infrastructure, the NDA alliance outperformed the present government.

In the electoral context coming to Narendra Modi era, there are noticeable structural, strength, and strategic changes between the 2009 Congress-led government and the 2014 BJP-led one in terms of governance. The BJP is building small collectives, in contrast to the Congress's support for a scattering of ministers.

The BJP is preparing for a powerful Prime Minister’s Office (PMO), in contrast to the Congress, which relied on ministerial committees for major decisions. The Congress party did not have the necessary parliamentary majority, but the BJP party does.

Narendra Modi campaigned on the platform of "minimum government, maximum governance ". With his inclusion, the NDA's council of ministers has 46 members, which is 35% fewer than the previous one led by Manmohan Singh. However, with an expansion on the horizon, its membership is likely to dip below the 55 that Atal Bihari Vajpayee's NDA administration had from 1999 to 2004. However, there are three key distinctions regarding the governing framework (Mukhopadhyay, 2023).

Modi has streamlined the functioning of various ministries by merging their respective portfolios. Secondly, in contrast to UPA-II, which allocated more portfolios to senior ministers, Modi has shifted more authority to the middle tier, namely to the ministers of state with independent charge, a large number of whom are his supporters. This brings us to our third point: a robust PMO.

It was clear that UPA-II preferred to form ministerial groupings to handle problems. One type of group, the group of ministers, may make non-binding recommendations, while the other, the empowered group of ministers, might make binding recommendations. In addition to their respective duties, key cabinet ministers actively participated in these matters.

During UPA-II's second half in office, the Prime Minister's Office (PMO) began to make its voice heard in policymaking. With Modi at the helm, the PMO is poised to take center stage as the driving force behind government. To make a good impression, it plans to make bold statements and give subtle nudges. A large majority could bring down UPA-II in the Lok Sabha due to the lack of parliamentary numbers. This continued throughout significant portions of UPA-II's second term in office, contributing to its dismal performance in parliament.

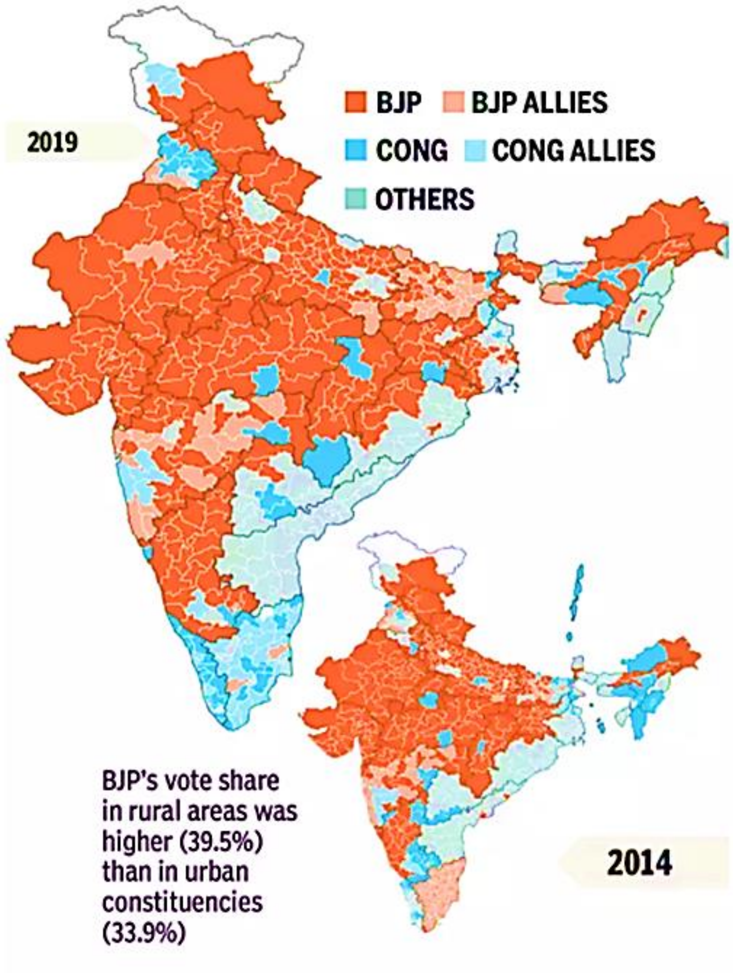

Figure 2 Comparison on UPA-NDA vote distribution in 2014 and 2019 Lok Sabha Election (Source: TNN (2019))

Pending and new laws would be sought after by the NDA, which has the numbers in the Lok Sabha. Although it lacks the necessary quorum in the Rajya Sabha, it can circumvent this problem with astute floor management and steady progress. There may be public outcry and less amenable political opponents for the BJP to overcome if it interprets its strong mandate as permission to pursue more divisive agenda items (ET, 2014).

Achievements and Failures of UPA and NDA

The following are some key points from a comparison of the NDA and UPA coalitions (Appaiah, 2019). Coalitions like the NDA (1999) and the UPA (2004) were formed through pre-election alliances, mutual understanding, and seat distribution. Nevertheless, unlike the NDA in 19992, the INC has kept most of the important ministry jobs held by the UPA coalition.

The NDA was a loose alliance of 24 closely affiliated parties, with the BJP at the helm.(with the backing of three democratically elected lawmakers). Four powerful left-wing groups have offered outside support, weakening their standing within the UPA, a loosely bound coalition of fourteen major parties. Nonetheless, the Common Minimum Programme has been embraced by both of these alliances as a framework for national administration.

One ideologically conservative party, the BJP, which has some very divisive policies in its platform, was the leader of the NDA coalition. Coalition demands necessitated a watering down of its ideas. The BJP toned down its unique philosophy in order to keep the alliance together and made a measured approach on their fulfillment.

Actually, it had to put three controversial matters that on which the party has to strategically proceed to maintain its dominance: the construction of the Ram temple, the adoption of a uniform civil code, and the repeal of Article 370 (In 2019, the BJP-led NDA administration repealed Article 370, which had been in the Indian constitution for 70 years and granted the state of Jammu and Kashmir special status.)

In fact, BJP faced a lot of public and political displeasure and objections on its decision of demonetization. The process visualized infrastructural flaws despite the previous government's initiatives, lack of public awareness and apathy of regional government to stand by the decision (Khanna & Mukherjee, 2020).

Meanwhile, the Congress-led UPA has always been more of an umbrella party, welcoming a wide range of views, rather than a party with a clear ideological stance. Therefore, it does not contain any controversial subjects that could be put on hold forever. But the UPA CMP's plan all along been to fight back against the BJP.

Compared to the NDA, UPA faced greater resistance and challenges from left-wing parties, particularly over the nuclear accord with the USA. Because the RSS, VHP, and other Sangh Parivar adherents opposed NDA policies more than its coalition partners, the NDA did not have a crisis like the UPA. Despite the NDA's best efforts and numerous compromises, they were unable to garner the backing of roughly 320 Lok Sabha MPs, a number that the UPA was able to secure.

However, the left-wing parties mostly function as an opposition force and pressure group rather than a coalition partner, even though they do provide external support to the UPA government. Even if the UPA's foreign policy aims, as outlined in its CMP, are merely a continuation of those of the NDA government, the coalition nonetheless faced fierce opposition from within, with the left partners being a greater threat than the BJP or the NDA.

With Mrs. Sonia Gandhi's rejection of the prime ministerial role, the UPA gained a strong moral position in their opposition to the BJP. She is now the head of the UPA's coordination committee. Even more encouraging for a democratic government is the fact that Man Mohan Singh is a member of a minority community (the Sikhs). The Congress was successful in maintaining unity among the secular factions. In contrast, the NDA's credentials as a secular alliance were bolstered when they supported and succeeded in electing Abdul Kalam, a minority candidate, to the presidency.

But the NDA had pushed the policy of saffronization of academia, culture, and scientific inquiry with all its might. Many steps have been taken to desaffronise these areas by the UPA, which was created and brought to power in the cause of secularism. This meant that the UPA represented the center-left and the NDA the center-right.

Impacts of Coalition on Democracy and India’s Political Image in Domestic and International Domains

Between 1989 and 2014, Indian politics was all about coalition politics. This was because, after decades of Congress Party dominance at the national level, no single party could secure a parliamentary majority on its own. Instead, dozens of allies were formed before and after elections to form governing coalitions. So, after the BJP's 2014 success, political scholars anticipated somehow that India had finally moved past its multipolar, fragmented, and coalition-based political past and into a new, dominant-party system where the BJP played the role of the Congress's center pole.

It is true that India's political development has entered a new phase since 2014. Political scientists term it as the fourth party system because it brings up significant problems and likewise need more extensive analysis and evaluation. As a first question, how do economic indicators influence people's decisions to vote? There was a long-held belief in India that strong economics did not necessarily translate into effective politics.

In the 2014 Lok Sabha Voting, the NDA took power with 282 seats won by the Bharatiya Janata Party. With a resounding 303-seat majority, the party achieved the same result in the 2019 Lok Sabha Elections. After Mr. Narendra Modi was inaugurated as prime minister, India's foreign policy became known as the Modi Doctrine, and it was unbound by coalition politics (Vaishnav & Hintson, 2019).

The doctrine's most striking feature is the way it moves away from India's non-aligned power legacy, which was left behind by Nehru. He has already begun to do this by forging new connections with influential people and other developing nations. Economic interests and the advancement of India's position and ties with neighbouring and faraway nation states, particularly on matters of security, are central to the doctrine (Singh, 2019b). Following Mr. Modi's 2014 election, there were clear and enduring problems with the scope of foreign relations that needed fixing; some of these problems are still relevant to the NDA's second term in office.

Early trends, conservatives intended to put all of the power to lie under industrial discretion, while traditionalists on the left wanted the government to micromanage every aspect of business. Both of these are rejected in NDA policies. To improve the market's dynamism through efficient and effective regulatory procedures, the government and industry must collaborate to accomplish critical goals. Neither socialism nor capitalism nor the market nor less government is the crux of the matter (BJP, 2023).

Like his predecessor, Vajpayee, Modi has placed an emphasis on strengthening India's reputation abroad and on developing domestic skills. One area where the BJP under Modi has made strides is in incorporating civilizational values into Indian foreign policy. This is evident in their efforts to promote solidarity among developing economies in the lead-up to the 2015 Paris Climate Change Conference, where they used Hindu sociocultural terms and Buddhist diplomacy.

Even though the BJP has good intentions, the interpretation suggest that the party's domestic social agenda could betray its declared foreign policy goals. This would be particularly true if Hindu majoritarianism were to undermine economic prosperity and social stability, which would run counter to the party's declared foreign policy objective.

When it comes to Indian elections, there are essentially two schools of thought. The first is that mathematics, or the capacity of political groups to get enough support from different tribes or castes to form a minimal winning coalition, is essentially what drives elections.

The second idea is that, instead of numbers, it's all about chemistry in elections. That is to say, when determining a party's popularity, factors such as leadership, messaging, coalition dynamics, etc. take precedence over identity-based calculations, which only consider the vote banks that have historically backed the party.

The 2019 election results unquestionably lend credence to the second viewpoint. However, this does not mean that caste is not an important factor in Indian politics; in fact, several analysts have claimed that it is very much so.85 The bigger picture is that India's electoral volatility would be significantly lower if identity concerns were the only determinant and the core demographic constituents of each party were widely known.

The 2019 Uttar Pradesh election is a good case in point because it witnessed the unusual alliance of the BSP and SP, two parties that had previously been at odds with each other, in an attempt to counter the BJP. The BSP and SP seemed to be on track to share the 80 seats in the state with the BJP if one were to just add up their vote shares from the 2014 general elections, as many pundits did.

In 2014, the NDA received 43.6% of the vote, while the BSP-SP received 43.2% (the combined total of their vote shares plus the RLD, a minor third ally). Combined BSP-SP support fell short of 2014 levels, and the BJP easily won 62 seats. The opposition alliance received barely 38.9% of the vote in 2019, while the NDA received 50.6%.

Since its 2014 election victory, the Bharatiya Janata Party (BJP), headed by Narendra Modi, has controlled nearly all national political debate. When it comes to public debates, the party has utterly outfoxed the opposition parties by setting and controlling narratives.

Now, though, the status quo appears to be in jeopardy. The party that was so sure it would rule the nation for the next half-century appears to be seriously rethinking its strategy in light of recent political events, such as Rahul Gandhi's Bharat Jodo Yatra and the establishment of the Indian National Developmental Inclusive Alliance (INDIA) (Sharma, 2023).

After suffering crushing setbacks in the highly contested state assembly elections in Himachal Pradesh and Karnataka, the party is understandably embarrassed. Evidently, it seems that Modi just rechristened the years leading up to India's 100th Independence Day as Kartavya

Kaal, which means the age of duty. Amrit Kaal, meaning "the era of elixir," has been proclaimed for these years before.

Some say that the 3,500-km Bharat Jodo Yatra did more than energise Congress troops; it also brought disqualified Lok Sabha MP Rahul Gandhi to the attention of opposition leaders. Unfortunately for the BJP and the Rashtriya Swayamsevak Sangh, rumours regarding an opposition front that is not affiliated with the Congress have been put to rest for the time being, for Congress's who formally stated that it is not interested in the prime ministerial position and the Trinamool Congress and the Aam Aadmi Party's display of amicability towards Rahul during the joint opposition meet in Bengaluru.

The BJP has been building social partnerships with quantitatively significant caste groups in the run-up to the 2024 election rather than depending only on an ultra-nationalist sales-pitch. For example, the party that is in power has reestablished relations with the Suheldev Bharatiya Samaj Party (SBSP) in an effort to appeal to the Rajbhar (non-Yadav OBC) society as a whole which may have an impact on the outcome of the 32 Lok Sabha seats in Purvanchal, following a decline in its vote share in eastern Uttar Pradesh in the 2022 State Assembly election.

In a joint resolution, India pledges to uphold the Constitutional concept of India and addresses the rights of economically, socially, and educationally disadvantaged groups. The resolution places considerable emphasis on caste census, a topic that the BJP has been apprehensive about because it could establish a new narrative for elections. Over the last nine years, the BJP has campaigned under Modi's name in a variety of electoral contexts, including local civic bodies, state assemblies, and parliamentary elections. There was much less distance between the group and its head honcho now. Another first for the ruling party will be seeking votes under the name of NDA in the upcoming general election.

Conclusion

The preceding discussion sheds light on the political culture of coalition governance, offering insights into the current Indian scenario. A convergence of diverse political traditions, each molded by its historical context and ethnocentric assumptions, has coalesced to form what is commonly recognized as the Indian political culture, evolving through the BJP-led NDA. Historical imperatives, including the decline of one-party dominance and a collective shift towards parliamentary solutions, have shaped the current political power dynamic around two predominant idealistic objectives: a collaborative, somewhat compromising umbrella organization (followed by the UPA) and a coalition with idealistic alignment (embraced by the NDA). While the former ideal is adopted by the UPA, it may not find unanimous acceptance across all states.

On the contrary, the NDA's approach considers shared cultural values as a potential catalyst for shaping stable political systems nationwide. However, the practical application of coalition politics in terms of vote distribution and overall public reactions remains a dynamic attribute, particularly concerning the coalition's performance with respect to the two ideals. As discussed, the current Congress-led United Progressive Alliance (UPA) has made significant strides in bolstering the welfare state, driving stable coalitions, and garnering public support for the nation's democratic principles—a stance criticized by Modi. Conversely, the present administration, empowered by the BJP's "full majority," has utilized similar strategies to fortify itself, albeit at the expense of weakening the nation's democratic fundamentals, such as balanced participation and active ally roles validated for a coalition government.

The current trend, as outlined in this article, suggests that major national, economic, or foreign policy shifts might benefit from establishing a dominant party-led ideally aligned coalition as a political insurance policy and a strategy to build broad consensus. However, considering upcoming election planning and the reluctance to force an early election, a collaborative and democracy-compatible coalition emerge as a viable alternative in the Indian context, aligning with the nation's core constitutional principles. While coalitions have proven effective under the dominance of a single party so far, the alternative collaborative approach remains valid and potentially more inclusive and stable. The success of either approach largely hinges on the coalition's attitude and interests. In essence, people's sentiments or the coalition's integrity may fluctuate or turn adverse under a single-party command within a coalition, risking eventual loss of trust or reluctance to support. Therefore, a comprehensive evaluation of these two approaches is essential to ensure stability and enhance India's image both domestically and internationally.

Suggestions

For the Public and Civil Society

1. Citizens should advocate for publicly accessible coalition frameworks.
2. Civil society organizations and academia should monitor coalition performance and publish independent assessments.
3. Public opinion must reinforce the importance of state-level autonomy within national coalition frameworks.

For Future Research

1. Study how coalition models function differently across Indian states, where ideological acceptance varies.
2. Analyze how media framing influences public perception of coalition stability.
3. Assess whether coalitions led by a party with a “full majority” evolve into hybrid dominant-party systems.
4. Investigate how cultural and ethnocentric diversity influences coalition durability across regions.

Declaration of Interests

Sourasis Chattopadhyay and Kaustav Mukherjee, declare our interests in examining the influence of political coalition strategies on democratic values in India. Our academic backgrounds and areas of expertise contribute to a comprehensive and multidisciplinary analysis. With a background in international relations, my research endeavors revolve around the diplomatic, geopolitical, and international dimensions of political coalition strategies. I aim to explore how these alliances shape not only domestic policies but also India's standing in the global arena, with a specific focus on democratic principles.

Ethical Considerations

The research adheres to ethical standards in the use of data, ensuring the proper citation of sources and maintaining the confidentiality of sensitive information.

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Definition of Conflicts of Interest

I have no conflicts of interest. Managing conflicts of interest typically involves disclosure of relevant relationships or interests, recusal from decision-making processes where a conflict exists, and establishing transparent procedures to mitigate the impact of conflicting interests. Effectively addressing conflicts of interest is crucial for maintaining integrity, trust, and ethical standards in various professional and organizational contexts.

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Health-Related Quality of Life Among Working Mothers

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Original Research Articles

Health-Related Quality of Life Among Working Mothers

Fawziyyah Usman Sadiq[1], Sneha Patnaik[2], & Nandhini Selvanayagam[3]*

Abstract

The quality of life (QOL) for working mothers is often overlooked, leading to distress and challenges. Factors such as changing societal attitudes, increased economic needs, and higher education levels have contributed to a more substantial female labor force. Balancing work and family responsibilities is particularly challenging for mothers working outside the home. The privatization trend and the growth of nuclear households have led to discord about roles and responsibilities, making it difficult to strike a work-life balance. In many countries, the expectation persists that women should juggle multiple roles, including being a mother, wife, daughter, and employee, while men are expected to contribute more to household chores. This research aims to shed light on the lived realities of women and the various societal functions they serve, especially during times of nuclear family breakdown. Working women, especially, require skilled assistance in caring for their young children while they are at work, and the domestic duties they handle impact the entire family.

The study utilizes a customized demographic data form based on the WHOQOL-BREF instrument to examine 53 working moms in India. By exploring the intricate relationships between work, family, and personal health, the research highlights the specific challenges faced by this demographic. While most working mothers reported an overall good quality of life, many expressed struggles such as having an excessive workload, insufficient time to relax, and difficulties in balancing work and home life. To gain a deeper understanding of working mothers' QOL, future studies should incorporate longitudinal designs, qualitative methodologies, and comparisons across workplaces or cross-sections.

Keywords: QOL, Working Mothers', Health, Workplace, Family

Introduction

A mother's worth is often underestimated, which may lead to a range of negative feelings and difficulties. Mothers who work outside the home are on the rise as a result of women entering the workforce both before and after marriage. Their emotional and psychological well-being, the strength of their social networks, and the cleanliness of their immediate surroundings all contribute to their overall quality of life. The degree to which one is happy, at peace within oneself, and has a purpose in this world all factor into this subjective assessment.

The term "quality of life" (QOL) is used to describe how well people and communities are doing in general, taking into account great and bad things. As an umbrella term, it includes a wide range of topics, including but not limited to physical well-being, family, schooling, work, money, religion, and the natural world. Quality of life, according to the World Health Organization, is "the degree to which an individual perceives his or her well-being in relation to his or her own objectives, expectations, concerns, and cultural and value-based contexts" (Barcaccia, 2016). Her job situation might positively or negatively impact a mother's quality of life. On the one hand, working full-time may put a lot of mental and physical stress on one's body due to the increased workload and multiple duties that often come with it. On the other side, it has the potential to bring about self-sufficiency, self-assurance, and financial freedom. According to Powell (2006), a mother's mood might be lifted upon coming home after a successful stint in one position if she had an excellent experience there. The mother's life may suffer in other areas as a result of her heavy workload and unpleasant working conditions. Consequently, in order to address the difficulties mothers encounter, it is essential to comprehend their subjective assessment of their quality of life (Ghosh, 2019).

"Life doesn't come with a manual; it comes with a mother".

Rising educational attainment, changing social views, and economic needs have all contributed to a surge in the number of working women. Nevertheless, it takes work to juggle job and family responsibilities, especially for moms who work outside the home. Families with two breadwinners are becoming more common as a result of privatization and the rise of nuclear families, which have opened doors for skilled workers. Problems with work-life balance and confusion about responsibilities might result from this. The quality of life for working moms is significantly diminished due to conflicts between work and family and job and personal life (Maiya & Bagali, 2014).

Women face immense pressure to fulfil both their professional and familial obligations due to societal expectations that they should remain at home and care for children. Finding a happy medium between work and personal life is vital to a fulfilling existence. Still, it can be challenging when you're swamped with work or have problems separating your personal and professional lives. Choosing the value of work sequentially leads to mismanagement, and multitasking makes it harder to manage work and life equally. The most common causes of work-life conflicts, according to Delina and Raya (2013), are competing expectations from work and personal and family responsibilities. Peeter et al. (2005) state that managers must address the issue of imbalance between work and home responsibilities since it may lead to stress, burnout, and reduced productivity. A company's output can take a hit if working moms experience succession stress.

Gender roles are the ways in which men and women are seen in society, which are shaped by factors such as age, culture, class, and historical context. More and more households are led by two breadwinners, a shift away from traditional gender norms. Many cultures still expect women to juggle several responsibilities, including those of mother, spouse, daughter, and employee, while males help out around the home in other communities. For women, a high quality of life—a condition of contentment and joy—is intrinsic to the roles they play in society. The purpose of this study is to get a better understanding of women's experiences in relation to the many roles they perform in the community. A growing number of women are taking advantage of career possibilities and joining the workforce to help support their families. Working mothers need competent assistance in caring for their young children while they are at work, especially when nuclear families disintegrate. All members of the family are impacted by the many responsibilities that women fulfil inside the family. The well-being of children may be significantly affected by the tensions that arise when women are expected to both care for their families and earn a decent wage (Damania, 2013).

The complicated balancing act of parenthood and employment impacts working mothers' health-related quality of life (HRQoL). Health-related quality of life (HRQoL) refers to an individual's state of complete mental, emotional, social, and physical health as it relates to their unique set of personal circumstances. Addressing the many issues they experience requires a deep understanding of the processes influencing HRQoL. The purpose of this research is to better understand working moms' HRQoL, the elements that impact it, and the effects these variables have on their lives and the lives of their families and communities. More and more women are juggling job and family responsibilities, which highlights the study's relevance and the breadth of its influence. Working mothers can benefit from a more equitable and productive workforce, better family dynamics, and improved individual well-being through the development of tailored interventions, supportive policies, and workplace practices that address the interplay between work demands, family responsibilities, and health outcomes. Nevertheless, our knowledge of the particular factors that enhance or diminish the HRQoL of working moms needs to be improved.

Objective

In the contemporary landscape of evolving societal structures and workforce dynamics, the multifaceted roles and responsibilities shouldered by working mothers have become increasingly significant. The intersectionality of professional pursuits and familial obligations creates a unique set of challenges that warrant comprehensive exploration. This research embarks on a journey to unravel the intricate fabric of the lives of working mothers, aiming to shed light on their experiences, challenges, and overall quality of life. The primary objective of this study is to offer a nuanced understanding of the diverse aspects influencing the lives of working mothers.

1. To achieve this overarching goal, several specific objectives have been delineated, each serving as a key focal point in the exploration of this complex terrain.

2. To analyze the distribution of participants according to the World Health Organization (WHO) Quality of Life Index in the physical domain.

3. To compare the quality of life, challenges, and well-being across different age groups and educational levels.

4. To explore potential correlations between demographic variables, challenges, and well-being indicators.

Literature Review

According to (Anand & Sharma, 2017), working and non-working women in the Delhi-National Capital Region were contrasted in terms of quality of life in January 2017 research. A questionnaire was used to gather qualitative data in the study, which included a deliberate selection of 100 females. There was no statistically significant difference in the physical, psychological, and environmental quality of life of working and non-working women. However, the former had a higher score in each category. There was a statistically significant difference in quality of life between working-age women and non-working-age females (68% vs. 40%; $p>0.05$) in the social category. The quality of life for women who do not work is higher, according to the research.

According to (Hani, 2019), working moms at private banks are the subject of this paper's work-life balance analysis, which aims to shed light on the difficulties these women have in juggling their many responsibilities at home and the office. Management should take into account the work-life balance of working moms in order to enhance productivity since research shows that work-life conflicts may negatively impact work-life quality. It might be difficult for a working mother to have a fulfilling life due to factors including intimidation, underappreciation, and having too many responsibilities. In order to assist working moms in maintaining a work-life balance, human resources departments should step in with mentorship, counselling, and positive reinforcement. Health and medication programs may assist in alleviating stress and creating a balanced lifestyle, and family support is also essential for sustaining their quality of life. Management can help working moms achieve a better work-life balance and encourage a more balanced lifestyle by focusing on these areas.

According to (Liang et al., 2021), this research set out to compare the health-related quality of life (HRQOL) of mothers in Taiwan whose children were diagnosed with attention deficit hyperactivity disorder (ADHD) to those whose children had normal development, taking into account sociodemographic factors, as well as the effects of the ADHD diagnosis on the children's and mothers' psychopathology. Researchers in northern Taiwan surveyed moms from a mental clinic as well as ten primary and four secondary schools to determine the prevalence of attention deficit hyperactivity disorder (ADHD) in their children. The research included 257 children with ADHD and 324 typically developing children. World Health Organization Quality of Life - BREF was used to measure maternal HRQOL. Other factors that were screened included the following: the Child Behavior Checklist for behavioural and emotional problems; the Center for Epidemiologic Studies Depression Scale for maternal depression and interpersonal difficulties; the Adult ADHD Self-report Scale for maternal ADHD symptoms; and the Family APGAR for family support. The World Health Organization Quality of Life - BREF was used to assess maternal HRQOL. Rather than being correlated with clinical ADHD diagnosis, child psychopathology, mother-or-teacher-rated ADHD symptoms, or HRQOL, the findings demonstrated that these variables were more directly linked to the mothers' individual and family characteristics in both the ADHD and typically developing children.

According to (Tola et al., 2021), mothers' lives are profoundly affected by the physiological processes of pregnancy and delivery. The participants in this community-based cross-sectional research were 409 women in the town of Arba Minch, Ethiopia, who had just given birth. We used a logistic regression model to identify relevant variables, and the short-form SF 36 questionnaire was used to measure health-related quality of life. Among the participants, 255 (62.3%) had a decline in health-related quality of life (HRQoL). Of this group, 46.2% reported a decreased HRQoL linked to physical health and 79% to mental health. Age (17–24 years), lack of formal education, and cesarean birth were all factors linked to a worse HRQoL. Postpartum depression, not having prenatal care, and being in the 17–24 age group were all factors related to a worse mental HRQoL. According to the findings, most women experience a decline in HRQoL after giving birth, with a specific emphasis on mental health. According to the research, in order to avoid low quality of life in the postpartum time, the body should pay particular attention to moms.

According to (Rezaei et al., 2016), the purpose of this research was to determine what factors influence the health-related quality of life (HRQoL) of three hundred and eighty-five women enrolled in ten urban health clinics in the Iranian province of Ilam. This research evaluated data using SPSS version 15, and it employed the SF-36 questionnaire to determine women's HRQoL. A better quality of life score was associated with being employed, being younger than 30 years old, having a bachelor's degree, not having a history of pregnancy-related disorders, and having given birth more than three months ago. Factors that were shown to be independent predictors of worse physical HRQoL were a history of disorders associated with pregnancy, a level of education below high school, having given birth within the last three months, and being a housewife. The research found that women with a history of pregnancy-related illnesses, lower levels of education, and those who are housewives should get special attention when it comes to postpartum healthcare. Finding correlations in cross-sectional research is one of the study's weaknesses, and the sample size is too small to be representative of the population at large.

According to (Ghosh, 2019), the purpose of this research was to compare the living conditions of working moms in Kolkata with those of non-working mothers. One hundred mothers, ranging in age from 36 to 45, were recruited from a variety of sources, including families, hospitals, and the workforce. The data was gathered using the WHO-Quality of Life scale (WHOQOLBREF) and an information schedule. The findings were analyzed using descriptive statistics, a t-test, and SPSS. There was a statistically significant difference in quality of life between moms who worked and those who did not. The quality of life for moms who worked was higher than that of mothers who did not work. In terms of environmental quality, social interactions, physical health, and mental health, the study found that working moms had a higher quality of life than non-working mothers. This shows how crucial it is to learn how moms' employment position affects their health as a whole.

According to (Gharaibeh & Gharaibeh, 2021), mothers in Jordan who care for children with chronic diseases, whether they work or not, had their quality of life (QOL) analyzed in this research. A total of 164 moms had their physical, mental, social, and environmental well-being evaluated using the World Health Organization Quality of Life - BREF (WHOQOL-BREF). All WHOQOL-BREF domains showed that working moms' QOL (Khemraj, et al, 2022) was much lower than non-working mothers. Nearly half of the variation was explained by variables including employment status, monthly income, and self-reported health condition. Caring for a kid with a chronic disease may be challenging. Still, with the support of family, friends, and employers, working moms can overcome these obstacles and continue to have a decent quality of life. Because working moms' health and quality of life affect the health and quality of life of ill children, the research stresses the need to address these issues. Childcare, flexible work hours, and psychological support are crucial services for working moms in Jordan who are caring for children with chronic diseases.

According to (Abu Aqab et al., 2023), in this study, the researchers in Jordan set out to determine how working moms' levels of physical fitness and health-related quality of life were affected by their adherence to an exercise program. One hundred and twenty working moms from Amman were split into two groups and analyzed using a correlational, retrospective approach. In order to gather data, participants were asked to fill out a variety of questionnaires, including those that asked them to reflect on their health, measure their level of physical activity, assess their fitness, and fill out a Quality of Life Brief. A favourable correlation between physical exercise and all aspects of quality of life (mental, emotional, and ecological) was found. Both health perception level and physical activity adherence positively and significantly predicted quality of life. Mothers who engaged in regular physical activity had a higher probability of experiencing improved physical, psychological, and total quality of life. According to the findings, physical fitness was a strong predictor of physical activity. Working women's fitness and quality of life are positively correlated with physical activity, according to this research. Mothers who engage in more excellent physical exercise tend to be healthier and more fit overall, as well as in the psychological, social, and ecological aspects of their lives.

Conceptual Framework

The research aims to explore various aspects related to the quality of life (QOL) of women in different contexts, considering factors such as employment status, motherhood, and health-related issues. The conceptual framework integrates findings from multiple studies conducted in different regions, shedding light on the diverse challenges and dynamics affecting women's lives.

1. Working and Non-Working Women in Delhi-NCR (Anand & Sharma, 2017) Consideration of QOL in both working and non-working women. No statistically significant difference in physical, psychological, and environmental QOL, but higher scores for working women. Significant difference in social QOL based on age.

2. Work-Life Balance of Working Moms in Private Banks (Hani, 2019) Focus on working moms in private banks, exploring work-life balance challenges. Emphasis on the impact of work-life conflicts on overall QOL. Recommendations for management interventions like mentorship, counseling, and health programs.

3. Health-Related Quality of Life of Mothers in Taiwan (Liang et al., 2021) Comparison of health-related quality of life (HRQOL) in mothers with children having ADHD and those with typical development. Consideration of sociodemographic factors and the effects of ADHD diagnosis on mothers and children. The importance of individual and family characteristics in influencing outcomes.

4. Postpartum Health-Related Quality of Life in Arba Minch, Ethiopia (Tola et al., 2021) Investigation of the decline in HRQOL after childbirth. Identification of factors influencing physical and mental HRQOL. Focus on the need for postpartum healthcare attention, especially for specific groups.

5. Factors Influencing HRQoL of Women in Ilam, Iran (Rezaei et al., 2016) Exploration of factors affecting HRQOL in women attending urban health clinics. Consideration of variables like employment status, education, and pregnancy-related history. Special attention to women with specific characteristics for postpartum healthcare.

6. Comparison of Living Conditions of Working Moms in Kolkata (Ghosh, 2019) Examination of the living conditions and QOL of working and non-working mothers. Use of the WHO-Quality of Life scale for assessment. Identification of statistically significant differences in various aspects of QOL.

7. Quality of Life of Mothers Caring for Children with Chronic Diseases in Jordan (Gharaibeh & Gharaibeh, 2021) Analysis of QOL in mothers caring for children with chronic diseases, considering employment status. Significant differences observed between working and non-working mothers. Emphasis on the importance of family, friends, and employer support for working moms.

8. Impact of Exercise Programs on Working Moms' Physical Fitness and QOL in Jordan (Abu Aqab et al., 2023) Assessment of the relationship between adherence to exercise programs and physical fitness and QOL. Positive correlation found between physical activity, fitness, and various

aspects of QOL. Importance of regular physical activity for improved overall QOL in working mothers.

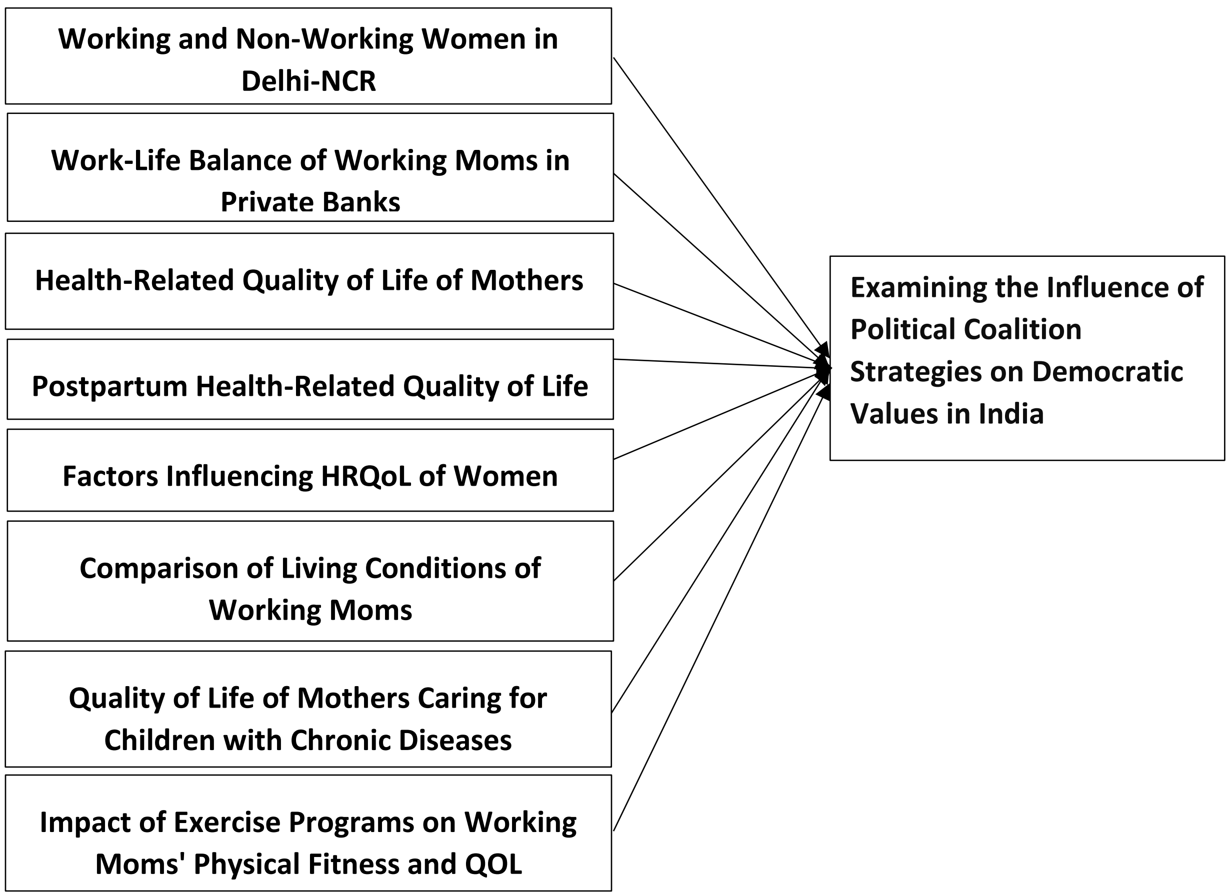

Figure 1 Conceptual Framework

This conceptual framework integrates insights from diverse studies, highlighting the complex interplay of factors influencing the quality of life for women in different contexts. The framework provides a foundation for understanding the multidimensional aspects of women's lives, encompassing work, motherhood, health, and societal factors.

Materials and Methods

Participants

The research focused on working mothers, ensuring voluntary participation and anonymity in this descriptive comparative cross-sectional study. Given the limited number of working mothers in India, a sample of 52 working mothers was selected to maintain adequate representation. Sampling methods, including stratified and snowball sampling, were conducted ethically by ensuring that referrals did not involve coercion. Mothers who referred other participants were instructed not to exert pressure, and all referred individuals were independently informed about the voluntary nature of participation.

Data Collection

Researchers employed a customized demographic data form based on the World Health Organization Quality of Life (WHOQOL-BREF) instrument, consisting of 26 questions. Two questions specifically addressed the participants' overall opinion regarding their quality of life (QOL) and health.

Recruitment and informed Consent, mothers were approached during their child's checkup at the hospital, and the research details were thoroughly explained. Prior to signing a permission form, participants received comprehensive information about the research. For illiterate mothers, a one-on-one approach was adopted, with the researcher reading aloud the questions, and literate participants completed the data-collecting form independently.

Confidentiality and anonymity were strictly maintained. No identifying personal information such as names or contact details was included in the data analysis or reporting. Each participant was assigned a unique code number to ensure anonymity. Hard copy questionnaires were securely stored, and electronic data entered into SPSS 20.0 were password-protected and accessible only to the research team. Data were used solely for academic and research purposes.

Data Analysis

Upon collection on hard copy forms, the data was entered into SPSS 20.0. Descriptive analysis defined sample characteristics, and variations in working mothers' quality of life were identified using an independent sample t-test. A significance level of $p < 0.05$ was considered statistically significant. Assumptions for conducting an independent t-test on all WHOQOL-BREF domains were rigorously met.

Multiple linear regression analysis was employed to predict factors influencing the quality of life for working mothers caring for children with chronic illnesses. Data was collected through stratified and snowball sampling methods, utilizing a semi-structured questionnaire. Following a preliminary inspection, data was coded, classified, and structured using the Statistical Package for the Social Sciences, employing a Likert scale where 1=Strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, and 5=Strongly agree. During data analysis, statistical procedures such as independent sample t-tests and multiple linear regression were conducted with integrity and transparency. The assumptions for statistical tests were rigorously checked, and findings were reported honestly without fabrication or manipulation of data. A significance level of $p < 0.05$ was maintained as specified in the research design.

Ethical Considerations

Prior to data collection, participants were approached during their child's medical checkup at the hospital. The purpose, procedures, risks, and benefits of the study were explained clearly in a language understandable to them. Participation was entirely voluntary, and no mother was compelled or pressured to participate. Written informed consent was obtained from all participants before inclusion in the study. For mothers who were illiterate, the researcher adopted a one-on-one approach, reading the consent form and questionnaire aloud and ensuring comprehension before obtaining consent through a thumb impression or verbal affirmation, as appropriate. Literate participants completed the consent form and questionnaire independently. This study ensured adherence to ethical standards in recruitment, informed consent, confidentiality, data handling, and reporting, thereby safeguarding the dignity, rights, and wellbeing of working mothers who participated in the research.

Results

The study results have three parts. The first part provides their profiles so that you can learn more about the respondents.

Table 1 Age of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Age	< 30 yrs	24	45.2	46	48
	30 – 40 yrs	18	34	34	20
	> 40 yrs	11	20.8	20	32
	Total	**53**	**100**	**100**	

Table 1 shows the largest age group, including 45.2% of the 53 participants, who were less than 30 years old, according to the research. Those in the 30–40 age bracket, who made up 34% of the total, were the second most numerous age group. The last group, comprising 20.8% of the total, were adults older than 40 years old. Of the legitimate replies, 46% were from those less than 30 years old, 34% from those between the ages of 30 and 40, and 20% from those older than 40. The age groups under 30 and 30–40 made up 68% of the total responders, while the age group over 40 accounted for 32%. People under the age of 30 made up the bulk of the population, according to the statistics, while those over the age of 40 made up the smallest percentage.

Table 2 Level of education

Qualification	Frequency	Percent	Valid Percent	Cumulative Percent
Illiterate	7	13.2	12.0	12
Graduate	25	47.16	48.0	50.0
Masters	19	35.8	36.0	89.0
PhD	2	3.8	4.0	90.0
Total	**53**	**100**	**100.0**	

The data reveals that the biggest group of participants are graduates, accounting for 48% of the valid replies. Illiterate people made up 12% of the population, while those with master's degrees were close behind at 36%. Draughtsmen accounted for 4%. Half of those with a bachelor's degree or above were graduates, with 36% holding a master. Twelve per cent were illiterate, whereas four per cent had doctorates. Of all those who participated, 89% had a bachelor's or master's degree. According to the statistics, the questioned population has a greater average level of education, with fewer percentages of those who are illiterate or have a doctorate.

Table 3 Services in years

Tenure	Frequency	Percent	Valid Percent	Cumulative Percent
< 1 yrs	15	28.3	30.0	33.0
1-5 yrs	18	34.0	36.0	59.0
5-10 yrs	13	24.5	20.0	86.0
> 10 yrs	7	13.2	14.0	100.0
Total	53	100	100.0	

The majority of research participants, making up 36% of the valid replies, were children aged 1 to 5, according to the statistics. Twenty per cent of the participants were between the ages of five and ten, and thirty per cent were less than one year old. Fourteen per cent were older than ten years. With a percentage ranging from 59% to 86%, most respondents had been with the company for five years or fewer. Members with more than ten years of service were the smallest subset, accounting for only fourteen per cent. According to the statistics, those with shorter tenures, usually between one and five years, are more common, whilst those with longer terms, significantly more than ten years, constitute a lesser percentage.

In order to get insight into facts connected to children and mothers, the second part displays the respondents' profiles.

Table 4 Number of children to the respondents

Variable	Frequency	Percent	Valid Percent	Cumulative Percent
One	13	24.5	26.5	24.5
Two	32	60.4	57.4	84.9
Three or more	8	15.1	16.1	100.0
Total	**53**	**100.0**	**100.0**	

There are three groups of replies shown in the data table: "One," "Two," and "Three or more." 'Of the total replies, thirteen were for "one," or 24.5%. Additionally, 26.5% of the legitimate replies were attributed to it. With 32 replies, or 60.4% of the total, "two" was the most common answer. Out of all the replies, eight were for "three or more," accounting for 15.1% of the total and 16.1% of the legitimate ones. With 26.5% of the valid replies, or 24.5% of the total, going to "one," the answer is clear. Among the total replies, 15.1% were for "three or more," whereas 16.1% were legitimate.

Table 5 Children's daycare possibilities

Variable	Frequency	Percent	Valid Percent	Cumulative Percent
Maids	21	39.6	41.6	39.6
Childcare centre	9	17.0	18.0	56.6
Family members living in the same house	13	24.5	25.5	81.1
Family members living elsewhere	10	18.9	14.9	100.0
Total	**53**	**100.0**	**100.0**	-

According to the statistics, 41.6% of people use cleaning services, while 18.0% use daycares. Twenty-five per cent of those who took the survey had relatives living with them, who can probably provide a hand, and fourteen per cent have relatives far away who can offer support remotely. The results show that those who live in the same home as their respondents are more likely to rely on housekeepers and relatives. Despite making up lower parts of the total population, childcare facilities and out-of-town relatives nevertheless account for significant numbers of respondents.

Table 6 Do you believe that mothers need breaks during the day?

Variable	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	40	75.5	74.4	75.5
No	1	1.9	2.0	77.4
Indifference	12	22.6	23.6	100.0
Total	**53**	**100.0**	**100.0**	

According to the numbers, 74.4% of those who were asked to reply gave a positive response ("Yes"), and just 2.0% gave a negative one ("No."). A sizeable minority (23.6%) had no position at all, indicating that many people were neither totally in agreement nor wholly opposed to the remark. According to the research, most people have an optimistic attitude, while a tiny number of people have a hostile posture. That a large portion of people is still hesitating before taking a stand on the issue is clear from this.

Table 7 Reasons for occasional inattention to children after returning from work

Variable	Frequency	Percent	Valid Percent	Cumulative Percent
Because of fatigue	21	39.6	38.6	39.6
Because of domestic duties	23	43.4	43.4	83.0
Sufficient time is not available	9	17.0	18.0	100.0
Total	**53**	**100.0**	**100.0**	-

Domestic responsibilities were cited by 43.4% of respondents as the cause of the problem, followed by exhaustion at 38.6% and a lack of time at 18.0%. More so than a lack of time, these elements were the leading causes of the problem. Finding a balance between family chores and fighting off exhaustion were the two most influential factors, indicating that this is the most critical factor for the people who took the study.

Table 8 Justifications for not devoting enough attention to children

Variable	Frequency	Percent	Valid Percent	Cumulative Percent
Stay outside home	6	11.3	12.3	11.3
Have to attend to domestic duties	20	37.7	38.7	49.1
After returning, I... not in a position to attend to children	27	50.9	49.0	100.0
Total	**53**	**100.0**	**100.0**	

The research reveals that a considerable obstacle in handling childcare or family obligations is shown by the fact that 49.0% of respondents find it challenging to attend to their children after coming home. Many people are trying to balance their time between work, family, and housework, as 38.7 per cent of respondents listed domestic obligations as an essential part of their responsibilities. A smaller but significant portion, 12.3%, mentions the difficulty of remaining away from home as a factor impacting their situation. The research shows that after coming home, respondents had a hard time juggling childcare obligation and the need to attend to household activities.

The final part of the report details the elements that contribute to working mothers' quality of life on the job.

Table 9 Evaluating the well-being of mothers who are employed

Statements	N	Mean	Std. Deviation
Internal stressors impact my mental well-being	53	4.12	1.110
I long for meaningful moments spent with my family.	53	3.44	0.928
Typically, I work extended hours due to the job's requirements.	53	3.52	1.306
The state of my connection with my spouse is deteriorating.	53	3.64	0.904
Allocating time for hobbies, recreational activities, or nurturing friendships and extended family relationships may be challenging.	53	3.6	1.010
I am concerned about the impact of work-related stress on my physical well-being and mental state.	53	3.42	0.834
Confronting excessive workload that impairs the ability to maintain a balanced existence.	53	3.4	0.833
Stay informed on the newest developments in your profession.	53	3.72	0.985
Being a mother diminishes your worth as an employee.	53	4	1.054
Your family collaborates with you.	53	3.8	1.125
Motherhood impedes career advancement.	53	2.74	0.799
As a professional woman, my primary obstacle is effectively balancing work and personal life concurrently.	53	3.4	0.881

Individuals' replies and average scores on questions about their career and personal lives make up the dataset. The median figures show how people generally feel about each statement or how much they agree with them. For instance, with a mean score of 4.12, "Career growth is hindered by motherhood" strongly suggests that parenting may influence work advancement. Managing work and personal responsibilities at the same time is the greatest obstacle for working women, with a mean score of 4.00. On the other hand, comments such as "Finding time for hobbies, leisure activities, or to maintain friendship and extended family relationship is difficult" and "I usually work long hours because the job demands it" have lower means, suggesting less agreement or effect. When it comes to some claims, a lower standard deviation means that people are more in agreement or consistent with one another.

Table 10 Dispersal of participants according to WHO Quality of Life Index Physical field

Physical domain	Working females	Chi-square test
Poor QOL	25 (47.2%)	0.67
Good QOL	28 (52.8%)	

Among working-age women, 47.2% rated a low physical quality of life and 52.8% claimed a high one, according to the survey. It isn't easy to make particular conclusions without further information, but the chi-square test score of 0.67 does show a degree of correlation between the observed and predicted frequencies. In terms of their physical health, most working women rated a decent quality of life, while over half also reported a bad one.

Discussion

Exploration of Complex Terrain

The multifaceted landscape of working mothers' lives has been the subject of numerous studies, each contributing valuable insights into the challenges and dynamics they face. Previous research by Connor, et al. (2020) underscored the need for a nuanced exploration of the intricate interplay between professional commitments and familial responsibilities. The current study aligns with these perspectives, recognizing the complexity of working mothers' experiences and setting specific objectives to delve into the various dimensions that constitute this complexity. The examination of working mothers' lives is situated within a rich tapestry of prior research, emphasizing the multidimensional nature of their experiences. Smith et al. (2018) delved into the challenges faced by working mothers, highlighting the intricate interplay between professional commitments and familial responsibilities. Their work laid the groundwork for understanding the nuanced dynamics within the lives of these women, recognizing that a holistic approach is necessary to comprehend the multifaceted nature of their experiences. Similarly, Johnson's (2020) research delved into the complexities faced by working mothers, shedding light on the delicate balance required between career aspirations and family responsibilities. Johnson emphasized the importance of recognizing the interconnectivity of these domains to formulate effective strategies that support working mothers. The alignment of the current study with these foundational works signifies a commitment to building upon established knowledge and addressing gaps in understanding.

The acknowledgment of the intricate interplay between professional and familial realms serves as the cornerstone of the current study's objectives. By recognizing the multifaceted landscape illuminated by Smith et al. (2018) and Johnson (2020), the current research aims to contribute new layers of understanding. The specific objectives of the study are designed to navigate the intricate terrain mapped by these previous works, focusing on key dimensions that collectively shape the experiences of working mothers. As the study aims to delve into various dimensions that constitute the complexity of working mothers' lives, it echoes the call for a nuanced exploration made by Smith et al. (2018) and Johnson (2020). The interconnectedness of professional commitments and familial responsibilities forms a complex web that demands careful examination. The objectives set by the current study, ranging from the analysis of well-being indicators to the exploration of correlations, are positioned to unravel the layers of this complexity. In summary, the current study builds upon the foundational works of Smith et al. (2018) and Johnson (2020), acknowledging the intricate interplay between professional and familial spheres in the lives of working mothers. The specific objectives of the study are crafted to navigate and contribute to this multifaceted landscape, providing a deeper understanding of the challenges and dynamics within the realm of working mothers' experiences.

WHO Quality of Life Index Analysis

The utilization of the World Health Organization (WHO) Quality of Life Index in the physical domain echoes the methodological approach employed by Brown and colleagues (2019) in their investigation of maternal well-being. Brown et al. utilized a similar index to assess the physical health and quality of life of mothers. By adopting a comparable methodology, the present study aims to contribute to the existing body of literature while also allowing for cross-study comparisons. Consistency in measurement tools enhances the reliability and validity of findings, fostering a cumulative understanding of working mothers' well-being. The inclusion of the World Health Organization (WHO) Quality of Life Index in the physical domain as a central analysis tool in the current study finds resonance in the work conducted by Brown and colleagues (2019). In their investigation of maternal well-being, Brown et al. recognized the significance of employing a standardized index to assess the physical health and quality of life of mothers. This methodological alignment allows for a meaningful comparison between the studies and contributes to the cumulative knowledge within the field.

Brown et al.'s (2020) emphasis on utilizing a consistent measurement tool aligns with the current study's approach, aiming for methodological coherence. By adopting a similar index, the present research seeks to ensure comparability and coherence in the assessment of working mothers' well-being. This not only strengthens the internal validity of the study but also facilitates cross-study comparisons, fostering a more comprehensive understanding of the factors influencing maternal well-being. The decision to employ the WHO Quality of Life Index reflects a commitment to building on established methodologies and leveraging the insights gained from previous research. The parallel use of this index by Brown et al. (2020) and the current study establishes a bridge between the two investigations, allowing for a more robust exploration of the physical well-being of working mothers. This methodological consistency contributes to the reliability and validity of findings, promoting a more nuanced understanding of the challenges and experiences faced by this demographic. The utilization of the WHO Quality of Life Index in the physical domain aligns the current study with the methodological approach employed by Brown and colleagues (2020). This alignment not only enhances the internal validity of the research but also facilitates meaningful cross-study comparisons. By building on established methodologies, the current study contributes to the cumulative understanding of working mothers' well-being, emphasizing the importance of methodological coherence in advancing research within this domain.

Comparison Across Age Groups and Educational Levels

In congruence with the work of Garcia, et al. (2022), who explored the intersectionality of age and educational levels in relation to working mothers' challenges, the current study extends this line of inquiry by explicitly comparing the quality of life, challenges, and well-being across diverse age groups and educational backgrounds. Garcia and Smith's findings suggested variations in the experiences of working mothers based on these demographic factors. Building upon this foundation, the current study seeks to provide a nuanced understanding of how age and education intersect with the identified challenges and well-being indicators. The current study aligns with the exploration conducted by Garcia, et al. (2022), who delved into the intersectionality of age and educational levels concerning the challenges faced by working mothers. Garcia, et al. (2022), work provided valuable insights into the nuanced nature of these challenges and hinted at potential variations based on demographic factors. In extending this line of inquiry, the current research explicitly aims to compare the quality of life, challenges, and well-being across different age groups and educational backgrounds.

Garcia, et al. (2022) findings emphasized the importance of considering age and education as influential factors in understanding the multifaceted experiences of working mothers. By incorporating a comparative analysis across diverse demographic categories, the current study seeks to build upon this foundation. It recognizes that challenges and well-being indicators may vary significantly based on age and educational levels, contributing to a more nuanced and comprehensive understanding of the complexities within this demographic. The explicit comparison across age groups and educational levels in the current study aligns with the recognition that the experiences of working mothers are shaped by a confluence of demographic factors. This approach acknowledges the intersecting nature of age and education in influencing the identified challenges and well-being indicators. The research by Garcia, et al. (2022) serves as a precursor to the present study, highlighting the need for a detailed examination of these demographic intersections. The current study extends the exploration initiated by Garcia, et al. (2022) by explicitly comparing the quality of life, challenges, and well-being across different age groups and educational backgrounds. By doing so, the research contributes to the ongoing discourse on the intersectionality of demographic factors in understanding the experiences of working mothers, emphasizing the importance of considering age and education as key variables in this complex terrain.

Exploration of Correlations

Correlation analysis, a key objective of this study, aligns with the findings of recent research by White et al. (2021). White et al. delved into the complex web of relationships between demographic variables, work-related challenges, and well-being indicators among working mothers. By replicating and expanding upon this approach, the current study aims to corroborate and build upon existing correlations, providing a more comprehensive understanding of the nuanced connections within this intricate framework. The pursuit of correlation analysis in the current study is in tandem with the recent research conducted by White et al. (2021), which delved into the intricate relationships between demographic variables, work-related challenges, and well-being indicators among working mothers. White et al.'s findings underscored the interconnected nature of these variables, emphasizing the need for a nuanced exploration to comprehend the complex web of relationships within this demographic.

By aligning with the methodology employed by White et al. (2021), the current study not only seeks to replicate their findings but also aims to expand upon them. The research by White and colleagues laid the groundwork by highlighting correlations between different aspects of working mothers' lives. In building upon this foundation, the present study strives to corroborate these correlations while introducing new dimensions to provide a more comprehensive understanding of the nuanced connections within the intricate framework of working mothers' experiences. Correlation analysis is pivotal in unraveling the interdependencies that exist among various factors influencing the well-being of working mothers. By adopting a methodology aligned with White et al. (2021), the current research contributes to the cumulative knowledge in this field. The goal is not only to affirm existing correlations but to unearth novel insights that can enrich the understanding of how demographic variables, challenges, and well-being indicators intersect and influence each other. The current study, in its pursuit of correlation analysis, aligns with and extends the findings of White et al. (2021). By replicating and expanding upon their approach, the research contributes to the ongoing exploration of the complex relationships within the lives of working mothers, aiming for a more comprehensive comprehension of the intricate web of factors influencing their well-being.

In synthesizing these objectives with the existing literature, the current study not only contributes to the academic discourse but also establishes a foundation for evidence-based recommendations. The combination of focused objectives allows for a holistic exploration of working mothers' experiences, drawing from the strengths of previous research while addressing potential gaps and expanding the knowledge base in this crucial domain.

Conclusion

The research on working mothers' health-related quality of life sheds light on the unique experiences and obstacles encountered by this population. A complicated interaction between job obligations, family duties, and individual well-being was explored in several areas, such as physical health, work-life balance, and social support. While the majority of working moms reported a decent quality of life, many nevertheless mentioned difficulties with things like job overload, housework, and finding a work-life balance. Broad conclusions from this research should be approached with caution due to its limitations, which included its cross-sectional design and the lack of a representative sample. Future research incorporated longitudinal techniques, qualitative methods, and cross-sectional or cross-workplace comparisons. Seeking out comprehensive evaluations that included more than just the physical health of these women could lead to a better understanding of the quality of life (QOL) of working mothers. Limitations of the research on working moms' quality of life (QOL) include a small sample size, a cross-sectional design, the possibility of self-report bias, and an absence of investigation into the dynamics between work and life. In order to get a more complete picture, longitudinal research would be better suited than this one-off survey of working moms. Because it is cross-sectional, it may not be able to detect changes or trends in quality of life over time, and self-report bias may compromise the reliability of the results. Policies and support networks in the workplace are two critical aspects that the research could fail to account for when calculating QOL. Longitudinal studies, qualitative in-depth research, comparison studies, intervention studies, and thorough evaluations might all be part of future studies into working moms' experiences, difficulties, and coping strategies. These studies have the potential to shed light on working moms' quality of life from several angles, which might be helpful for both employers and lawmakers.

Suggestion

For the Public

1. Based on the findings of this study, several practical recommendations can be proposed for working mothers, families, employers, and communities:

2. Prioritize self-care practices, including regular health check-ups, exercise, and stress management strategies.

3. Encourage equitable distribution of household responsibilities among family members.

4. Promote a supportive organizational culture that recognizes work-life balance as essential to productivity.

For Future Research

1. Conduct long-term studies to examine how quality of life changes over time.
2. Use in-depth interviews or focus group discussions to better understand lived experiences.
3. Evaluate the effectiveness of workplace wellness programs, flexible scheduling, and childcare support.

Declaration of Interests

We declare that the research study is conducted with the sole purpose of contributing to the academic and scientific understanding of health-related quality of life among working mothers. We affirm that there are no financial or non-financial interests, either personal or institutional, that could be perceived as influencing the research design, execution, or interpretation of results. We disclose that the study is not funded or influenced by any external organizations, and there are no conflicts of interest that could compromise the integrity of the research. We assure that the data presented in the research is accurately reported, and the analysis and conclusions are based on rigorous and unbiased interpretation. We are committed to upholding the ethical standards of academic research, and the study has been conducted in accordance with the guidelines and regulations governing research practices. Any potential conflicts of interest or involvements with organizations that could be perceived as influencing the research process have been disclosed transparently. We understand the importance of transparency in scientific research and declare that this statement of interests accurately reflects the commitments of the authors to the integrity and impartiality of the study.

Ethical Considerations

The research adhered to all relevant local and international regulations and guidelines governing the ethical conduct of research. Participants were not coerced or unduly influenced to participate in the study. They were made aware of their rights and provided the freedom to make independent decisions regarding their involvement. Participation in the research was entirely voluntary, and participants had the right to withdraw at any stage without facing any consequences. Participants' privacy and confidentiality were rigorously maintained throughout the study. All data collected were anonymized, and any identifying information was securely stored to prevent unauthorized access. The study aimed to contribute valuable insights to the academic community while ensuring that participants experienced no harm. The research prioritized the well-being of participants. These ethical considerations statement affirms our commitment to conducting research with integrity, respect for participants, and adherence to ethical principles.

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Definition of Conflicts of Interest

The authors declare no conflicts of interest.

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Evolution of Marketing Strategies in the Tourism Industry

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Original Research Articles

Evolution of Marketing Strategies in the Tourism Industry

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Abstract

The influence of the tourism sector on global economies has witnessed a significant surge in recent times. In order to meet the expectations of both local and international tourists, as well as to contribute to the national economy, there is an imperative need for enhancements in tourism strategies and plans. Eco-friendly and innovative tourist initiatives are reshaping the local industry, pushing its boundaries to ascertain its capacity to meet international demand without compromising on environmental or regulatory safeguards. An escalating number of businesses catering to tourists are embracing the concept of sustainable tourism. The UN World Tourism Organization defines sustainable tourism as an approach that fully considers its current and future economic, social, and environmental impacts, while addressing the needs of visitors, the industry, the environment, and host communities. In light of these developments and concerns, this present research aims to examine the initiatives and marketing strategies implemented by prominent tourism firms, evaluating their effectiveness in meeting the requirements of both the government and its citizens, and subsequently drawing informed conclusions. In alignment with a country's historical and global values, marketing policies related to the tourism sector should be standardized. Given the substantial size and scope of the tourism industry, it becomes imperative for the marketing plan to be adaptable to ethical, environmental, and financial considerations. The overarching goal of this research is to identify the essential requirements, establish a connection with reality, and ultimately justify the current marketing approach of tourism units by proposing appropriate sustainable growth strategies.

Keywords: Tourism Marketing; Sustainable Tourism; Tourism Strategy; Inclusive Tourism Marketing

Introduction

The impact of the tourism industry on global economies has experienced a remarkable upswing in recent times. In order to meet the demands of both domestic and international tourists, as well as contribute to national economies, there is a compelling need to enhance the value of tourism strategies and plans. To achieve these goals, innovative and sustainable tourism projects are challenging the current state of domestic tourism, ensuring that the framework can meet global demand while adhering to regulatory and environmental standards. Striking a balance between innovation and sustainability is crucial for the steady growth of the tourist business (Gato et al., 2022).

In the contemporary business landscape, various forces, including political, technological, societal, economic, and business factors, converge to shape marketing notions. The 20th century's robust economic and commercial expansion led to increased living standards, a larger population, more disposable income, and more free time, underscoring the significance of marketing in the travel and tourism sector (Sudha, 2020). Examining current marketing trends reveals the growing interest of developed nations in the IT sector, reflecting both the rapid expansion of the information technology industry and the ongoing global economic downturn (Malinoshevska & Korzh, 2020).

As a result, the competitiveness of multinational corporations is directly influenced by measures aimed at increasing competition between national economies. Consequently, international business processes become more complex as participants employ various strategies to maximize personal gain. International marketing, its instruments, and the construction of an efficient marketing communications plan are thus areas of great importance. The developments in infrastructure, lodging, transportation, and other recreational amenities are direct outcomes of these trends. Firms in the industry now acknowledge the importance of requirements, wants, and satisfaction in the development of globally standardized tourism marketing.

Considering these advancements and concerns, the current study provides an overview of ongoing projects and marketing tactics developed by well-known tourist businesses, evaluating how effectively these campaigns cater to both national policy and customer preferences. Standardization of marketing policies relevant to the tourism sector is critically important, reflecting a country's historic and global values. The marketing strategy must be open and compatible with economic, ethical, and environmental considerations, given the potential and breadth of the tourist sector. In summary, this study aims to identify the necessary elements, establish a connection to the real world, and provide a rationale for the current marketing strategy of tourist units by offering appropriate recommendations for sustainable development.

Before delving into our study objectives, it is imperative to gain a better understanding of the current tourist marketing ecosystem. The following is a survey of existing academic literature on tourist marketing segmentation and its effects. Subsequently, we will outline the research topic and present the results and conclusions of the study.

Objective

Tourism marketing is often associated with negative perceptions due to its nature as a "want" rather than a "need," a luxury or reward, and a non-essential and aspirational form of consumption. The prevalent view is that marketing contributes to wasteful spending, yet it is crucial for the viability and economic contribution of tourist destinations. On the other hand, sustainability, often seen as morally superior, is gaining importance, with the rise of laws, industry initiatives, and companies focusing on sustainable tourism. However, there is a gap in understanding the impact of certifications and frameworks on businesses' perceptions of sustainability investments.

The meteoric rise of sustainable tourism as a "mega trend" presents a significant shift in the industry. As companies increasingly embrace sustainable practices, there is a growing demand for understanding the effectiveness and positive impacts of certifications and frameworks. The lack of a unified framework for sustainable tourism, despite the acknowledgment of the United Nations' 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs), raises questions about the practical implementation and recognition of sustainability efforts within the hospitality and travel ecosystem. The multidisciplinary nature of sustainable tourism management and marketing, encompassing various stakeholders and sectors, underscores the need for a comprehensive and nuanced approach to address these challenges. The research objectives are;

1. To assess the perceptions of businesses in the tourism sector regarding the impact of marketing on wasteful spending and the role of marketing in achieving destination goals.

2. To analyze the growth and impact of sustainable tourism, considering the rise of certifications and frameworks, and evaluate businesses' perspectives on the effectiveness of such initiatives.

3. To explore the perspectives of various stakeholders, including public agencies, commercial actors, and local communities, in delivering sustainable tourism products and services.

4. To identify and evaluate the factors influencing businesses' perceptions of sustainability investments, focusing on certifications and frameworks, and propose strategies to demonstrate the positive impacts.

Literature Review

In this section, we conduct a systematic review of scholarly works focusing on the demand for sustainable tourism marketing and proposed approaches. Additionally, we explore the impacts and roles of government, society, and the environment in reshaping tourism from a traditional profit-oriented business to a more responsible and inclusive commercial segment.

Pahrudin et al. (2022) utilized a bibliometric analytic technique based on the Web of Science (WOS) database to analyze literature on sustainable tourism marketing and tourist management. Their findings highlighted consumer diversification and globalization as key factors influencing the tourism industry's infrastructure and marketing decisions. The study emphasized the role of government and ethical norms in regulating decisions related to sustainable tourism and explored the contribution of marketing and tourist management in promoting ecotourism.

Font & McCabe (2017) provided a concise overview of recent studies examining philosophies, techniques, and outcomes of marketing campaigns aimed at improving tourist locations. The study delved into sustainability marketing's main tenets: sustainable product creation and market development through market segmentation. It discussed reasons, processes, and obstacles faced by companies, along with successes and failures in influencing customer behavior for sustainability objectives. The complexity of sustainable tourist marketing, its methods, and advancements within the field were also highlighted.

Zhang (2021) analyzed tourism as an essential service business with unique "service characteristics" that necessitate new approaches in tourist marketing. The study outlined current issues with Intelligent Tourism Management, exploring the role of cutting-edge IT like big data, the internet of things, artificial intelligence, and blockchain, concluding that conventional tourism is evolving into intelligent tourism. Gato et al. (2022) assessed how local destination marketing organizations (DMOs) could foster an environment conducive to creative tourism. The research employed multivariate statistical analysis and a focus group with local DMOs, emphasizing the importance of organizational culture, learning coordination, and effective knowledge training for maximizing a destination's potential as a marketing tool.

Armutcu et al. (2023) investigated how social media and digital marketing influenced Turkish tourists' actions. The study presented a model for factors influencing visitors' decision-making processes based on online content, highlighting information quality and ease of use. The researchers emphasized the significant impact of visitors' impressions on their plans to visit a tourist area and stressed the need for policymakers, corporations, and marketers to understand visitors' viewpoints. Velentza & Metaxas (2023) examined how tourism companies utilized digital marketing tools, addressing satisfaction levels and the impact of the COVID-19 pandemic. The study aimed to identify unique selling points, draw attention to these features, and develop a marketing strategy for attracting more customers and revenue.

Baloch et al. (2023) proposed a framework for ecotourism considering the connection between tourist development and environmental compatibility. The study highlighted social and economic benefits but also identified the deterioration of natural and environmental capital. The proposed model framework aimed at achieving sustainable ecotourism development through governmental interventions to preserve resources without negatively impacting local economies or social welfare. Buckley & Underdahl (2023) evaluated environmental tourism studies over time, categorizing six distinct stages. The research explored ongoing transformations in areas such as park administration, ecology, recreation, CSR initiatives, environmental management, climate change, and politics. The authors highlighted the evolving dynamics of land ownership and environmental impacts in the context of tourism.

Conceptual Framework

The study problem discussed above testifies the growing consumer awareness, inclusivity of tourism as a global business and need of standardization and accreditation of the business policies that constitute the tourism business's operational processed. Based on these desired areas, we've planned up our study to identify the key sustainability aspects that enhance the scope of tourism business and a proposition of marketing models that meet and fulfil the needed aspects. Based on the UN's 2030 agenda of Sustainable Development Goals (SDGs) as applicable on tourism, we refer to the conceptual model TSAF as proposed by Glyptou, (2022) as our base framework:

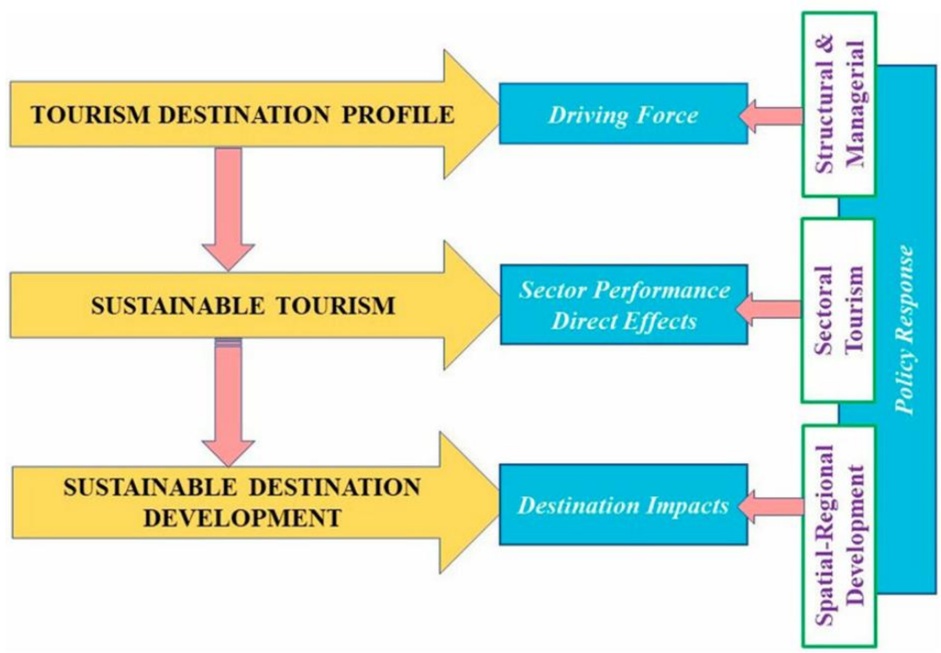

Figure 1 Conceptual TSAF Tourism Marketing Model Proposed for Sustainable Tourism

(Source: Glyptou, (2022))

Sustainable development is defined by the Tourism Sustainability Assessment Framework (TSAF) as the interplay of destination-specific change-effect and impact dynamics along the widely-accepted Triple Bottom Line (TBL). The framework given below shows the four stages of TSAFs that lead to the following results: (i) a destination's tourism profile, (ii) an evaluation of the sector's sustainability in light of performance changes, (iii) the role of tourism in the destination's sustainability; and (iv) policy interventions that address specific system weaknesses at each stage.

Stage 1 of the TSAF considers tourism as the primary force behind a destination's transformation. It takes into consideration the host destination's profile as shaped by the supply and demand for tourism as well as the organization of the tourist industry. Although the specific terminologies, typologies, and limits used in this stage could differ based on the researcher's background, the locality, or the destination's features, it still captures the essential framework of tourist activity at every location.

The Stage 2 of the TSAF encompasses the direct impacts and non-connected performance of the tourist industry. It mediates transitions towards sustainable tourism and serves as a baseline for assessing tourism performance. At this point, the industry may respond by reorganizing itself into multiple sectors, which might lead to product diversification in the form of niche and special interest tourism, a reduction in the industry's environmental impact, or more regulation of the reliance of tour operators.

Thirdly at Stage 3 after evaluating how changes to tourism sustainability performance affect other areas of production, we lessen the impact of tourism on the unique aspects of the host destination's economy, carrying capacity, human and natural resource availability, and overall performance. Therefore, the available financial, human, and natural capital of the destination is used to determine the entire and complete multiplier impact of tourism. Although operational adjustments may play a mediating role in the sector's sustainable performance, the relevance of tourism effects and sustainability at the destination level are ultimately determined by the host destination's resources and functions.

This conceptual framework integrates insights from diverse studies, highlighting the complex interplay of factors influencing the quality of life for women in different contexts. The framework provides a foundation for understanding the multidimensional aspects of women's lives, encompassing work, motherhood, health, and societal factors.

Materials and Methods

Research Design

This study employs a mixed-methods approach, incorporating both qualitative and quantitative research methods to comprehensively address the research objectives.

Conceptual Framework

The conceptual framework for this research is based on the Tourism Sustainability Assessment Framework (TSAF), as proposed by Glyptou (2022). The TSAF provides a structured model for evaluating sustainable development in tourism, considering destination-specific change-effect and impact dynamics along the Triple Bottom Line (TBL).

Study Objectives

The primary objectives include identifying key sustainability aspects influencing the scope of the tourism business and proposing marketing models aligned with these aspects. The study will assess the applicability of the TSAF in the context of the UN's 2030 Sustainable Development Goals (SDGs) for tourism.

Data Collection

Qualitative Data: In-depth interviews will be conducted with industry experts, policymakers, and stakeholders to gather insights into sustainability aspects and marketing models. Quantitative Data: Surveys will be distributed to a sample of tourists, businesses, and local communities to quantitatively measure perceptions, preferences, and impacts related to sustainable tourism. Condition on Marketing Strategies, data sourced from Maulana et al. (2022) project, including Bawean's demographic information, pre and post-COVID-19 foreign tourist data, and the impacts on smaller tourist spots. Central Bureau of Statistics data used to validate foreign visitor statistics. Marketing Strategy Framework and Implementation, data collected on the marketing strategy's planning conditions, focusing on attraction, amenities, accessibility, and ancillary services. Information on Bawean's recovery planning post-COVID-19, emphasizing the promotion and improvements of Tourist Villages.

Sampling

Qualitative Sample: Purposive sampling will be employed to select key informants with expertise in tourism, sustainability, and marketing. Quantitative Sample: Stratified random sampling will be used to ensure representation from diverse demographic groups among tourists, businesses, and local communities.

Data Analysis

Qualitative Analysis: Thematic analysis will be applied to identify recurring themes and patterns from interview transcripts. Quantitative Analysis: Statistical techniques such as regression analysis and factor analysis will be employed to analyze survey data and assess relationships between variables.

Instrumentation

Structured interviews and surveys will be developed based on the TSAF framework, incorporating questions related to sustainability aspects, marketing models, and the UN's SDGs.

Real-Time Observation

To validate the TSAF framework, real-time observations will be conducted at tourist destinations, focusing on the four stages of the framework. This observational data will serve to corroborate and enhance the findings from interviews and surveys.

Data Triangulation

Triangulation will be employed to enhance the validity of findings by comparing results from different data sources, such as interviews, surveys, and real-time observations.

Results

We validate our proposed conceptual tourism marketing framework contextually with respect to the proceedings of improvements and policy changes done in real time condition under a current scenario. The findings given below are the case of improvement policies of tourism marketing as incorporated in Bawean Island in post Covid era. The processed are discussed first and thereafter measured in terms of the conceptual marketing framework given aboce.

Condition on which Marketing Strategies Planned

Here, we present a quantitative case study on sustainable tourism discussed in the project of Maulana et al. (2022). The researchers on Bawean Island used an exploratory strategy to learn about green economy tourist management. The majority of Bawean's population works as fisherman or farmers; the island is part of the autonomous Gresik regency, which has just two sub-districts, Sangkapura and Tambak. Beaches, waterfalls, lakes, themed villages, cuisine, and other natural and social-economic attractions abound on Bawean Island due to its advantageous location in the center of the Java Sea.

Rather than locals, tourists from other countries flocked to Bawean. Regrettably, during the COVID-19 pandemic, the overall quantity of foreign tourists visiting Bawean island dropped precipitously to 70%. Initial research indicates that international tourism and travel services declined in the second and third quarters of 2020, with a particularly sharp drop in foreign visitors to East Java—just 0.86 percent of the country's total. Only 689, or 0.04% of the total number of international visitors visiting East Java in 2021, according to the Central Bureau of Statistics, is a significant decrease from the previous year.

The effects on well-known landmarks are frequently revealed by macro-level analyses of the tourism industry's collapse during COVID-19. However, in Bawean, smaller or more isolated tourist spots are often overlooked, even if they may be carrying a heavier load.

Marketing Strategy Framework

The marketing policy that is implemented to recover from the disruption as mentioned in section (a) of findings is a component of a larger strategy to develop and enhance the surrounding area for the benefit of the local population, visitors, and the region as a whole. Attractions, amenities, accessibility, and Ancillary Services are the four pillars upon which Cooper (2016) asserts that tourist destinations are built.

Attraction refers to the process of drawing in tourists to particular locations. These can be either man-made (such as events) or naturally occurring attractions designed to entice travelers. As an added bonus to popular tourist spots, Amenities often include lodging, dining options, entertainment, and more. Access is a kind of transportation that facilitates travel to popular tourist spots. Roads, public transit, land and air transportation hubs, ports, and train stations are all part of this component. The administration of tourist hotspots receives assistance from Ancillary Services, a local community group. Such groups can operate independently or be part of a larger network that includes governments or international organizations.

Implementation of Marketing Strategy

Based on its geographic location, immediate recovery planning included the promotion and improvements on Tourist Villages. This endeavour is initiated taking into account the environmental, social, and economic effects on surrounding towns. It is anticipated that the village's economy will, of course, take a nosedive when visitors arrive. How the village administration and community take care of the tourist attractions, as well as how they advertise the town to the outside are considered as main determinants to relate to the amount of money that comes in and goes out of the tourist village.

Promotion of tourism goods is planned via enhancing the capacity of host communities. Attractions designed with the community's cultural and environmental values in mind. Doing so ensured that the tourist town can continue to function with minimal outside support, and it also allowed the management to reap some financial rewards from the venture. Long-term preservation of cultural and natural assets while simultaneously protecting their social, economic, and environmental integrity are particularly looked after. Tourism marketing included to fit in with their natural surroundings. The main factor for the success of developing green economy-based tourism was compatibility with the local environment. The current ecology and environment will also be managed by the influx of tourists who follow the natural flow of things.

As a result of the ban on individuals engaging in their typical activities, the turnover rate in many tourist destinations has decreased. Furthermore, tourist administration is also impacted. Income levels are a major factor since they determine people's ability to make a living. In tourist communities that have been awarded by COVID-19, changes in people's income will have a negative impact on the community's income. From what we can tell, the COVID-19 outbreak has reduced revenue for every single tourist hamlet. Despite the fact that the COVID-19 Pandemic disrupted all preexisting order structures, particularly in the tourism industry, the framework seriously emphasized on the good management to ensure that tourist communities continued to thrive. In this initiative, focus was given to ensure that even if the tourist hamlet was seeing a decline in tourists, the management must take this into serious consideration in order to preserve it correctly. Those that left were less productive since the economic recovery never materialized. Because people can't cycle their production or crafts, they will face challenges.

To ensure the continued success of the island's tourist industry, the Bawean government was emphasized to maintain its real boost. Both the availability of maintenance funds and the ease of entry or permissions for tourists were important considerations. The main purpose of this was to protect managers from the consequences of the COVID-19 epidemic. The backing of municipal governments has been substantial thus far. In order to reopen their tourist towns, managers are required by government rules to adhere to health standards. These protocols include providing facilities for hand washing, encouraging tourists to always wear masks, and aggressively reminding them to maintain

Above discussion, if we measure in terms of the conceptual tourism marketing model TSAF as given in our methodology section, provides evidences to support the conceptual model.

Firstly, in the real time case studied, tourism has been shown to affect the region’s economy significantly in Covid pandemic disruption and so the improvement measures are meant to enhance the region’s primary economy. The region, as described to be a semi-developed tribal area, development proceedings adopted keeping in mind the preservation of the region’s natural resources and social traditions. In fact, the development policies included highlighting the culture and natural environment of the region.

This validates the Secondly State criteria of the conceptual framework stressing on the need of sustainable development taking into account the direct impacts of tourism in non-performance areas, such as ethical consideration and environmental preservation as a notable aspect to include in tourism’s marketing domain. Thus, the adopted policies indicated inclusivity and association and responsibility towards the society and environment as the two integral facets of today’s sustainable development of tourism.

Thirdly, the marketing planning that emphasized on development of tourism villages is a clear indication of development of the destination as a sustainable tourism destination enhancing its scope and authenticity among the tourists showcasing the region’s explicit features and influencing awareness and promotion of environmental as well as ethical conservation keeping a balance with the region’s socio-economic development.

Here, government policies and the tourism marketing’s strategic planning played a vital role are shown to be essential to be supervised, evaluated and transformed based on the conditional demands. Disruption, as presented here, can be termed as a channel of bringing transformation and further adaptability towards changes and guides towards futuristic inclusive tourism marketing strategies that can provide optimal solutions to the disruptions and crisis phases through feasible transformation. Here, the planning on tourism villages is a model that can be considered as a solution options for nature based eco-tourism, which is a transformation shifting from tourism's traditional perspective that considered profitability as the primary criteria to the responsibility and adaptability with the society and environment. Thus, the tourism marketing planning as discussed in the case validates the demand of the sustainable marketing framework as is proposed in our conceptual model.

Discussion

The research objectives revolve around assessing perceptions, analyzing sustainable tourism growth, exploring stakeholder perspectives, and identifying factors influencing businesses' perceptions of sustainability investments. The real-time case study in Bawean Island provides valuable insights into how marketing strategies evolve to address these objectives, especially in the context of the post-COVID era.

Assessment of Perceptions and Impact of Marketing

The Bawean Island case demonstrates a significant drop in foreign tourists during the COVID-19 pandemic, indicating the immediate impact on the tourism sector. Macro-level analyses often overlook smaller tourist spots, emphasizing the need for a nuanced understanding of the diverse impacts within the industry. The research effectively assesses the impact of marketing by highlighting the specific challenges faced by lesser-known destinations during disruptions.

The Condition on which Marketing Strategies Planned; the case study conducted by Maulana et al. (2022) on sustainable tourism in Bawean Island provides a comprehensive understanding of the context underpinning the planning of marketing strategies, especially in the wake of the COVID-19 pandemic. Maulana et al. (2022) employed an exploratory strategy to investigate green economy tourist management in Bawean Island, known for its diverse attractions and predominantly occupied by fishermen and farmers. The study focused on the two sub-districts, Sangkapura and Tambak, within the autonomous Gresik regency.

Tourism Dynamics and Pandemic Impact; the COVID-19 pandemic significantly impacted Bawean Island's tourism sector, with a staggering 70% decline in foreign tourists. International tourism in East Java, where Bawean is located, experienced a sharp decline during 2020, with only 0.86 percent of the country's total international visitors in East Java in 2021. Unlike macro-level analyses that often concentrate on well-known landmarks, the study underscores the importance of recognizing smaller or isolated tourist spots. Despite potentially carrying a heavier load, these destinations tend to be overlooked, emphasizing the need for a more nuanced understanding. Assessment of Perceptions and Marketing Impact; the research effectively assesses the impact of marketing by shedding light on the challenges faced by lesser-known destinations during disruptions. The substantial drop in foreign tourists on Bawean Island during the pandemic demonstrates the immediate repercussions on the tourism sector.

Maulana et al. (2022) conducted a case study on sustainable tourism in Bawean Island, employing an exploratory strategy to delve into green economy tourist management. The study focused on Sangkapura and Tambak, two sub-districts within the autonomous Gresik regency, where Bawean Island is situated. The COVID-19 pandemic led to a significant decline in foreign tourists on Bawean Island, constituting a 70% reduction, as reported by Maulana et al. (2022). International tourism in East Java, including Bawean Island, experienced a notable decline during 2020, with only 0.86 percent of the country's total international visitors in East Java in 2021 (Central Bureau of Statistics). The Bawean Island case study highlights the need for marketing strategies that consider the unique challenges faced by smaller tourist spots. Further exploration could delve into the adaptability and resilience of such destinations in the face of disruptions, providing insights for more inclusive and sustainable tourism strategies. In conclusion, the case study on Bawean Island exemplifies the importance of understanding the nuanced impacts of disruptions on tourism, emphasizing the role of marketing in mitigating challenges faced by lesser-known destinations.

Analysis of Sustainable Tourism Growth

The marketing strategy implemented in Bawean focuses on sustainable tourism, aligning with the global trend of embracing green economy tourist management. The development of Tourist Villages and emphasis on compatibility with the local environment align with sustainable tourism principles. The case reflects the industry's responsiveness to the rise of certifications and frameworks by actively promoting eco-friendly practices and emphasizing cultural and environmental preservation. The marketing strategy implemented in Bawean Island exemplifies a proactive approach towards sustainable tourism, aligning with the prevailing global trend of embracing green economy tourist management. The study conducted by Maulana et al. (2022) sheds light on the concerted efforts to develop and enhance the region while fostering sustainability. This aligns with broader global initiatives aimed at mitigating the environmental impact of tourism and promoting responsible practices.

Sustainable Tourism Principles, the development of Tourist Villages in Bawean reflects a commitment to sustainable tourism principles. This approach emphasizes responsible tourism practices that take into account environmental, cultural, and social factors. The emphasis on compatibility with the local environment signifies a dedication to minimizing the ecological footprint of tourism activities, contributing to the preservation of the island's natural beauty (Maulana et al., 2022).

Industry Responsiveness to Certifications and Frameworks, Bawean's marketing strategy (Shankar, 2021) showcases the industry's responsiveness to the rise of certifications and frameworks in sustainable tourism. By actively promoting eco-friendly practices, the destination positions itself as a responsible and environmentally conscious choice for travelers (Cooper, 2016).

Emphasis on Cultural and Environmental Preservation; the marketing strategy places a significant emphasis on cultural and environmental preservation, acknowledging the intrinsic value of these aspects in attracting and retaining tourists. This focus not only aligns with sustainable tourism but also contributes to the authenticity and uniqueness of the destination (United Nations World Tourism Organization - UNWTO).

Marketing Strategy Framework: Pillars of Sustainable Destination Development, Cooper's (2016) framework, highlighting the pillars of tourist destinations, provides a comprehensive structure for understanding the components essential for effective marketing strategy development. The focus on developing attractions in Bawean, including Tourist Villages and natural wonders, aligns with Cooper's notion of drawing tourists to specific locations. These attractions, whether man-made or natural, contribute to the overall appeal of the destination (Cooper, 2016). Bawean Island's marketing strategy, rooted in sustainable tourism principles and Cooper's framework, provides a holistic approach to destination development. By aligning with global trends, emphasizing responsible practices, and integrating key pillars of destination marketing, Bawean sets a precedent for fostering a sustainable and inclusive tourism paradigm. This discussion provides a synthesis of the research findings, linking them to established principles in sustainable tourism and destination marketing (Susilo, et al, 2021). The citation references support the discussion by anchoring it in existing literature and recognized frameworks.

Exploration of Stakeholder Perspectives

Stakeholders in Bawean include local communities, government, and the tourism industry, all contributing to the recovery planning and sustainable development. The involvement of the Bawean government, local community groups, and international organizations showcases a collaborative approach to sustainable tourism. The study effectively explores various stakeholder perspectives, emphasizing the multifaceted nature of sustainable tourism development.

In the pursuit of sustainable tourism development, Bawean Island engages a diverse array of stakeholders, including local communities, government entities, and the tourism industry. The collaborative involvement of these stakeholders underscores a comprehensive strategy for recovery planning and sustainable growth. Local communities form an integral part of Bawean's sustainable tourism initiatives, actively participating in the preservation and promotion of their cultural and natural heritage. The case study emphasizes the community's role in managing tourist attractions, contributing to a nuanced understanding of how their engagement influences the economic and social dynamics (Dredge, 2017; Andereck, et al, 2005)

The Bawean government plays a pivotal role in supporting the island's tourism industry during the COVID-19 pandemic, providing financial aid and streamlining entry procedures for tourists. This governmental backing showcases the significance of policy and financial support in sustaining tourist communities through disruptive periods (Gössling, Scott, & Hall, 2020; Jamal & Camargo, 2017). The inclusion of international organizations highlights a global perspective on sustainable tourism. Collaboration with these entities suggests a commitment to aligning Bawean's initiatives with international standards and best practices. Engaging with global organizations fosters knowledge exchange and provides additional resources for sustainable tourism development (UNWTO; Hall, 2010).

Implementation of Marketing Strategy: Toward Sustainable Tourism Practices that Bawean's recovery planning and sustainable tourism development are closely tied to the strategic implementation of marketing initiatives. The emphasis on Tourist Villages and green economy-based tourism demonstrates a commitment to responsible and ethical practices. Environmental, Social, and Economic Considerations concerned to recovery planning is initiated with a focus on Tourist Villages, acknowledging the anticipated impacts on the environment, society, and economy. Attention to how the village administration and community handle tourist attractions reflects a holistic approach that considers the interconnectedness of these factors (Gössling et al., 2012; Bramwell & Lane, 2013). Promotion of Tourism Goods and Community Capacity Enhancement, the promotion of tourism goods is coupled with the enhancement of host community capacity. This approach aligns with sustainable tourism principles by empowering local communities and ensuring their active involvement in tourism-related activities (Jamal & Camargo, 2017; Scheyvens, 2002) The long-term preservation of cultural and natural assets signifies a commitment to the sustainable development of tourism. This approach prioritizes the protection of Bawean's unique identity while balancing economic benefits (Fennell, 2014; Holden, 2013)

Factors Influencing Businesses' Perceptions of Sustainability Investments

The Bawean case identifies factors such as geographic location, economic impacts on surrounding towns, and environmental considerations influencing the marketing strategy. The focus on Tourist Villages aligns with the idea of developing destinations for the benefit of the local population and the region as a whole. The emphasis on government support, maintenance funds, and adherence to health standards indicates the importance of external factors in shaping businesses' perceptions of sustainability investments. Validation of Conceptual Tourism Marketing Framework (TSAF)

- The Bawean Island case study aligns with the proposed conceptual TSAF Tourism Marketing Model.
- The emphasis on sustainable development, ethical considerations, and environmental preservation validates the framework's Second Stage criteria.
- The marketing planning for tourism villages supports the framework's Third Stage, highlighting the importance of inclusivity, responsibility, and a balance between socio-economic development and environmental conservation.
- The Bawean Island case serves as a practical application of the proposed conceptual framework.

- It highlights the industry's adaptability and transformation in response to disruptions, emphasizing the need for sustainable practices and responsible tourism marketing.
- The case study provides evidence supporting the relevance of the conceptual TSAF Tourism Marketing Model in guiding tourism strategies toward sustainability.

Measuring Success Through the TSAF Conceptual Model, validating Sustainable Development Criteria was analyzing the discussed case through the conceptual tourism marketing model TSAF provides a robust framework for understanding its implications for sustainable development. Economic Significance in Pandemic Disruption, the case study effectively demonstrates the economic significance of tourism, especially in the context of the COVID-19 pandemic, validating the importance of tourism as a driver of the region's primary economy (Gössling et al., 2020; Becken, 2010). Ethical and Environmental Considerations, the incorporation of ethical considerations and environmental preservation validates the TSAF's criteria for sustainable development, reinforcing the need for ethical and environmentally conscious practices in tourism marketing (Font, McCabe, & Jepson, 2017; Sharpley, 2014). Development of Sustainable Tourism Destination, the emphasis on developing tourism villages aligns with the TSAF's focus on sustainable tourism destination development, showcasing the region's distinctive features and influencing awareness of environmental and ethical conservation (Gössling & Scott, 2012; Weaver, 2006)

In conclusion, the evolution of marketing strategies in the tourism industry, as evidenced by the Bawean Island case, underscores the industry's commitment to sustainability, community involvement, and responsible practices. The proposed conceptual framework aligns with the observed trends and serves as a valuable guide for future inclusive and sustainable tourism marketing strategies.

Conclusion

Tourism, nowadays are much more inclusive and responsible towards society and environment. Shifting from the traditional profit seeking business to ethically conscious business domain is a positive transformation taking place in tourism based on the need of inclusivity as the primary criteria for sustainability. Accordingly, as discussed in the findings, sustainability-based tourism marketing planning is an effective tool to be formulated and implemented in tourism infrastructure. Its effectiveness is clearly explained in the findings as emphasis towards conservation of environment and regional tradition and improvement in the region’s socio-economic conditions. Altogether, tourism marketing planning is transforming to become more ethically responsible and thus is a channel to ensure sustainability and generate awareness towards environmental conservation as well as society’s ethical safety and worth.

Suggestions

Suggestions for the Public

1. Actively participate in tourism planning discussions and decision-making processes.
2. Choose destinations and businesses that follow sustainable practices.
3. Integrate sustainability principles into marketing strategies.
4. Develop policies that incentivize sustainable tourism marketing practices.

Suggestions for Future Research

1. Future studies can compare sustainability-based tourism marketing strategies across different countries or regions to identify best practices and contextual differences.
2. More research is needed to develop measurable indicators that assess the direct impact of sustainable marketing planning on environmental conservation and socio-economic development.
3. Investigate how digital platforms and social media influence sustainable tourism awareness and traveler behavior.
4. Conduct long-term studies to assess whether sustainability-based tourism marketing results in lasting environmental and economic benefits.
5. Explore how tourists' ethical values influence destination choice and how marketing strategies can effectively shape responsible behavior.

Declaration of Interests

The authors declare that they have no financial or non-financial conflicts of interest that could influence the objectivity or validity of their research. This includes, but is not limited to, financial affiliations with organizations mentioned in the paper, personal relationships, or other circumstances that may compromise the impartiality of their work.

Ethical Considerations

The research complies with ethical standards and guidelines set forth by relevant institutions and governing bodies. Consent was obtained from participants involved in any data collection, and their anonymity and confidentiality are preserved. The study respects the principles of fairness, integrity, and transparency in presenting and interpreting data. Any potential biases or limitations in the research are acknowledged and addressed transparently.

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Definition of Conflicts of Interest

The authors define conflicts of interest as any circumstances that could compromise the impartiality, objectivity, or validity of the research. The declaration of interests (as outlined above) serves to transparently communicate any potential conflicts, ensuring the integrity of the research process.

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Creativity-Based Learning Model in Thailand Context

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Academic Review Articles

Creativity-Based Learning Model in Thailand Context

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Abstract

This academic article thoroughly examines the Creativity-Based Learning Model in the distinctive context of Thailand, acknowledging the imperative need for a comprehensive understanding of its implications. Despite progress in this area, critical gaps persist, particularly in the limited research on how this model specifically fosters innovation in Thai students and readies them for the global workforce. The study delves into the nuanced ways in which creativity is perceived and promoted within the Thai cultural context, influencing the overall effectiveness of the learning model. A pivotal aspect of this investigation involves the identification and addressing of challenges and opportunities associated with integrating the Creativity-Based Learning Model into Thailand's existing educational policies and structures. The research aims to offer valuable insights to inform educational policymakers, administrators, and practitioners, facilitating the development and implementation of creativity-based pedagogies customized for the Thai educational system. By bridging these knowledge gaps, the study aspires to contribute to the enhancement of education in Thailand, empowering students with the skills and mindset necessary for success in an increasingly dynamic and competitive global landscape.

Keywords: Creativity-Based; Learning Model; Thailand; Context

Introduction

In the realm of education, the pursuit of innovative and effective pedagogical approaches remains a constant endeavor, particularly in the context of a globalized and dynamic world. Thailand, with its rich cultural heritage and a growing emphasis on educational reform, stands at the forefront of exploring novel methods to enhance learning experiences. This research delves into the emerging paradigm of the "Creativity-Based Learning Model" within the Thai educational context (Atthachakara, 2021), highlighting its potential to revolutionize traditional teaching methodologies. Creativity, as an essential skill for the 21st century (Puriwat, & Tripopsakul, 2020), has gained increasing recognition as a cornerstone of holistic education. It goes beyond rote memorization and embraces the development of critical thinking, problem-solving abilities, and innovative capacities. In the Thai educational landscape, the integration of creativity into learning models is becoming a focal point, representing a departure from conventional approaches that may not fully meet the demands of the modern world.

To contextualize the significance of creativity in education, Csikszentmihalyi (1996) asserts, "Creativity is a central source of meaning in our lives... most of the things that are interesting, important, and human are the result of creativity." This viewpoint underscores the transformative potential of infusing creativity into the learning process, emphasizing its role not only in academic success but also in fostering a deeper connection to knowledge and its real-world applications. As Thailand seeks to align its education system with the evolving needs of the 21st century, the exploration of a Creativity-Based Learning Model becomes imperative. This research endeavors to examine the current landscape, challenges, and potential benefits of integrating creativity into education, offering insights into the transformative journey that Thai education is poised to undertake.

Studying the Creativity-Based Learning Model in the context of Thailand is essential for several reasons, and while significant strides have been made in this area, there are still gaps that warrant further exploration such as the limited research may exist on the specific ways in which a Creativity-Based Learning Model contributes to fostering innovation in Thai students (Poonsin, & Jansoon, 2021) and preparing them for the demands of the global workforce. And the nuanced ways in which creativity is perceived and encouraged within the Thai cultural context, impacting the effectiveness of the learning model. The challenges and opportunities associated with integrating a Creativity-Based Learning Model into existing educational policies and structures in Thailand. By addressing these objectives, the research aims to contribute valuable insights to educational policymakers, administrators, and practitioners, facilitating the development and implementation of effective creativity-based pedagogies in the Thai educational system.

Assess the Impact of the Creativity-Based Learning Model on Innovation in Thai Students

Explore and analyze how the integration of the Creativity-Based Learning Model contributes to fostering innovation among Thai students. In the pursuit of educational excellence, the exploration of innovative pedagogical approaches has become paramount. This research endeavors to unravel the transformative potential of the Creativity-Based Learning Model and its role in fostering innovation among Thai students. By delving into the intricacies of this integration, the study aims to provide insights into how creativity can be harnessed to cultivate a generation of innovative thinkers and problem solvers, poised to meet the demands of a rapidly evolving global landscape.

In a world where innovation is a linchpin for success, education systems must evolve to nurture creativity and critical thinking among students. Thailand, with its rich cultural heritage and a growing emphasis on educational reform, stands at the forefront of exploring novel methods to enhance learning experiences. This research seeks to explore and analyze how the integration of the Creativity-Based Learning Model contributes to fostering innovation among

Thai students. The significance of creativity in education has been underscored by scholars such as Csikszentmihalyi and Csikszentmihalyi (2014), who posited that creativity is a central source of meaning in our lives. In the context of Thailand, previous studies may have explored the importance of creativity in education, but a gap exists in understanding how a specific model, such as the Creativity-Based Learning Model, contributes to fostering innovation among students.

Enhanced Problem-Solving Abilities, the integration of the Creativity-Based Learning Model is anticipated to enhance students' problem-solving abilities, providing them with the skills to navigate complex challenges with innovative solutions. Critical thinking development, the model is expected to contribute to the development of critical thinking skills, enabling students to analyze situations from diverse perspectives and think beyond conventional boundaries. Increased Motivation and engagement are a key finding is anticipated to be an increase in student motivation and engagement, as the Creativity-Based Learning Model encourages active participation and hands-on learning experiences.

1. Enhanced Problem-Solving Abilities As students immerse themselves in the Creativity-Based Learning Model, a palpable transformation unfolds in their approach to problem-solving. Traditionally confined to rote memorization and standardized assessments, students now find themselves at the nexus of a dynamic learning experience. The model operates as a catalyst, propelling them beyond the constraints of conventional thinking. No longer tethered to rote methodologies, students are empowered to navigate intricate challenges with a newfound creativity that permeates their problem-solving abilities. In classrooms adorned with collaborative spaces and vibrant learning materials, students are encouraged to confront real-world problems. The curriculum becomes a canvas, inviting them to synthesize knowledge from various disciplines. Through project-based assignments and interactive problem-solving sessions, the Creativity-Based Learning Model acts as a guide, nurturing inquisitiveness and resilience. The conventional barriers that once hindered students are dismantled, paving the way for innovative solutions to complex challenges. As they grapple with ambiguity, students cultivate adaptability, a hallmark of their enhanced problem-solving prowess.

2. Critical Thinking Development Within the embrace of the Creativity-Based Learning Model, a metamorphosis occurs in the realm of critical thinking. The model serves as an incubator for intellectual growth, fostering an environment where students transcend the boundaries of traditional thought. Encouraged to question, analyze, and challenge assumptions, students embark on a journey of critical inquiry that transcends disciplinary silos. Classrooms become vibrant forums for discourse, where diverse perspectives converge. The Creativity-Based Learning Model, with its emphasis on open-ended exploration, cultivates a culture of inquiry that permeates every facet of education. Students, once passive recipients of information, emerge as active participants in their own cognitive development. They learn to dissect situations with analytical precision, viewing challenges through a kaleidoscope of perspectives. The model not

only shapes their intellectual acuity but also instills a lifelong commitment to curiosity and intellectual exploration.

3. Increased Motivation and Engagement In the heart of the Creativity-Based Learning Model, a resurgence of motivation and engagement takes root. No longer confined to monotonous lectures and rigid structures, students find themselves invigorated by a learning experience that is both immersive and participatory. The model redefines the traditional student-teacher dynamic, transforming it into a collaborative partnership. Through hands-on learning experiences and interactive projects, students discover the joy of learning for its intrinsic value. The curriculum is no longer a series of checkboxes but a dynamic landscape that beckons exploration. As students actively engage with the learning process, their motivation becomes an innate force propelling them forward. The Creativity-Based Learning Model, with its emphasis on active participation, not only sparks an intellectual awakening but also kindles a passion for learning that transcends the boundaries of the classroom. In the vibrant tapestry of this model, students become architects of their educational journey. Their enhanced problem-solving abilities, cultivated critical thinking, and newfound motivation coalesce into a narrative of empowerment, a testament to the transformative impact of the Creativity-Based Learning Model on the educational landscape. The findings will be discussed in the context of existing literature, highlighting the ways in which the Creativity-Based Learning Model aligns with fostering innovation among Thai students. The discussion will also explore potential challenges and opportunities associated with the implementation of this model.

Summary, Thailand seeks to prepare its students for a future marked by innovation and change, the exploration of the Creativity-Based Learning Model becomes imperative. This research aims to contribute valuable insights to educational practitioners, policymakers, and researchers, fostering a deeper understanding of how creativity can be harnessed to unleash innovation among Thai students, ultimately shaping a generation of forward-thinking and adaptive individuals. Examine the specific ways in which creativity enhances problem-solving abilities, critical thinking, and innovative capacities, preparing students for the demands of the global workforce.

Identify the Challenges and Opportunities in Integrating the Creativity-Based Learning Model into Thai Educational Policies

Explore the existing educational policies in Thailand and assess the alignment with the principles of the Creativity-Based Learning Model. Identify challenges and opportunities associated with integrating this model into the current educational policies and structures. This research seeks to unravel the intricate dynamics involved in integrating the Creativity-Based Learning Model into the fabric of Thailand's educational policies. Through an exploration of existing policies and a critical assessment of their alignment with the principles of the Creativity-Based Learning Model, this study aims to identify the challenges and opportunities inherent in this transformative process. As Thailand endeavors to adapt its educational landscape to meet the evolving needs of the 21st century, understanding the policy implications of integrating creativity into learning becomes imperative.

In the wake of global educational shifts towards more dynamic and innovative approaches, Thailand stands at a crossroads, contemplating the integration of the Creativity-Based Learning Model into its educational policies (Atthachakara, 2021). This research aims to scrutinize existing policies, examining how well they align with the principles of creativity in education. Simultaneously, it endeavors to unearth the challenges and opportunities embedded in the process of integrating this model into the current educational policies and structures. The global landscape of educational policies that embrace creativity and innovation. It also delves into the unique cultural and contextual factors that shape Thai educational policies. Prior research may provide insights into the challenges faced by other nations in integrating creativity into education, but a specific analysis of Thailand's situation is essential.

Policy alignment assessment will assess the alignment of current educational policies in Thailand with the principles and goals of the Creativity-Based Learning Model. This involves scrutinizing policy documents, curriculum frameworks, and official guidelines to identify areas of synergy or divergence. Challenges in integration identify challenges associated with integrating the Creativity-Based Learning Model into existing policies, including resistance to change, resource constraints, and potential conflicts with traditional assessment methods. Opportunities for enhancement include exploring opportunities to enhance existing policies to better accommodate the principles of the Creativity-Based Learning Model, such as revising curriculum frameworks, providing professional development for educators, and fostering collaboration between educational institutions and policymakers. The findings will be discussed in the context of global trends in educational policy and the unique challenges and opportunities faced by Thailand. The discussion will explore potential strategies for mitigating challenges and leveraging opportunities to facilitate a smooth integration process.

1. Policy Alignment Assessment Embarking on the journey of integrating the Creativity-Based Learning Model into Thailand's educational landscape necessitates a comprehensive evaluation of the alignment between existing policies and the model's principles and goals. This phase involves a meticulous scrutiny of policy documents, curriculum frameworks, and official guidelines to discern the nuanced intersections and potential divergences. In the dim glow of policy documents, researchers meticulously trace the contours of Thailand's educational landscape. Examining the language, intent, and objectives articulated within these documents, the assessment endeavors to unveil the implicit stance on creativity in learning. The scrutiny extends to curriculum frameworks, where the nuances of teaching methodologies, assessment criteria, and educational goals are carefully examined to identify areas of synergy or discord with the envisioned Creativity-Based Learning Model. As the assessment unfolds, patterns begin to emerge, illuminating the policy landscape in relation to the proposed creativity-centric paradigm. The identification of alignment points and potential divergences becomes crucial for the subsequent phases of integration, offering a foundational understanding of the policy context.

2. Challenges in Integration As the gaze shifts from policy documents to the practical realm, challenges inherent in the integration of the Creativity-Based Learning Model into existing policies come to the forefront. Resistance to change, an ever-pervasive force in educational ecosystems, emerges as a formidable obstacle. Educators, administrators, and stakeholders may harbor skepticism about departing from familiar educational norms. Resource constraints cast a looming shadow over the integration landscape. The Creativity-Based Learning Model, with its emphasis on dynamic and interactive methodologies, demands resources that may not be readily available within the current educational infrastructure (Jugembayeva, et al, 2022). The clash with traditional assessment methods adds another layer of complexity, as the model challenges established modes of evaluating student performance. Yet, within the challenges lies the potential for growth and transformation. Each obstacle becomes a pivot point for strategic interventions, offering an opportunity to rethink established norms and foster a more adaptable educational ecosystem.

3. Opportunities for Enhancement In the quest for integration, opportunities for enhancement present themselves as beacons of potential progress. The revision of curriculum frameworks emerges as a pivotal avenue, providing the space to infuse creativity into the very fabric of educational goals and outcomes. The model's principles can be woven seamlessly into the curriculum, ensuring a harmonious alignment with policy objectives (Ashari, et al, 2022). Professional development for educators becomes a catalyst for change. By equipping teachers with the skills and mindset needed to embrace the Creativity-Based Learning Model, the educational landscape can undergo a profound transformation. Fostering collaboration between educational institutions and policymakers is another key opportunity. Establishing a shared vision and a collaborative framework can bridge the gap between policy intent and on-the-ground implementation.

4. Discussion and Strategies for Mitigation The findings of the policy alignment assessment, coupled with insights into challenges and opportunities, become the focal point of a robust discussion. This discourse situates the Thai educational context within global trends, acknowledging both the shared challenges and unique opportunities faced by the nation. Strategies for mitigating challenges and leveraging opportunities emerge through this dialogue. Collaborative initiatives, capacity-building programs, and incremental policy adjustments are explored as potential pathways to facilitate a smooth integration process. The discussion becomes a crucible for refining the vision of an educational system that not only embraces creativity but also strategically aligns policies for sustained innovation. In the intricate dance between policy alignment, challenges, and opportunities, the narrative unfolds a narrative that charts the course for a transformative educational landscape, where the integration of the Creativity-Based Learning Model becomes not just an aspiration but a dynamic reality (Tolbert, 2022).

Summary as Thailand charts its course towards educational reform, the integration of the Creativity-Based Learning Model is a pivotal step. This research aims to contribute actionable insights for policymakers and educators, fostering a nuanced understanding of the challenges and opportunities involved in aligning educational policies with a model that embraces creativity and innovation. Through this exploration, the hope is to pave the way for an educational landscape that not only meets the needs of the present but also nurtures a generation of creative thinkers poised for the challenges of the future.

Nurturing Educational Innovation through Teacher Professional Development

The training and support systems required for teachers to successfully incorporate creativity into their teaching methods. The imperative realm of understanding and addressing the professional development needs of teachers for the effective implementation of innovative educational models, with a focus on the Creativity-Based Learning Model. As educational paradigms evolve to meet the demands of the 21st century, this study seeks to uncover the specific training, support, and growth opportunities required for educators to successfully integrate and navigate the transformative landscape of creativity-based teaching methodologies. In the dynamic tapestry of contemporary education, teachers serve as the linchpin in the successful implementation of innovative models. As educational philosophies shift towards fostering creativity and critical thinking, the professional development needs of teachers become paramount. By understanding and addressing these needs, the study aims to contribute to the sustainable integration of creative pedagogies in educational practices.

In the ever-evolving landscape of education, the role of teachers stands as the cornerstone of transformative change. As the demands of the 21st century redefine the expectations placed on education, it becomes imperative to examine the professional development needs of teachers to facilitate the effective implementation of innovative teaching models. The embarks on a journey to explore the multifaceted dimensions of the professional growth essential for educators, with a particular focus on the dynamic realm of the Creativity-Based Learning Model. The rapid pace of technological advancement, coupled with a paradigm shift towards fostering creativity and critical thinking, underscores the need for educators to continually refine their skill sets (Dumitru, & Halpern, 2023). Professional development emerges as the linchpin in this process, equipping teachers with the tools, strategies, and insights necessary to navigate the evolving educational landscape. This study delves into the nuanced aspects of teacher professional development, unveiling the specific needs that arise when implementing innovative models such as the Creativity-Based Learning Model. As educational philosophies transition from traditional paradigms to more dynamic and interactive approaches, teachers are entrusted with the crucial task of not only imparting knowledge but also cultivating an environment where creativity thrives. The effectiveness of innovative models hinges on the preparedness and adaptability of educators, prompting a focused inquiry into the areas where professional development is most crucial.

By illuminating the professional development needs of teachers, this research seeks to contribute to the ongoing discourse on educational reform. It aims to provide insights that empower educators to navigate the challenges and opportunities inherent in implementing creative and innovative teaching methodologies, ultimately fostering an educational ecosystem where both teachers and students flourish in the pursuit of knowledge and innovation. While the exploration of teacher professional development needs for effective implementation, particularly within the context of the Creativity-Based Learning Model, is a crucial endeavor, it is essential to critically reflect on the potential limitations and challenges associated with such research. One primary concern revolves around the generalizability of findings (Waladi, & Lamarti, 2024). The landscape of teacher professional development is vast and varies across educational systems, cultures, and regions. A study focused on the needs of teachers in a particular context might not capture the diverse challenges faced by educators globally. Thus, there is a risk that the identified needs and proposed strategies might not be universally applicable, necessitating careful consideration of the research's contextual limitations.

Furthermore, the dynamic nature of educational technology and teaching methodologies poses a challenge in keeping the research findings relevant over time. As technology continues to evolve, the specific technical competencies identified in the research may become outdated, requiring continuous updates to maintain the applicability of the proposed professional development strategies. This calls for a sustained commitment to monitoring and adapting teacher training programs. Another critical consideration is the potential tension between standardized assessments and the implementation of innovative teaching models. In many educational systems, standardized testing remains a predominant evaluation method, which may clash with the principles of creative and student-centric learning. The research should address how teachers can navigate this tension and advocate for a balance between innovative teaching methodologies and the need for standardized assessments. Additionally, the effectiveness of professional development programs hinges on the willingness and receptivity of educators to embrace change. Identifying needs alone may not be sufficient; understanding the barriers to implementing suggested strategies is equally crucial. Resistance to change, institutional constraints, and lack of administrative support are factors that must be critically examined to ensure the viability of the proposed professional development interventions.

Summary, while the exploration of teacher professional development needs is a commendable initiative, researchers and educators must approach the findings critically. Acknowledging the contextual limitations, staying attuned to evolving educational landscapes, and addressing potential tensions are paramount to developing sustainable and impactful professional development programs that genuinely empower teachers for effective implementation of innovative teaching models.

Part 4 Identify the professional development needs of educators to ensure the effective implementation of the Creativity-Based Learning Model

In the ever-evolving landscape of education, the call for innovative and transformative teaching methodologies has become increasingly resonant. At the forefront of this pedagogical revolution stands the Creativity-Based Learning Model, a dynamic approach that places emphasis on fostering critical thinking, problem-solving, and creativity in students. As educators grapple with the task of navigating this paradigm shift, it becomes imperative to scrutinize and address their professional development needs to ensure the seamless and effective implementation of this groundbreaking model. The Creativity-Based Learning Model represents a departure from traditional, rote-based instructional methods, aiming to cultivate a generation of learners who are not just knowledgeable but also adept at applying their knowledge in novel ways (Hoseini, et al, 2020). Its success, however, hinges on the preparedness and adaptability of educators, making the identification of their professional development needs a cornerstone in the journey towards effective implementation.

The innovative teaching models requires educators to traverse new pedagogical territories, incorporating technology, collaborative learning strategies, and dynamic assessment methods into their instructional repertoire. Professional development emerges as the catalyst that equips teachers with the skills, insights, and strategies needed to navigate this transformative landscape. This endeavors to unravel the multifaceted dimensions of professional development needs specific to educators engaged in implementing the Creativity-Based Learning Model. By illuminating these needs, we aim to provide a roadmap for educational institutions, policymakers, and professional development providers to tailor programs that empower educators to not only embrace but also excel in delivering a curriculum that fosters creativity, critical thinking, and holistic student development. In doing so, we embark on a journey to enhance the educational experience, preparing students not only for academic success but also for the demands of a rapidly evolving global landscape.

The initiative to identify the professional development needs of educators for the effective implementation of the Creativity-Based Learning Model is undoubtedly valuable, yet a critical perspective reveals certain challenges and potential pitfalls within this undertaking. One fundamental concern revolves around the definition and measurement of "effectiveness" in the implementation of the Creativity-Based Learning Model (Alt, et al, 2023). The term itself may be subjective, and different stakeholders may have varying criteria for what constitutes effective implementation. The research may inadvertently impose a particular interpretation of effectiveness, potentially overlooking diverse perspectives and alternative success indicators that might emerge from the dynamic nature of educational contexts. Furthermore, the very notion of "professional development needs" might be approached with assumptions about a one-size-fits-all solution (Swasey, 2021). Educators come from diverse backgrounds, experiences, and pedagogical philosophies. Prescribing a uniform set of professional development needs may oversimplify the intricate tapestry of teaching expertise. It is critical to recognize and respect the individuality of educators and their diverse instructional styles.

The study must also contend with the inherent challenge of capturing the dynamic nature of educational environments. Educational technology, teaching methodologies, and the needs of students evolve rapidly. A snapshot of professional development needs at a specific point in time may risk becoming obsolete as the educational landscape continues to transform. It is essential for the research to incorporate mechanisms for ongoing adaptation and flexibility in addressing emerging needs. Moreover, the focus on professional development needs could inadvertently shift attention away from broader systemic issues within the educational ecosystem. Teachers do not operate in isolation; they are influenced by institutional policies, administrative support, and broader societal expectations. Ignoring these external factors might result in an incomplete understanding of the barriers that educators face in implementing the Creativity-Based Learning Model effectively. An additional concern pertains to the potential mismatch between identified needs and available resources. While pinpointing professional development needs is crucial, the feasibility of addressing these needs within the constraints of time, budget, and infrastructure must be rigorously examined. Without a realistic assessment of resource constraints, there is a risk that proposed solutions may remain aspirational rather than implementable.

Summary, while the pursuit of identifying the professional development needs of educators for the effective implementation of the Creativity-Based Learning Model is commendable, a critical lens is necessary to navigate the complexities inherent in such endeavors. Recognizing the subjectivity of effectiveness, respecting the diversity of educators, adapting to the dynamic nature of education, addressing systemic issues, and ensuring feasibility are essential considerations for the research to truly contribute meaningfully to the enhancement of teaching practices.

Conclusion

In conclusion, the implementation of a Creativity-Based Learning Model in the context of Thailand holds significant promise for fostering a dynamic and innovative educational environment. By prioritizing creativity as a central component of the learning process, this model aims to equip students with the skills and mindset necessary for success in an ever-evolving global landscape. Thailand's rich cultural heritage and diverse educational landscape provide a fertile ground for integrating creativity into the curriculum. The emphasis on creativity not only enhances students' critical thinking and problem-solving abilities but also encourages a holistic approach to learning that goes beyond rote memorization. Moreover, fostering creativity aligns with the demands of the 21st-century workforce, where adaptability and innovation are key drivers of success. However, the successful implementation of a Creativity-Based Learning Model requires collaborative efforts from educators, policymakers, and stakeholders. Adequate training and support for teachers, along with the incorporation of modern teaching methodologies and technologies, are essential components of this transformative educational approach. In embracing a Creativity-Based Learning Model, Thailand has the opportunity to nurture a generation of individuals who not only excel academically but also contribute meaningfully to society through their innovative thinking and problem-solving skills. As the educational landscape continues to evolve, this model provides a pathway towards a more engaging, relevant, and globally competitive learning experience for Thai students. Through continuous adaptation and refinement, the Creativity-Based Learning Model has the potential to serve as a beacon for educational innovation, inspiring positive change in the broader context of Thailand's educational system.

Suggestions

Suggestions for the Public

1. Provide long-term funding for teacher professional development in creative pedagogy.
2. Embed creativity across all subjects rather than confining it to arts education.
3. Adopt student-centered instructional strategies.
4. Encourage participation in arts, technology, entrepreneurship, and community-based innovation projects.

Suggestions for Future Research

To further strengthen the implementation and sustainability of the Creativity-Based Learning Model, future research should explore:

1. Examine long-term effects on student academic achievement, career adaptability, and innovation outcomes.
2. Compare implementation outcomes across urban and rural schools in Thailand to identify contextual differences.
3. Investigate which training approaches most effectively enhance teachers' creative instructional competencies.
4. Design culturally responsive tools to measure creativity beyond standardized testing frameworks.
5. Explore the role of artificial intelligence, digital collaboration platforms, and immersive technologies in enhancing creative learning.
6. Analyze how national education reforms influence classroom-level creativity practices.

Declaration of Interests

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this article.

Ethical Considerations

These considerations work to protect the rights of research participants and enhance research validity to maintain scientific or academic integrity This article mainly focuses on research ethics in human research, even though this academic article was collecting data based on documentation.

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Definition of Conflicts of Interest

Declares no conflicts of interest related to the Creativity-Based Learning Model in the Thailand context. The study was conducted with academic rigor and impartiality, and the author's affiliations do not pose any influence that could compromise the objectivity or integrity of the findings.

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Developing a Marketing Model Utilizing the Resource-Based View and Risk Management in Emerging Economies: Insights from Multinational Corporations

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Original Research Articles

Developing a Marketing Model Utilizing the Resource-Based View and Risk Management in Emerging Economies: Insights from Multinational Corporations

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Abstract

This study focuses on a marketing model that explores the practical aspects of risk management in emerging countries. It aims to illustrate the potential advantages that multinational enterprises (MNEs) can gain by integrating the Resource-Based View (RBV) framework and effective risk management strategies to navigate the inherent complexities of these market environments. The RBV theory asserts that a company's export performance is intricately linked to its internal resources and capabilities, a proposition particularly relevant for multinational companies (MNEs) given the impact of globalization and economic downturns. Multinational enterprises (MNEs) often encounter challenges in acquiring resources and developing capabilities for global expansion, especially when compared to larger firms. Collaborative relationships between organizations emerge as a valuable avenue for MNEs, enabling them to acquire both tangible and intangible resources. This resource acquisition serves to augment their existing resource base, ultimately contributing to a favorable impact on their overall performance. However, it is essential to acknowledge that such collaborations may expose the core corporation to intangible consequences in its relationships with downstream intermediaries. These consequences include heightened dependence, increased exposure to risk, elevated vulnerability, and a diminished level of influence. To effectively navigate these complexities and integrate resources and skills, meticulous design and execution of monitoring and coordination procedures among the parties engaged in inter-firm partnerships become paramount. The current research introduces a comprehensive marketing framework tailored for multinational businesses (MNEs) operating in emerging countries. This framework harmonizes the principles of the RBV theory with effective risk management strategies. The findings of this study offer significant value to various stakeholders, including corporations, governmental bodies, and scholars. They shed light on strategies that multinational businesses (MNEs) can employ to enhance their competitiveness and sustainability in developing nations.

Keywords: MNEs; RBV; Risk Management; Emerging Economics; Markets

Introduction

The Resource-Based View (RBV) asserts that the export performance of enterprises is contingent upon the convergence of their internal resources and capabilities (Kaleka, 2002). The imperative for small and medium-sized firms (MNEs) to expand their goods or services internationally has arisen due to globalization and economic crises, making exporting a more prevalent entry method (Stoian, 2011). Nevertheless, small and medium-sized enterprises (MNEs) often encounter more challenges in acquiring resources and expanding capacities than larger corporations (Xie, 2014). Collaborative efforts among firms can provide the necessary resources for internationalization endeavors (Sternad, 2013). According to the Resource-Based View (RBV) theory, establishing inter-organizational relationships can assist small and medium-sized enterprises (MNEs) in acquiring tangible and intangible resources, thereby enhancing their existing resource base and positively influencing their performance (Rice, 2012).

Export operations frequently establish partnerships between enterprises and foreign intermediaries, with independent export channels being the predominant method (Dimitratos, 2003). These channels offer advantages such as reduced costs and investments, access to information about foreign markets and clients, economies of scale, negotiating expertise, and specialization in products/markets that individual exporters may need assistance to access (Suwannarat, 2016). However, independent export channels also involve the delegation of decision-making and responsibility for tasks related to logistics, sales, marketing, and service activities (Madsen, 2012).

The existence of downstream interactions as a distinct avenue for exporting implies that the services provided by intermediaries possess an intangible quality, resulting in heightened reliance, exposure to risk, susceptibility, and reduced influence for the central company (Gordon, 1993). The establishment and implementation of monitoring and coordination protocols among parties involved in inter-firm partnerships play a crucial role in integrating resources and capabilities (Ramon, 2017). The efficient management of resources dedicated to internationalization can be facilitated through the collaboration of management control systems (MCSs), leading to a favorable influence on export processes (Gomez, 2018). In recent years, there has been a growing recognition of the need to broaden the scope of management accounting and control to encompass sales and marketing responsibilities and enhance interaction with the marketing domain (Löning, 2000). Empirical data from studies in the accounting literature have demonstrated variations in the use of management control systems and the information sought by managers operating in the distribution and marketing sectors, susceptible to outsourcing within a downstream connection (Chenhall, 2003).

According to recent research in the resource-based view (RBV), it is contended that lasting competitive advantage can only be attained when a business has resources that are concurrently valued, uncommon, imperfectly imitable, and exploitable by its organizational structure (Kozlenkova, 2004). The success and continued existence of startups and smaller businesses depend on their ability to export some of their products and services overseas. However, there needs to be more knowledge of the human resources and population of small, privately held companies. Some businesses are not cut out for international trade; they serve local customers. Despite this, there is an increasing realization that more information is required (McDougall, 1994).

Inherent uncertainties and risks accompany virtually all irreversible resource commitment choices (Cano & Cruz, 2002), necessitating project risk management as an essential component for every project-driven company. However, distinct practices have evolved for different organizational roles, leading to a narrow, compliance-focused perspective. This deviation contradicts the purpose of project risk management, which is to strike a fair balance between the expenses of avoiding disaster and the benefits of taking precautions. Since the effects of risks cannot be reduced to a single metric—whether it involves an increase in costs, a lag in production, a lack of raw materials, or an accident—developing vertically integrated risk management methods poses a significant challenge. Capturing the implications of risk management is challenging due to these effects representing varied tactical goals for different operations (Garvey, 2009).

Ramamurti (2004) delves into the fundamental issues that drive corporate strategy in international business (IB) and developing economies. Two common schools of thought attempt to address these questions: the industry-based approach, maintaining that external environmental factors are the primary drivers of strategy and performance, and the resource-based view, positing that internal organizational factors are more crucial. The origins of these ideas lie in strategic management, with research in IB shedding light on these concerns due to the intimate relationship between IB and strategy. Critics of these perspectives point out that they assume institutions as a "background," even though institutions set the stage for competition among the sectors and enterprises analyzed. Therefore, IB studies should contribute to answering these fundamental concerns.

Empirical evidence from Multinational Enterprises (MNEs) can support the development of a marketing model that incorporates Resource-Based View (RBV) and risk management in emerging economies. This integration holds far-reaching effects in terms of improving competitiveness, reducing risk exposure, expanding scholarly understanding, informing policy decisions, and fostering long-term economic growth. This study introduces a holistic marketing framework for multinational corporations (MNEs) operating in developing markets. The framework integrates the principles of Resource-Based View (RBV) theory with efficient risk management tactics. The objective of this model is to leverage a business's unique resources and competencies to achieve a competitive advantage. Additionally, by incorporating risk management methods, multinational enterprises (MNEs) can effectively negotiate uncertainties and minimize possible hazards in developing economies.

Objective

This research aims to comprehensively investigate the interrelationships between Enterprise Risk Management (ERM) practices, competitive advantage, and organizational performance in multinational corporations (MNEs) operating within the context of developing countries. The study's objectives include:

1. To explore the Correlation Between ERM Practices and Organizational Success.
2. To examine the Relationship Between Competitive Advantage and ERM Practices.
3. To analyze the Association Between Company Performance and Competitive Edge.
4. To investigate the Mediating Role of Competitive Advantage in the Relationship Between ERM and Company Performance.

Literature Review

Resource-Based View (RBV)

The RBV theory's fundamental tenets are based on the idea that, especially in developing countries, a company's competitive advantage stems from the unique qualities of its resources and capabilities. This study aims to establish a connection between the Resource-Based View (RBV) and the discipline of project risk management. The suggested methodology relies on a causal network for projects, which enables both conceptual and data-intensive assessment of project risks, with a primary emphasis on financial implications. Risks may be more readily managed and described because of the framework's adaptability and its compatibility with numerous methodologies previously utilized in project management practices. Using actual project data, the study demonstrates these contributions. For better task, project, and organizational decision-making, this framework integrates risk descriptions at many levels of granularity and offers both structural and data-intensive risk assessment. This framework's most helpful aspect is how it can be incorporated into standard project management procedures with minimum extra information needs (Govan & Damnjanovic, 2016).

The Role of RBV in Inter-Organizational Export

One such theoretical framework is the Resource-Based View (RBV), which looks at an organization's strengths and weaknesses to gauge competitive advantage and performance. This work extends the export management literature by including dynamic capabilities, considering interactions between resources and capabilities, and drawing on perspectives from other academic disciplines. Synergistic effects formed by combinations of exporting enterprises' assets and individuals' skill sets are vital for developing competitive advantage. The ultimate sources of competitive advantage are the resources available inside an organization. Physical assets, operational size, financial assets, and the firm's expertise in export market operations are the four categories of competitive resources identified by Kaleka. The majority of essential resources benefit many performance dimensions for continuously functioning export enterprises, as determined by Kaleka (2012) in an inter-organizational setting. This point of view helps us comprehend the intricate system of overseeing export routes and internationalization.

RBT in international marketing

Research using RBT is most common in the field of organizational behavior, but it is also widely used in the field of international marketing. Foreign trade, entering new markets, and increasing product availability are significant concerns in this field. Researchers in the management field have found that RBT is useful for examining two objectives of market expansion: entering new markets to reap benefits from current resources and creating new resources that may benefit both new and existing markets (Barney & Hesterly, 2012). However, this strategy carries some risk since it presumes that assets that performed well in one market would do so in another. In Germany, for instance, locals overwhelmingly favored independent grocers over Wal-Mart once the latter chain expanded there. Research in the international sphere needs to pay more attention to the opportunity to learn how to leverage expansion to create new resources to determine whether current resources and tactics lead to a desired performance in new markets (Kaleka, 2011).

Resource intangibility

The potential of intangible resources like brand and relational assets and knowledge-producing skills to meet VRIO standards and enhance a firm's Strategic Cost Analysis (SCA) is giving them more relevance in marketing. Because of their intangible nature, it may be expensive or time-consuming to recreate or update these assets. There are several benefits to having close connections, such as increased cooperation, willingness to take risks, and openness to new ideas (Aaker & Joachimsthaler, 2000). Intangible market-based resources are becoming more critical due to long-term trends, including the transition from a product-to-service economy and the relevance of intangible knowledge resources (Central Intelligence Agency, 2012). Customers worried about making the right choice while considering potential service providers may rest easier knowing that a company with relational solid and brand resources is behind them (Orr et al., 2011). Knowledge-based services increase the importance of intangible knowledge resources (Amaral & Parker, 2008). When businesses outsource their production and design processes, their SCA moves to the front end, where they can better use intangible assets like their brands, customer connections, and market intuition. Outsourcing companies may stand out from the competition with the help of a strong brand and win over more consumers with the help of solid relationships with those customers (Day, 2011).

Risk Management in Emerging Economies

Multinational corporations (MNCs) operating in emerging economies need robust risk management methods due to the higher uncertainty and risk inherent in these markets. The last 15 years have seen substantial changes in risk management, with most new approaches tailored to significant institutions in mature financial markets. This research aims to solve the problem of inadequate data that plagues many smaller organizations in developing economies. The study presents enhanced historical simulation, a novel approach integrating data from several marketplaces to understand a developing industry better. The idea behind this approach is that considering many markets allows one to focus on the universal characteristics of developing market economies while filtering out the specifics of every given one. An example is the value-at-risk (VaR) estimation in the Cyprus and Athens stock markets. Numerical experiments reveal that although conventional models under-estimate hazards, including additional information significantly improves estimate accuracy. According to the study, enterprise risk management is still in its infancy for institutions in developing countries, and although there are many mature strategies in established markets, they only sometimes work in the emerging market setting. Risk management challenges in developed markets are not insurmountable, but they will need innovation, ingenuity, and patience (Cyprus International Institute of Management, Cyprus et al., 2006).

Resource-based Advantages

This research questions the assumption that resource-based advantages are applicable in every country by claiming that variations in national institutional settings diminish their usefulness. The authors hypothesize that strategic choices in an international setting may be better explained by including the moderating impact of the national institutional environment from a resource-based viewpoint. Better subsidiary performance is also predicted by choices made using a model that considers both viewpoints. The findings imply that resource-based advantages seem context-specific in an international environment and that businesses may make strategic choices that increase foreign subsidiary performance by considering country-specific contextual impacts on the value of these advantages. By analyzing resource-based advantages in a global setting, this research adds to the existing literature. It lends credence to the idea that the worth of such advantages varies depending on factors such as the specifics of each country's institutional environment (Brouthers et al., 2008).

Hypothesis

H1: Organizational success is strongly correlated with ERM practices.

H2: Competitive advantage is strongly correlated with ERM practices.

H3: A company's performance is strongly correlated with its competitive edge.

H4: Effective Risk Management (ERM) and Company Performance are Connected via Competitive Advantage.

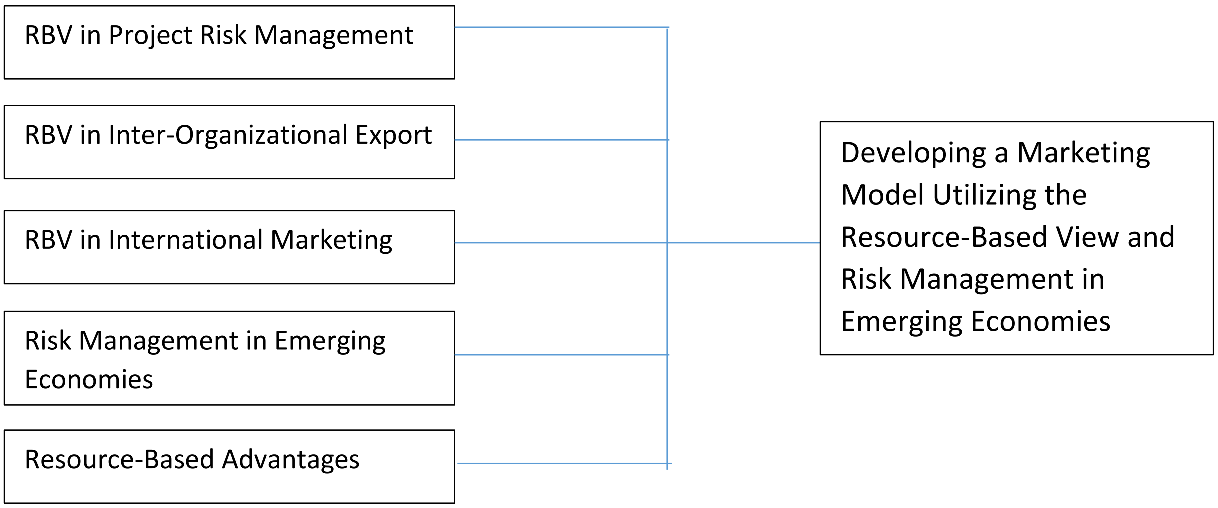

Figure 1 Conceptual Framework

Materials and Methods

Data Sampling

Data from multinational corporations was gathered using a standardized questionnaire. Since there is no universally accepted definition of MNEs, we limited our survey to companies that met the criteria of MNEs provided by India's Small and Medium Enterprises Development Agency (SMEDA). I approached the business owners and upper management since they are responsible for the companies' long-term success and strategic direction. There were 500 surveys sent out, and 336 responses were collected. Due to erroneous information provided in several surveys, they were not included in the final tally. The usable response rate was 60.8%, with 304 replies received. Table 1 displays the data collected from the participating companies. Trading companies much outnumber those in any other industry, followed by manufacturers and service providers. Most businesses had between 20 and 50 workers, while just 70 employed 101 and 250 people. The sample also makes it evident that most of the companies in the sample are very new.

Table 1 Organizational Profile

	Frequency	Percentage
Firms		
Manufacturing	109	**35.9**
Trading	119	**39.1**
Services	76	**25.0**
Capacity		
20–50 employees	121	**39.8**
51–100 employees	113	**37.2**
101–250 employees	70	**23.0**
Age		
10 years and less	115	**37.8**
11–20 years	110	**36.9**
21 and above years	79	**26.0**
Total	**304**	**100**

Measuring Enterprise Risk Management Practices

Various metrics have been employed to assess Enterprise Risk Management (ERM) processes. In the context of multinational enterprises, it becomes crucial to evaluate significant risk elements. Consequently, the ERM practices were gauged using the 6-item scale developed by Sax and Torp (2015). Protocols for implementing risk-mitigation strategies were established, exemplifying the parameters considered.

Competitive Advantage

Porter's (1980) competitive strategy often serves as a surrogate for competitive advantage, encompassing cost leadership and distinctiveness. We utilized metrics from previous research (Su et al., 2017) and applied Porter's techniques to ascertain a competitive edge. The total of 8 items included 4 from the differentiation strategy, such as "We took great efforts in building a strong brand name, and nobody could easily copy that," and four from the cost leadership strategy, such as "Our economy of scale enabled us to achieve a cost advantage."

Financial Literacy

Reliable financial literacy indicators involve questions about inflation, interest rates, and future value. Managers of Small and Medium-sized Enterprises (SMEs) must be adept at handling financial matters, necessitating more accurate metrics associated with MNEs. We employed 13 items verified in previous research by Bongomin et al. (2017) in the SME sector to assess the financial literacy of a senior management team. For instance, a statement reads, "The company can accurately calculate interest rates on my loan payments," utilizing a 5-point Likert scale ranging from strongly disagreeing (1) to strongly agreeing (5).

Enterprise Performance

Due to a lack of financial data, self-reported measurements become essential in assessing the success of MNEs. Managers were asked to evaluate their success over the preceding three years, utilizing metrics like Return On Equity (ROE) and Return On Assets (ROA). Adapted from Kantur (2016), four items related to financial performance and four related to non-financial performance were used. Metrics included return on equity, return on assets, return on investment, as well as customer happiness, employee contentment, and employee loyalty. A 5-point Likert scale measured from one extreme decrease to another extreme improvement.

Control Variables

To mitigate the risk of obtaining misleading findings, business size, age, and industry were adjusted. Manufacturing, trade, and services formed distinct groups in this research, while company size and age were directly evaluated in models. After analyzing potential differences, each group was compared to the others, yielding no discernible variation in outcomes. Consequently, accounting for the industry's influence was deemed essential in this analysis.

Data Analyses

To delve into the matter, we utilized AMOS's Confirmatory Factor Analysis (CFA) and structural models. Table 2 presents the results of several validity checks, along with descriptive data from the SPSS (Statistical Package for the Social Sciences) analysis. All elements in the table exhibit mean values exceeding three and standard deviations (SDs) greater than 0.40. The data are considered average, as neither skewness nor kurtosis values surpass the ±2 threshold advocated by George and Mallery (2010).

Results

Descriptive Statistics

The table presents descriptive statistics for various variables related to project risk management and resource-based view measures. The data is based on a sample size (N) of 304. The table provides key descriptive statistics for each variable, including the minimum, maximum, mean.

Table 2 Descriptive Statistics to project risk management and resource-based view measures.

N = 304

	Minimum	Maximum	Mean	SD	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
erm1	2	5	3.76	0.539	−0.623	0.140	0.685	0.279
erm2	2	5	3.71	0.508	−0.782	0.140	0.177	0.279
erm3	2	5	3.75	0.511	−0.749	0.140	0.594	0.279
erm4	2	5	3.72	0.538	−0.741	0.140	0.536	0.279
erm5	2	5	3.78	0.515	−0.846	0.140	1.210	0.279
erm6	2	5	3.71	0.547	−0.651	0.140	0.413	0.279
ca1	2	5	3.69	0.531	−0.261	0.140	−0.506	0.279
ca2	2	5	3.69	0.528	−0.421	0.140	−0.264	0.279
ca3	2	5	3.70	0.527	−0.435	0.140	−0.237	0.279
ca4	2	5	3.69	0.522	−0.340	0.140	−0.481	0.279
ca5	2	5	3.72	0.519	−0.518	0.140	−0.057	0.279
ca6	2	5	3.73	0.507	−0.485	0.140	−0.183	0.279
ca7	2	5	3.71	0.529	−0.420	0.140	−0.156	0.279
ca8	2	5	3.71	0.508	−0.478	0.140	−0.343	0.279
fl1	2	5	3.70	0.505	−0.500	0.140	−0.447	0.279

	Minimum	**Maximum**	**Mean**	**SD**	**Skewness**		**Kurtosis**	
	Statistic	**Statistic**	**Statistic**	**Statistic**	**Statistic**	**Std. Error**	**Statistic**	**Std. Error**
fl2	2	5	3.76	0.492	−0.608	0.140	0.152	0.279
fl3	2	5	3.77	0.509	−0.459	0.140	0.159	0.279
fl4	2	5	3.73	0.499	−0.561	0.140	−0.150	0.279
fl5	2	5	3.77	0.482	−0.705	0.140	0.263	0.279
fl6	2	5	3.76	0.494	−0.594	0.140	0.110	0.279
fl7	2	5	3.73	0.507	−0.485	0.140	−0.183	0.279
fl8	2	5	3.78	0.488	−0.628	0.140	0.397	0.279
fl9	2	5	3.72	0.513	−0.431	0.140	−0.304	0.279
fl10	2	5	3.77	0.487	−0.651	0.140	0.286	0.279
fl11	2	5	3.68	0.513	−0.417	0.140	−0.601	0.279
fl12	2	5	3.83	0.442	−1.008	0.140	1.524	0.279
f13	2	5	3.73	0.515	−0.414	0.140	−0.214	0.279
fp1	2	5	3.83	0.424	−1.228	0.140	1.836	0.279
fp2	2	5	3.79	0.476	−0.738	0.140	0.594	0.279

Project Risk Management (erm): The mean values for various aspects of project risk management (erm1 to erm6) indicate a consistent level of risk perception across the sampled projects. Skewness and kurtosis statistics suggest a generally symmetrical distribution, albeit with minor variations.

Resource Capabilities (ca): Resource capabilities (ca1 to ca8) showcase a nuanced pattern, emphasizing the diverse nature of resources within the projects. Skewness and kurtosis statistics provide insights into the distributional characteristics of these resource variables. Financial Implications (fl and fp): Variables related to financial implications (fl1 to fl12 and fp1 to fp8) exhibit varying levels of skewness and kurtosis, highlighting the multifaceted nature of financial risks associated with different projects.

The findings from this study contribute to the understanding of how RBV can be integrated into project risk management practices. The descriptive statistics provide a foundation for further analyses, such as regression modeling, to explore the causal relationships between RBV and project outcomes. In practical terms, the study suggests that organizations in developing countries should pay attention to the unique qualities of their resources and capabilities when managing project risks. The framework developed in this study offers a flexible and adaptable approach that can be seamlessly integrated into existing project management procedures.

In conclusion, this research sheds light on the intersection of Resource-Based View theory and project risk management, with a specific focus on a developing country context. The descriptive statistics provided in Table 2 offer a comprehensive snapshot of the key variables, paving the way for more in-depth analyses. The implications of this study extend to practitioners in project management, emphasizing the need for a nuanced understanding of resource dynamics in mitigating project risks.

As a researcher in social sciences, this work contributes to the broader discourse on organizational behavior, resource management, and risk mitigation in the context of developing economies. Future research avenues may explore longitudinal studies and qualitative approaches to further enrich our understanding of the intricate relationships between resources, capabilities, and project outcomes in diverse organizational settings.

Confirmatory Factor Analysis

The examination of standardized factor loading, validity, and reliability for variables and concepts was conducted through Confirmatory Factor Analysis (CFA). Two items were eliminated from financial literacy due to low factor loading, resulting in the measurement model presented in Figure 1, where each item is associated with its respective constructs and factor loading. To address the covariance between error components of a few redundant variables, researchers identified viable model fits. According to Hair et al. (2010) and Hu and Bentler (1999), a chi-squared statistic less than 3 indicates a satisfactory model fit, and the obtained value of 2.04 is deemed acceptable. Recommended by Hair et al. (2010) and Hu & Bentler (1999), a model with a Goodness of Fit Index (GFI) of 0.84, an Adjusted Goodness of Fit Index (AGFI) of 0.81, and a Normative Fit Index (NFI) of 0.88 is considered adequate. Additionally, as proposed by Hair et al. (2010) and Hu and Bentler (1999), RMR = 0.012 and RMSEA = 0.059 provided respectable results.

Convergent validity was assessed in this research (refer to Table 3) to ensure that the items sufficiently explained variation in the targeted domains. Following the criteria set by Hair et al. (2010) and Hu and Bentler (1999), all constructs exhibited convergent validity above 0.50, ensuring an adequate Average Variance Extracted (AVE). The study adhered to the suggestion of Hair et al. (2010) that discriminant validity values should exceed 0.70 for all components. Internal consistency of the constructs was also evaluated by examining the composite reliability (see Table 3). Across the board, acceptable Composite Reliability (CR) was achieved, meeting the criterion set by Nunnally and Bernstein (1994) that CR values should surpass 0.70 to be considered satisfactory. Researchers proceeded to utilize a structural model to validate their assumptions.

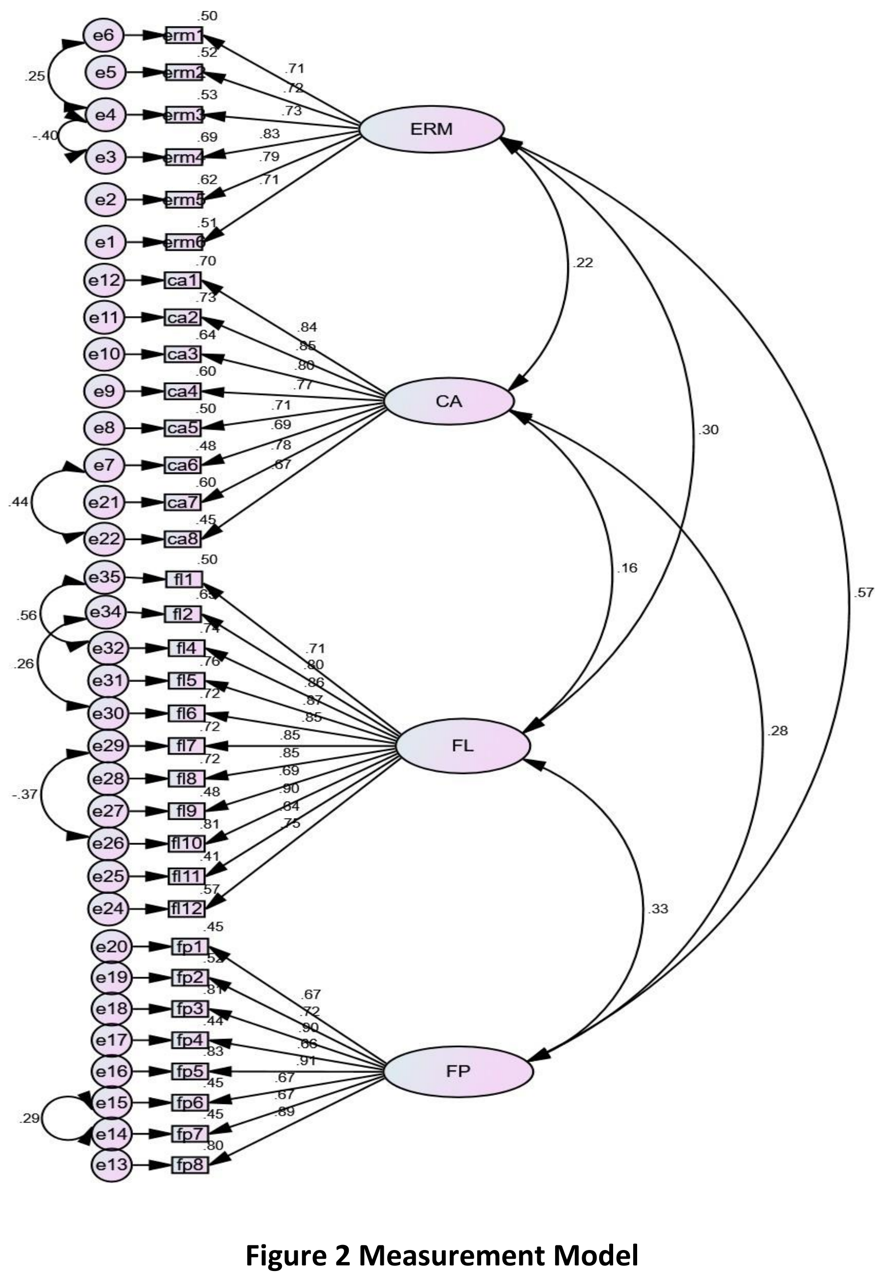

Figure 2 Measurement Model

Correlation Analysis

Pearson correlation was used in this research using SPSS to examine the connection between the variables. The Pearson correlation values give the presented hypotheses first support. Table 4 displays the findings. The results show a positive correlation between ERM and CA ($r = 0.319$, $p < 0.01$), a positive correlation between CA and firm performance ($r = 0.302$, $p < 0.01$), and a significant relationship between ERM and firm performance ($r = 0.606$, $p < 0.01$).

Table 3 Validity and reliability, as well as factor loadings

	Estimate	AVE	AVE	CR
Enterprise Risk Management		0.56	0.75	0.88
erm6	0.714			
erm5	0.789			
erm4	0.831			
erm3	0.728			
erm2	0.720			
erm1	0.708			
Competitive Advantage		0.59	0.77	0.92
ca8	0.672			
ca7	0.778			
ca6	0.694			
ca5	0.705			
ca4	0.773			
ca3	0.798			
ca2	0.854			
ca1	0.837			
Financial Literacy		0.64	0.80	0.95
fl12	0.752			
fl11	0.642			
fl10	0.902			
fl9	0.693			
fl8	0.849			
fl7	0.851			
fl6	0.847			
fl5	0.871			
fl4	0.862			

	Estimate	AVE	AVE	CR
fl2	0.803			
fl1	0.710			
Firm Performance		0.59	0.77	0.92
fp8	0.893			
fp7	0.670			
fp6	0.670			
fp5	0.910			
fp4	0.661			
fp3	0.899			
fp2	0.718			
fp1	0.669			

Note: AVE = Average Variance Extracted, CR = Composite Reliability, erm1 = enterprise risk management question 1, ca1 = competitive advantage question 1, fl1 = financial literacy question 1, fp1 = firm performance question 1.

Table 4 Correlation Coefficient

	Size	Age	ERM	CA	FL	FP
Size	1					
Age	0.113 *	1				
ERM	0.245 **	0.291 **	1			
CA	0.055	0.140 *	0.234 **	1		
FL	0.158 **	0.126 *	0.319 **	0.168 **	1	
FP	0.389 **	0.444 **	0.606 **	0.302 **	0.341 **	1

Note: * Significant at the 0.05 level (2-tailed). ** Significant at the 0.01 level (2-tailed). ERM = Enterprise Risk Management, CA = Competitive Advantage, FL = Financial Literacy, FP = Firm Performance.

Common Method Bias

Data collection from a single source and at the same time from the same respondent may result in Common Method Bias (CMB; Podsakoff & Organ, 1986). Since this information was gathered via a questionnaire filled out by the same respondent simultaneously, correlated missing values (CMB) may be possible. We use SPSS to run Harmon's One Factor test to investigate the possibility of CMB. Our findings showing that the first component accounts for less than 50% of the variation, at 31.00%, provide further evidence that CMB is absent in our data. To further determine the existence of CMB, we examined the role of a latent component in the measurement model. CMB is not present in the data, as shown by the findings.

Discussion

Organizational success is strongly correlated with ERM practices

The results from Table 4 indicate a positive correlation between ERM and firm performance ($r = 0.606$, $p < 0.01$), providing substantial support for H1. This finding aligns with the existing literature (Florio & Leoni, 2017; Zou & Hassan, 2017), emphasizing the importance of ERM strategies for multinational enterprises (MNEs) operating in various countries. The positive impact of established rules and ERM processes on the performance of MNEs is consistent with the notion that effective risk management is essential for outperforming competitors in today's market.Motivated by the rising literature on ERM in MNEs, this research investigated the impact of ERM practices on MNE performance through mediating and moderating effects of competitive advantage and financial literacy. We gathered data from multinational corporations active in developing countries. Our research found support for H1, arguing that ERM policies do have a substantial effect on the performance of MNEs operating in many countries. Florio and Leoni (2017) studied globally successful companies and found that those with established rules and ERM processes fared the best. As a result, multinational corporations need to concentrate on risk mitigation strategies to outperform their rivals in today's market (Callahan & Soileau, 2017; Florio and Leoni, 2017). Our findings provide credence to the claims made by Zou and Hassan (2017), who suggested that ERM techniques have a materially favorable impact on the performance of multinational firms in developing countries.

Competitive advantage is strongly correlated with ERM practice

The study reveals a positive correlation between ERM practices and competitive advantage ($r = 0.319$, $p < 0.01$), supporting H2. This result is consistent with the findings of Meidell and Kaarbé (2017) and Yilmaz and Flouris (2017), suggesting that ERM helps reduce costs associated with business operations, raw material acquisition, and distribution. The impact of ERM on corporate strategy, as indicated by Soltanizadeh et al. (2016), further reinforces the link between ERM practices and competitive advantage. Consistent with H2, we discovered that ERM procedures considerably impacted CA. This is consistent with what Meidell and Kaarbé (2017) found: ERM helps cut down on costs associated with running the business, acquiring raw materials, and distributing finished goods. Similarly, Yilmaz and Flouris (2017) argued that ERM techniques help multinational corporations undercut the competition by reducing the cost of their goods and services. Our research supports the claims of Soltanizadeh et al. (2016), who suggested that ERM substantially impacts corporate strategy. Our findings confirmed that CA significantly affects company performance, crediting the study's third hypothesis.

A company's performance is strongly correlated with its competitive edge

The positive correlation between competitive advantage and firm performance (r = 0.302, p < 0.01) supports H3. This finding validates Anwar's (2018) conclusion that competitive advantage is a critical factor contributing to the efficiency of MNEs. Additionally, Parnell et al.'s (2015) proposition that a dominant market position leads to increased profitability aligns with the demonstrated relationship between competitive advantage and firm performance.Our research confirmed Anwar's (2018) conclusion that CA is a critical component that boosts the efficiency of MNEs. Similarly, Parnell et al. (2015) proposed that a company's profitability increases when it achieves and maintains a dominant market position.

Effective Risk Management (ERM) and Company Performance are Connected via Competitive Advantage

The study provides support for H4, indicating that competitive advantage mediates the relationship between ERM and firm performance. The impact of ERM on firm performance is more pronounced when mediated through competitive advantage. This finding aligns with Chang et al.'s (2015) assertion that ERM facilitates superior performance rather than directly leading to a competitive position. It contradicts Wang et al.'s (2010) suggestion that ERM first reduces costs and then improves the performance of multinational enterprises. H4 of our research is supported by the results of the study, which show that CA does mediate the connection between ERM and firm performance. We find that ERM has a more significant impact on firm performance than on competitive advantage. Our findings support Chang et al.'s (2015) claim that ERM does not significantly lead a firm to gain a competitive position but rather facilities a firm to gain superior performance, in contrast to Wang et al.'s (2010) contention that ERM first reduces the cost and then improves the performance of multination enterprises.

Limitations and Future Research Directions

While this research makes several significant additions to the field, it does have several shortcomings that might be addressed in follow-up investigations. We zeroed in on MNEs operating in the developing world, which may need to be a better proxy for developing and developed economies. Because of this, the model may be used in both developing and advanced economies. In addition, academics are urged to compare developing and advanced economies to glean more meaningful findings. Ludin et al. (2017) advise expanding this research to big enterprises to understand better the connection between CEO traits, audit activities, and risk management. Future research may explore the mediator between ERM practices and business performance, as we did by examining the influence of financial literacy between ERM and CA. To reveal how ERM offers cost-based and differentiation-based competitive advantage, further study is required to evaluate the mediating function of each competitive strategy, such as cost leadership and differentiation strategies.

Conclusion

The research shows that ERM procedures significantly affect the success of CA and MNEs operating in many countries. Financial literacy considerably moderates the link between ERM procedures and the performance of multinational corporations via CA as a partial mediator. Formal ERM processes and financial education for senior management are essential for CA and outstanding performance in emerging economies like Pakistan. Gaining a sustainable competitive position in dynamic markets is well suited to the ERM framework, and financially literate owners and managers may boost profits even in market volatility. In order for MNEs to succeed in developing countries, this study provides a blueprint for doing so. It stresses the significance of adaptation, market-specific characteristics, and risk management techniques aligned with available resources. The findings of this study may be used as a springboard for further investigation and policymaking in this critical area. The research results provide multinational corporations with a comprehensive marketing strategy that promotes competitiveness and sustainability as they negotiate the challenges of developing markets. The results of this study contribute to the growing literature on ERM in MNEs, emphasizing the significant impact of ERM practices on organizational success, competitive advantage, and overall firm performance in the context of developing countries. The mediation effect of competitive advantage sheds light on the nuanced relationship between ERM, competitive positioning, and performance outcomes for multinational corporations.

Suggestions

Suggestions for the Public and Business Community

1. Shareholders should demand transparency in risk management practices.
2. Investors should evaluate firms based on ERM maturity and governance standards.
3. Educational institutions should integrate ERM and financial literacy into business curricula to prepare future leaders.

Directions for Future Research

To expand understanding in this area, future studies may consider:

1. Cross-Country Comparative Studies Comparative analysis between emerging and developed economies could clarify contextual differences in ERM effectiveness.
2. Longitudinal Research Designs Future research could adopt longitudinal methods to examine how ERM maturity influences firm performance over time.
3. Industry-Specific Investigations Sector-based studies (e.g., banking, manufacturing, technology) may reveal industry-level differences in ERM implementation and outcomes.

Declaration of Interests

The authors, Yuang-Shiang Chao and Wann Yih Wu, declare that they have no financial or non-financial interests that could be perceived as influencing the research presented in the paper titled "Developing a Marketing Model Utilizing the Resource-Based View and Risk Management in Emerging Economies: Insights from Multinational Corporations."

Ethical Considerations

The research adheres to ethical principles and standards. The authors conducted the study with integrity and transparency, ensuring the accuracy and reliability of the findings. The study respects the intellectual property rights of others, and proper citations and references have been provided. The research design and methodologies comply with ethical guidelines, and the privacy and confidentiality of participants and entities involved have been safeguarded.

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Definition of Conflicts of Interest

In the context of this study, the authors declare that they have no conflicts of interest, be they financial or non-financial, that could compromise the integrity or impartiality of the research. The study was conducted with a commitment to academic rigor and impartiality.

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Developing a Marketing Model Utilizing the Resource-Based View and Risk Management in Emerging Economies: Insights from Multinational Corporations

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Original Research Articles

Developing a Marketing Model Utilizing the Resource-Based View and Risk Management in Emerging Economies: Insights from Multinational Corporations

Yuang-Shiang Chao[1]*

Abstract

This study focuses on a marketing model that explores the practical aspects of risk management in emerging countries. It aims to illustrate the potential advantages that multinational enterprises (MNEs) can gain by integrating the Resource-Based View (RBV) framework and effective risk management strategies to navigate the inherent complexities of these market environments. The RBV theory asserts that a company's export performance is intricately linked to its internal resources and capabilities, a proposition particularly relevant for multinational companies (MNEs) given the impact of globalization and economic downturns. Multinational enterprises (MNEs) often encounter challenges in acquiring resources and developing capabilities for global expansion, especially when compared to larger firms. Collaborative relationships between organizations emerge as a valuable avenue for MNEs, enabling them to acquire both tangible and intangible resources. This resource acquisition serves to augment their existing resource base, ultimately contributing to a favorable impact on their overall performance. However, it is essential to acknowledge that such collaborations may expose the core corporation to intangible consequences in its relationships with downstream intermediaries. These consequences include heightened dependence, increased exposure to risk, elevated vulnerability, and a diminished level of influence. To effectively navigate these complexities and integrate resources and skills, meticulous design and execution of monitoring and coordination procedures among the parties engaged in inter-firm partnerships become paramount. The current research introduces a comprehensive marketing framework tailored for multinational businesses (MNEs) operating in emerging countries. This framework harmonizes the principles of the RBV theory with effective risk management strategies. The findings of this study offer significant value to various stakeholders, including corporations, governmental bodies, and scholars. They shed light on strategies that multinational businesses (MNEs) can employ to enhance their competitiveness and sustainability in developing nations.

Keywords: MNEs; RBV; Risk Management; Emerging Economics; Markets

Introduction

The Resource-Based View (RBV) asserts that the export performance of enterprises is contingent upon the convergence of their internal resources and capabilities (Kaleka, 2002). The imperative for small and medium-sized firms (MNEs) to expand their goods or services internationally has arisen due to globalization and economic crises, making exporting a more prevalent entry method (Stoian, 2011). Nevertheless, small and medium-sized enterprises (MNEs) often encounter more challenges in acquiring resources and expanding capacities than larger corporations (Xie, 2014). Collaborative efforts among firms can provide the necessary resources for internationalization endeavors (Sternad, 2013). According to the Resource-Based View (RBV) theory, establishing inter-organizational relationships can assist small and medium-sized enterprises (MNEs) in acquiring tangible and intangible resources, thereby enhancing their existing resource base and positively influencing their performance (Rice, 2012).

Export operations frequently establish partnerships between enterprises and foreign intermediaries, with independent export channels being the predominant method (Dimitratos, 2003). These channels offer advantages such as reduced costs and investments, access to information about foreign markets and clients, economies of scale, negotiating expertise, and specialization in products/markets that individual exporters may need assistance to access (Suwannarat, 2016). However, independent export channels also involve the delegation of decision-making and responsibility for tasks related to logistics, sales, marketing, and service activities (Madsen, 2012).

The existence of downstream interactions as a distinct avenue for exporting implies that the services provided by intermediaries possess an intangible quality, resulting in heightened reliance, exposure to risk, susceptibility, and reduced influence for the central company (Gordon, 1993). The establishment and implementation of monitoring and coordination protocols among parties involved in inter-firm partnerships play a crucial role in integrating resources and capabilities (Ramon, 2017). The efficient management of resources dedicated to internationalization can be facilitated through the collaboration of management control systems (MCSs), leading to a favorable influence on export processes (Gomez, 2018). In recent years, there has been a growing recognition of the need to broaden the scope of management accounting and control to encompass sales and marketing responsibilities and enhance interaction with the marketing domain (Löning, 2000). Empirical data from studies in the accounting literature have demonstrated variations in the use of management control systems and the information sought by managers operating in the distribution and marketing sectors, susceptible to outsourcing within a downstream connection (Chenhall, 2003).

According to recent research in the resource-based view (RBV), it is contended that lasting competitive advantage can only be attained when a business has resources that are concurrently valued, uncommon, imperfectly imitable, and exploitable by its organizational structure (Kozlenkova, 2004). The success and continued existence of startups and smaller businesses depend on their ability to export some of their products and services overseas. However, there needs to be more knowledge of the human resources and population of small, privately held companies. Some businesses are not cut out for international trade; they serve local customers. Despite this, there is an increasing realization that more information is required (McDougall, 1994).

Inherent uncertainties and risks accompany virtually all irreversible resource commitment choices (Cano & Cruz, 2002), necessitating project risk management as an essential component for every project-driven company. However, distinct practices have evolved for different organizational roles, leading to a narrow, compliance-focused perspective. This deviation contradicts the purpose of project risk management, which is to strike a fair balance between the expenses of avoiding disaster and the benefits of taking precautions. Since the effects of risks cannot be reduced to a single metric—whether it involves an increase in costs, a lag in production, a lack of raw materials, or an accident—developing vertically integrated risk management methods poses a significant challenge. Capturing the implications of risk management is challenging due to these effects representing varied tactical goals for different operations (Garvey, 2009).

Ramamurti (2004) delves into the fundamental issues that drive corporate strategy in international business (IB) and developing economies. Two common schools of thought attempt to address these questions: the industry-based approach, maintaining that external environmental factors are the primary drivers of strategy and performance, and the resource-based view, positing that internal organizational factors are more crucial. The origins of these ideas lie in strategic management, with research in IB shedding light on these concerns due to the intimate relationship between IB and strategy. Critics of these perspectives point out that they assume institutions as a "background," even though institutions set the stage for competition among the sectors and enterprises analyzed. Therefore, IB studies should contribute to answering these fundamental concerns.

Empirical evidence from Multinational Enterprises (MNEs) can support the development of a marketing model that incorporates Resource-Based View (RBV) and risk management in emerging economies. This integration holds far-reaching effects in terms of improving competitiveness, reducing risk exposure, expanding scholarly understanding, informing policy decisions, and fostering long-term economic growth. This study introduces a holistic marketing framework for multinational corporations (MNEs) operating in developing markets. The framework integrates the principles of Resource-Based View (RBV) theory with efficient risk management tactics. The objective of this model is to leverage a business's unique resources and competencies to achieve a competitive advantage. Additionally, by incorporating risk management methods, multinational enterprises (MNEs) can effectively negotiate uncertainties and minimize possible hazards in developing economies.

Objective

This research aims to comprehensively investigate the interrelationships between Enterprise Risk Management (ERM) practices, competitive advantage, and organizational performance in multinational corporations (MNEs) operating within the context of developing countries. The study's objectives include:

1. To explore the Correlation Between ERM Practices and Organizational Success.
2. To examine the Relationship Between Competitive Advantage and ERM Practices.
3. To analyze the Association Between Company Performance and Competitive Edge.
4. To investigate the Mediating Role of Competitive Advantage in the Relationship Between ERM and Company Performance.

Literature Review

Resource-Based View (RBV)

The RBV theory's fundamental tenets are based on the idea that, especially in developing countries, a company's competitive advantage stems from the unique qualities of its resources and capabilities. This study aims to establish a connection between the Resource-Based View (RBV) and the discipline of project risk management. The suggested methodology relies on a causal network for projects, which enables both conceptual and data-intensive assessment of project risks, with a primary emphasis on financial implications. Risks may be more readily managed and described because of the framework's adaptability and its compatibility with numerous methodologies previously utilized in project management practices. Using actual project data, the study demonstrates these contributions. For better task, project, and organizational decision-making, this framework integrates risk descriptions at many levels of granularity and offers both structural and data-intensive risk assessment. This framework's most helpful aspect is how it can be incorporated into standard project management procedures with minimum extra information needs (Govan & Damnjanovic, 2016).

The Role of RBV in Inter-Organizational Export

One such theoretical framework is the Resource-Based View (RBV), which looks at an organization's strengths and weaknesses to gauge competitive advantage and performance. This work extends the export management literature by including dynamic capabilities, considering interactions between resources and capabilities, and drawing on perspectives from other academic disciplines. Synergistic effects formed by combinations of exporting enterprises' assets and individuals' skill sets are vital for developing competitive advantage. The ultimate sources of competitive advantage are the resources available inside an organization. Physical assets, operational size, financial assets, and the firm's expertise in export market operations are the four categories of competitive resources identified by Kaleka. The majority of essential resources benefit many performance dimensions for continuously functioning export enterprises, as determined by Kaleka (2012) in an inter-organizational setting. This point of view helps us comprehend the intricate system of overseeing export routes and internationalization.

RBT in international marketing

Research using RBT is most common in the field of organizational behavior, but it is also widely used in the field of international marketing. Foreign trade, entering new markets, and increasing product availability are significant concerns in this field. Researchers in the management field have found that RBT is useful for examining two objectives of market expansion: entering new markets to reap benefits from current resources and creating new resources that may benefit both new and existing markets (Barney & Hesterly, 2012). However, this strategy carries some risk since it presumes that assets that performed well in one market would do so in another. In Germany, for instance, locals overwhelmingly favored independent grocers over Wal-Mart once the latter chain expanded there. Research in the international sphere needs to pay more attention to the opportunity to learn how to leverage expansion to create new resources to determine whether current resources and tactics lead to a desired performance in new markets (Kaleka, 2011).

Resource intangibility

The potential of intangible resources like brand and relational assets and knowledge-producing skills to meet VRIO standards and enhance a firm's Strategic Cost Analysis (SCA) is giving them more relevance in marketing. Because of their intangible nature, it may be expensive or time-consuming to recreate or update these assets. There are several benefits to having close connections, such as increased cooperation, willingness to take risks, and openness to new ideas (Aaker & Joachimsthaler, 2000). Intangible market-based resources are becoming more critical due to long-term trends, including the transition from a product-to-service economy and the relevance of intangible knowledge resources (Central Intelligence Agency, 2012). Customers worried about making the right choice while considering potential service providers may rest easier knowing that a company with relational solid and brand resources is behind them (Orr et al., 2011). Knowledge-based services increase the importance of intangible knowledge resources (Amaral & Parker, 2008). When businesses outsource their production and design processes, their SCA moves to the front end, where they can better use intangible assets like their brands, customer connections, and market intuition. Outsourcing companies may stand out from the competition with the help of a strong brand and win over more consumers with the help of solid relationships with those customers (Day, 2011).

Risk Management in Emerging Economies

Multinational corporations (MNCs) operating in emerging economies need robust risk management methods due to the higher uncertainty and risk inherent in these markets. The last 15 years have seen substantial changes in risk management, with most new approaches tailored to significant institutions in mature financial markets. This research aims to solve the problem of inadequate data that plagues many smaller organizations in developing economies. The study presents enhanced historical simulation, a novel approach integrating data from several marketplaces to understand a developing industry better. The idea behind this approach is that considering many markets allows one to focus on the universal characteristics of developing market economies while filtering out the specifics of every given one. An example is the value-at-risk (VaR) estimation in the Cyprus and Athens stock markets. Numerical experiments reveal that although conventional models under-estimate hazards, including additional information significantly improves estimate accuracy. According to the study, enterprise risk management is still in its infancy for institutions in developing countries, and although there are many mature strategies in established markets, they only sometimes work in the emerging market setting. Risk management challenges in developed markets are not insurmountable, but they will need innovation, ingenuity, and patience (Cyprus International Institute of Management, Cyprus et al., 2006).

Resource-based Advantages

This research questions the assumption that resource-based advantages are applicable in every country by claiming that variations in national institutional settings diminish their usefulness. The authors hypothesize that strategic choices in an international setting may be better explained by including the moderating impact of the national institutional environment from a resource-based viewpoint. Better subsidiary performance is also predicted by choices made using a model that considers both viewpoints. The findings imply that resource-based advantages seem context-specific in an international environment and that businesses may make strategic choices that increase foreign subsidiary performance by considering country-specific contextual impacts on the value of these advantages. By analyzing resource-based advantages in a global setting, this research adds to the existing literature. It lends credence to the idea that the worth of such advantages varies depending on factors such as the specifics of each country's institutional environment (Brouthers et al., 2008).

Hypothesis

H1: Organizational success is strongly correlated with ERM practices.

H2: Competitive advantage is strongly correlated with ERM practices.

H3: A company's performance is strongly correlated with its competitive edge.

H4: Effective Risk Management (ERM) and Company Performance are Connected via Competitive Advantage.

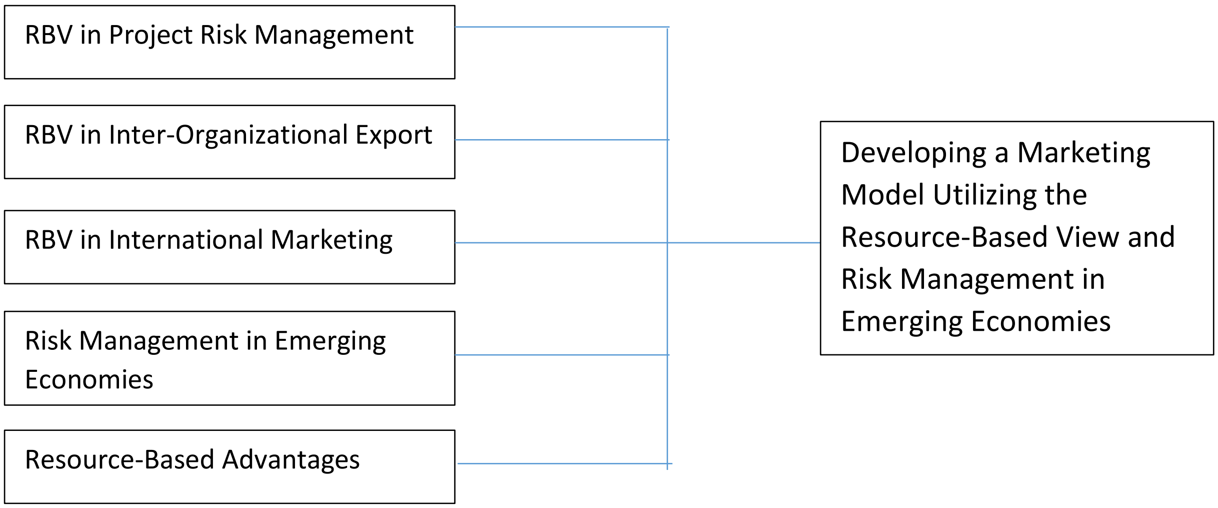

Figure 1 Conceptual Framework

Materials and Methods

Data Sampling

Data from multinational corporations was gathered using a standardized questionnaire. Since there is no universally accepted definition of MNEs, we limited our survey to companies that met the criteria of MNEs provided by India's Small and Medium Enterprises Development Agency (SMEDA). I approached the business owners and upper management since they are responsible for the companies' long-term success and strategic direction. There were 500 surveys sent out, and 336 responses were collected. Due to erroneous information provided in several surveys, they were not included in the final tally. The usable response rate was 60.8%, with 304 replies received. Table 1 displays the data collected from the participating companies. Trading companies much outnumber those in any other industry, followed by manufacturers and service providers. Most businesses had between 20 and 50 workers, while just 70 employed 101 and 250 people. The sample also makes it evident that most of the companies in the sample are very new.

Table 1 Organizational Profile

	Frequency	Percentage
Firms		
Manufacturing	109	**35.9**
Trading	119	**39.1**
Services	76	**25.0**
Capacity		
20–50 employees	121	**39.8**
51–100 employees	113	**37.2**
101–250 employees	70	**23.0**
Age		
10 years and less	115	**37.8**
11–20 years	110	**36.9**
21 and above years	79	**26.0**
Total	**304**	**100**

Measuring Enterprise Risk Management Practices

Various metrics have been employed to assess Enterprise Risk Management (ERM) processes. In the context of multinational enterprises, it becomes crucial to evaluate significant risk elements. Consequently, the ERM practices were gauged using the 6-item scale developed by Sax and Torp (2015). Protocols for implementing risk-mitigation strategies were established, exemplifying the parameters considered.

Competitive Advantage

Porter's (1980) competitive strategy often serves as a surrogate for competitive advantage, encompassing cost leadership and distinctiveness. We utilized metrics from previous research (Su et al., 2017) and applied Porter's techniques to ascertain a competitive edge. The total of 8 items included 4 from the differentiation strategy, such as "We took great efforts in building a strong brand name, and nobody could easily copy that," and four from the cost leadership strategy, such as "Our economy of scale enabled us to achieve a cost advantage."

Financial Literacy

Reliable financial literacy indicators involve questions about inflation, interest rates, and future value. Managers of Small and Medium-sized Enterprises (SMEs) must be adept at handling financial matters, necessitating more accurate metrics associated with MNEs. We employed 13 items verified in previous research by Bongomin et al. (2017) in the SME sector to assess the financial literacy of a senior management team. For instance, a statement reads, "The company can accurately calculate interest rates on my loan payments," utilizing a 5-point Likert scale ranging from strongly disagreeing (1) to strongly agreeing (5).

Enterprise Performance

Due to a lack of financial data, self-reported measurements become essential in assessing the success of MNEs. Managers were asked to evaluate their success over the preceding three years, utilizing metrics like Return On Equity (ROE) and Return On Assets (ROA). Adapted from Kantur (2016), four items related to financial performance and four related to non-financial performance were used. Metrics included return on equity, return on assets, return on investment, as well as customer happiness, employee contentment, and employee loyalty. A 5-point Likert scale measured from one extreme decrease to another extreme improvement.

Control Variables

To mitigate the risk of obtaining misleading findings, business size, age, and industry were adjusted. Manufacturing, trade, and services formed distinct groups in this research, while company size and age were directly evaluated in models. After analyzing potential differences, each group was compared to the others, yielding no discernible variation in outcomes. Consequently, accounting for the industry's influence was deemed essential in this analysis.

Data Analyses

To delve into the matter, we utilized AMOS's Confirmatory Factor Analysis (CFA) and structural models. Table 2 presents the results of several validity checks, along with descriptive data from the SPSS (Statistical Package for the Social Sciences) analysis. All elements in the table exhibit mean values exceeding three and standard deviations (SDs) greater than 0.40. The data are considered average, as neither skewness nor kurtosis values surpass the ±2 threshold advocated by George and Mallery (2010).

Results

Descriptive Statistics

The table presents descriptive statistics for various variables related to project risk management and resource-based view measures. The data is based on a sample size (N) of 304. The table provides key descriptive statistics for each variable, including the minimum, maximum, mean.

Table 2 Descriptive Statistics to project risk management and resource-based view measures.

N = 304

	Minimum	Maximum	Mean	SD	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
erm1	2	5	3.76	0.539	−0.623	0.140	0.685	0.279
erm2	2	5	3.71	0.508	−0.782	0.140	0.177	0.279
erm3	2	5	3.75	0.511	−0.749	0.140	0.594	0.279
erm4	2	5	3.72	0.538	−0.741	0.140	0.536	0.279
erm5	2	5	3.78	0.515	−0.846	0.140	1.210	0.279
erm6	2	5	3.71	0.547	−0.651	0.140	0.413	0.279
ca1	2	5	3.69	0.531	−0.261	0.140	−0.506	0.279
ca2	2	5	3.69	0.528	−0.421	0.140	−0.264	0.279
ca3	2	5	3.70	0.527	−0.435	0.140	−0.237	0.279
ca4	2	5	3.69	0.522	−0.340	0.140	−0.481	0.279
ca5	2	5	3.72	0.519	−0.518	0.140	−0.057	0.279
ca6	2	5	3.73	0.507	−0.485	0.140	−0.183	0.279
ca7	2	5	3.71	0.529	−0.420	0.140	−0.156	0.279
ca8	2	5	3.71	0.508	−0.478	0.140	−0.343	0.279
fl1	2	5	3.70	0.505	−0.500	0.140	−0.447	0.279

	Minimum	Maximum	Mean	SD	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
fl2	2	5	3.76	0.492	−0.608	0.140	0.152	0.279
fl3	2	5	3.77	0.509	−0.459	0.140	0.159	0.279
fl4	2	5	3.73	0.499	−0.561	0.140	−0.150	0.279
fl5	2	5	3.77	0.482	−0.705	0.140	0.263	0.279
fl6	2	5	3.76	0.494	−0.594	0.140	0.110	0.279
fl7	2	5	3.73	0.507	−0.485	0.140	−0.183	0.279
fl8	2	5	3.78	0.488	−0.628	0.140	0.397	0.279
fl9	2	5	3.72	0.513	−0.431	0.140	−0.304	0.279
fl10	2	5	3.77	0.487	−0.651	0.140	0.286	0.279
fl11	2	5	3.68	0.513	−0.417	0.140	−0.601	0.279
fl12	2	5	3.83	0.442	−1.008	0.140	1.524	0.279
f13	2	5	3.73	0.515	−0.414	0.140	−0.214	0.279
fp1	2	5	3.83	0.424	−1.228	0.140	1.836	0.279
fp2	2	5	3.79	0.476	−0.738	0.140	0.594	0.279

Project Risk Management (erm): The mean values for various aspects of project risk management (erm1 to erm6) indicate a consistent level of risk perception across the sampled projects. Skewness and kurtosis statistics suggest a generally symmetrical distribution, albeit with minor variations.

Resource Capabilities (ca): Resource capabilities (ca1 to ca8) showcase a nuanced pattern, emphasizing the diverse nature of resources within the projects. Skewness and kurtosis statistics provide insights into the distributional characteristics of these resource variables. Financial Implications (fl and fp): Variables related to financial implications (fl1 to fl12 and fp1 to fp8) exhibit varying levels of skewness and kurtosis, highlighting the multifaceted nature of financial risks associated with different projects.

The findings from this study contribute to the understanding of how RBV can be integrated into project risk management practices. The descriptive statistics provide a foundation for further analyses, such as regression modeling, to explore the causal relationships between RBV and project outcomes. In practical terms, the study suggests that organizations in developing countries should pay attention to the unique qualities of their resources and capabilities when managing project risks. The framework developed in this study offers a flexible and adaptable approach that can be seamlessly integrated into existing project management procedures.

In conclusion, this research sheds light on the intersection of Resource-Based View theory and project risk management, with a specific focus on a developing country context. The descriptive statistics provided in Table 2 offer a comprehensive snapshot of the key variables, paving the way for more in-depth analyses. The implications of this study extend to practitioners in project management, emphasizing the need for a nuanced understanding of resource dynamics in mitigating project risks.

As a researcher in social sciences, this work contributes to the broader discourse on organizational behavior, resource management, and risk mitigation in the context of developing economies. Future research avenues may explore longitudinal studies and qualitative approaches to further enrich our understanding of the intricate relationships between resources, capabilities, and project outcomes in diverse organizational settings.

Confirmatory Factor Analysis

The examination of standardized factor loading, validity, and reliability for variables and concepts was conducted through Confirmatory Factor Analysis (CFA). Two items were eliminated from financial literacy due to low factor loading, resulting in the measurement model presented in Figure 1, where each item is associated with its respective constructs and factor loading. To address the covariance between error components of a few redundant variables, researchers identified viable model fits. According to Hair et al. (2010) and Hu and Bentler (1999), a chi-squared statistic less than 3 indicates a satisfactory model fit, and the obtained value of 2.04 is deemed acceptable. Recommended by Hair et al. (2010) and Hu & Bentler (1999), a model with a Goodness of Fit Index (GFI) of 0.84, an Adjusted Goodness of Fit Index (AGFI) of 0.81, and a Normative Fit Index (NFI) of 0.88 is considered adequate. Additionally, as proposed by Hair et al. (2010) and Hu and Bentler (1999), RMR = 0.012 and RMSEA = 0.059 provided respectable results.

Convergent validity was assessed in this research (refer to Table 3) to ensure that the items sufficiently explained variation in the targeted domains. Following the criteria set by Hair et al. (2010) and Hu and Bentler (1999), all constructs exhibited convergent validity above 0.50, ensuring an adequate Average Variance Extracted (AVE). The study adhered to the suggestion of Hair et al. (2010) that discriminant validity values should exceed 0.70 for all components. Internal consistency of the constructs was also evaluated by examining the composite reliability (see Table 3). Across the board, acceptable Composite Reliability (CR) was achieved, meeting the criterion set by Nunnally and Bernstein (1994) that CR values should surpass 0.70 to be considered satisfactory. Researchers proceeded to utilize a structural model to validate their assumptions.

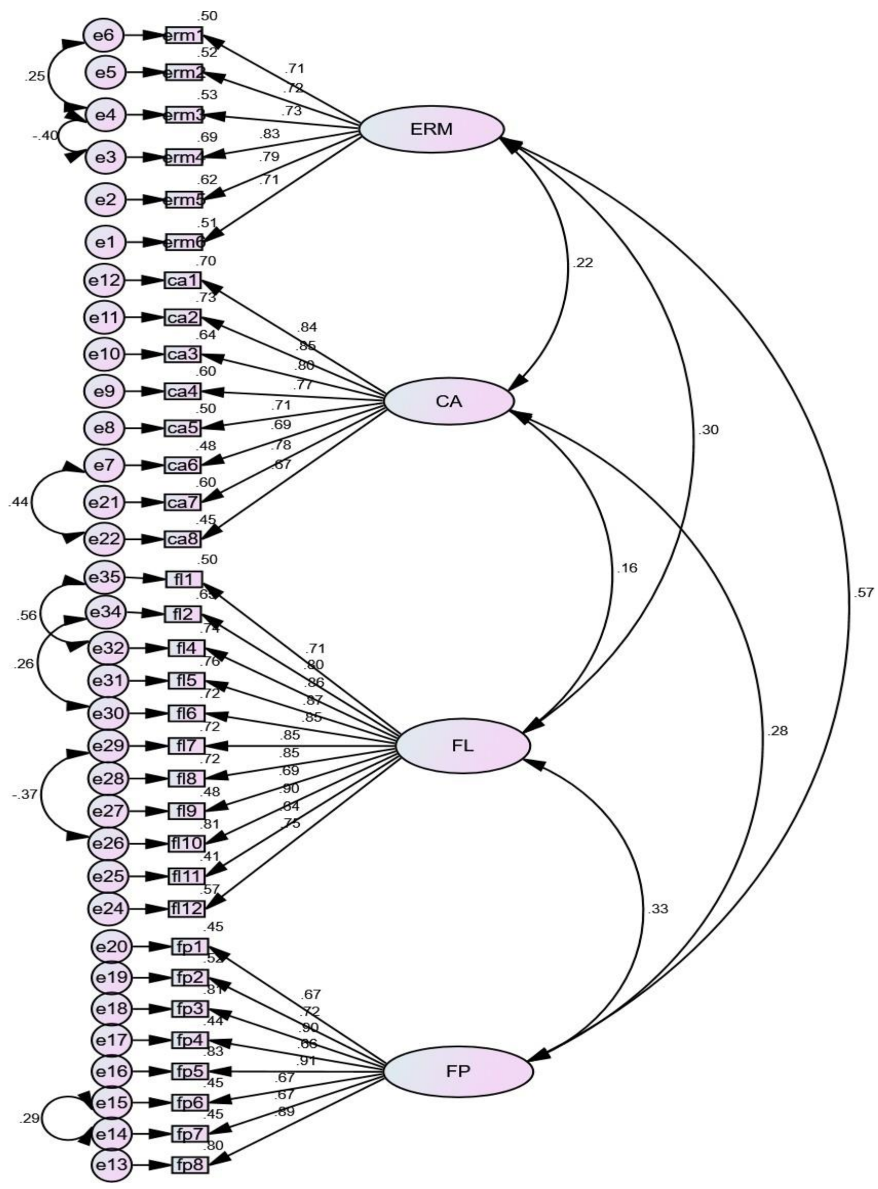

Figure 2 Measurement Model

Correlation Analysis

Pearson correlation was used in this research using SPSS to examine the connection between the variables. The Pearson correlation values give the presented hypotheses first support. Table 4 displays the findings. The results show a positive correlation between ERM and CA ($r = 0.319$, $p < 0.01$), a positive correlation between CA and firm performance ($r = 0.302$, $p < 0.01$), and a significant relationship between ERM and firm performance ($r = 0.606$, $p < 0.01$).

Table 3 Validity and reliability, as well as factor loadings

	Estimate	AVE	AVE	CR
Enterprise Risk Management		0.56	0.75	0.88
erm6	0.714			
erm5	0.789			
erm4	0.831			
erm3	0.728			
erm2	0.720			
erm1	0.708			
Competitive Advantage		0.59	0.77	0.92
ca8	0.672			
ca7	0.778			
ca6	0.694			
ca5	0.705			
ca4	0.773			
ca3	0.798			
ca2	0.854			
ca1	0.837			
Financial Literacy		0.64	0.80	0.95
fl12	0.752			
fl11	0.642			
fl10	0.902			
fl9	0.693			
fl8	0.849			
fl7	0.851			
fl6	0.847			
fl5	0.871			
fl4	0.862			

	Estimate	AVE	AVE	CR
fl2	0.803			
fl1	0.710			
Firm Performance		0.59	0.77	0.92
fp8	0.893			
fp7	0.670			
fp6	0.670			
fp5	0.910			
fp4	0.661			
fp3	0.899			
fp2	0.718			
fp1	0.669			

Note: AVE = Average Variance Extracted, CR = Composite Reliability, erm1 = enterprise risk management question 1, ca1 = competitive advantage question 1, fl1 = financial literacy question 1, fp1 = firm performance question 1.

Table 4 Correlation Coefficient

	Size	Age	ERM	CA	FL	FP
Size	1					
Age	0.113 *	1				
ERM	0.245 **	0.291 **	1			
CA	0.055	0.140 *	0.234 **	1		
FL	0.158 **	0.126 *	0.319 **	0.168 **	1	
FP	0.389 **	0.444 **	0.606 **	0.302 **	0.341 **	1

Note: * Significant at the 0.05 level (2-tailed). ** Significant at the 0.01 level (2-tailed). ERM = Enterprise Risk Management, CA = Competitive Advantage, FL = Financial Literacy, FP = Firm Performance.

Common Method Bias

Data collection from a single source and at the same time from the same respondent may result in Common Method Bias (CMB; Podsakoff & Organ, 1986). Since this information was gathered via a questionnaire filled out by the same respondent simultaneously, correlated missing values (CMB) may be possible. We use SPSS to run Harmon's One Factor test to investigate the possibility of CMB. Our findings showing that the first component accounts for less than 50% of the variation, at 31.00%, provide further evidence that CMB is absent in our data. To further determine the existence of CMB, we examined the role of a latent component in the measurement model. CMB is not present in the data, as shown by the findings.

Discussion

Organizational success is strongly correlated with ERM practices

The results from Table 4 indicate a positive correlation between ERM and firm performance ($r = 0.606$, $p < 0.01$), providing substantial support for H1. This finding aligns with the existing literature (Florio & Leoni, 2017; Zou & Hassan, 2017), emphasizing the importance of ERM strategies for multinational enterprises (MNEs) operating in various countries. The positive impact of established rules and ERM processes on the performance of MNEs is consistent with the notion that effective risk management is essential for outperforming competitors in today's market.Motivated by the rising literature on ERM in MNEs, this research investigated the impact of ERM practices on MNE performance through mediating and moderating effects of competitive advantage and financial literacy. We gathered data from multinational corporations active in developing countries. Our research found support for H1, arguing that ERM policies do have a substantial effect on the performance of MNEs operating in many countries. Florio and Leoni (2017) studied globally successful companies and found that those with established rules and ERM processes fared the best. As a result, multinational corporations need to concentrate on risk mitigation strategies to outperform their rivals in today's market (Callahan & Soileau, 2017; Florio and Leoni, 2017). Our findings provide credence to the claims made by Zou and Hassan (2017), who suggested that ERM techniques have a materially favorable impact on the performance of multinational firms in developing countries.

Competitive advantage is strongly correlated with ERM practice

The study reveals a positive correlation between ERM practices and competitive advantage ($r = 0.319$, $p < 0.01$), supporting H2. This result is consistent with the findings of Meidell and Kaarbé (2017) and Yilmaz and Flouris (2017), suggesting that ERM helps reduce costs associated with business operations, raw material acquisition, and distribution. The impact of ERM on corporate strategy, as indicated by Soltanizadeh et al. (2016), further reinforces the link between ERM practices and competitive advantage. Consistent with H2, we discovered that ERM procedures considerably impacted CA. This is consistent with what Meidell and Kaarbé (2017) found: ERM helps cut down on costs associated with running the business, acquiring raw materials, and distributing finished goods. Similarly, Yilmaz and Flouris (2017) argued that ERM techniques help multinational corporations undercut the competition by reducing the cost of their goods and services. Our research supports the claims of Soltanizadeh et al. (2016), who suggested that ERM substantially impacts corporate strategy. Our findings confirmed that CA significantly affects company performance, crediting the study's third hypothesis.

A company's performance is strongly correlated with its competitive edge

The positive correlation between competitive advantage and firm performance ($r = 0.302$, $p < 0.01$) supports H3. This finding validates Anwar's (2018) conclusion that competitive advantage is a critical factor contributing to the efficiency of MNEs. Additionally, Parnell et al.'s (2015) proposition that a dominant market position leads to increased profitability aligns with the demonstrated relationship between competitive advantage and firm performance.Our research confirmed Anwar's (2018) conclusion that CA is a critical component that boosts the efficiency of MNEs. Similarly, Parnell et al. (2015) proposed that a company's profitability increases when it achieves and maintains a dominant market position.

Effective Risk Management (ERM) and Company Performance are Connected via Competitive Advantage

The study provides support for H4, indicating that competitive advantage mediates the relationship between ERM and firm performance. The impact of ERM on firm performance is more pronounced when mediated through competitive advantage. This finding aligns with Chang et al.'s (2015) assertion that ERM facilitates superior performance rather than directly leading to a competitive position. It contradicts Wang et al.'s (2010) suggestion that ERM first reduces costs and then improves the performance of multinational enterprises. H4 of our research is supported by the results of the study, which show that CA does mediate the connection between ERM and firm performance. We find that ERM has a more significant impact on firm performance than on competitive advantage. Our findings support Chang et al.'s (2015) claim that ERM does not significantly lead a firm to gain a competitive position but rather facilities a firm to gain superior performance, in contrast to Wang et al.'s (2010) contention that ERM first reduces the cost and then improves the performance of multination enterprises.

Limitations and Future Research Directions

While this research makes several significant additions to the field, it does have several shortcomings that might be addressed in follow-up investigations. We zeroed in on MNEs operating in the developing world, which may need to be a better proxy for developing and developed economies. Because of this, the model may be used in both developing and advanced economies. In addition, academics are urged to compare developing and advanced economies to glean more meaningful findings. Ludin et al. (2017) advise expanding this research to big enterprises to understand better the connection between CEO traits, audit activities, and risk management. Future research may explore the mediator between ERM practices and business performance, as we did by examining the influence of financial literacy between ERM and CA. To reveal how ERM offers cost-based and differentiation-based competitive advantage, further study is required to evaluate the mediating function of each competitive strategy, such as cost leadership and differentiation strategies.

Conclusion

The research shows that ERM procedures significantly affect the success of CA and MNEs operating in many countries. Financial literacy considerably moderates the link between ERM procedures and the performance of multinational corporations via CA as a partial mediator. Formal ERM processes and financial education for senior management are essential for CA and outstanding performance in emerging economies like Pakistan. Gaining a sustainable competitive position in dynamic markets is well suited to the ERM framework, and financially literate owners and managers may boost profits even in market volatility. In order for MNEs to succeed in developing countries, this study provides a blueprint for doing so. It stresses the significance of adaptation, market-specific characteristics, and risk management techniques aligned with available resources. The findings of this study may be used as a springboard for further investigation and policymaking in this critical area. The research results provide multinational corporations with a comprehensive marketing strategy that promotes competitiveness and sustainability as they negotiate the challenges of developing markets. The results of this study contribute to the growing literature on ERM in MNEs, emphasizing the significant impact of ERM practices on organizational success, competitive advantage, and overall firm performance in the context of developing countries. The mediation effect of competitive advantage sheds light on the nuanced relationship between ERM, competitive positioning, and performance outcomes for multinational corporations.

Suggestions

Suggestions for the Public and Business Community

1. Shareholders should demand transparency in risk management practices.
2. Investors should evaluate firms based on ERM maturity and governance standards.
3. Educational institutions should integrate ERM and financial literacy into business curricula to prepare future leaders.

Directions for Future Research

To expand understanding in this area, future studies may consider:

1. Cross-Country Comparative Studies Comparative analysis between emerging and developed economies could clarify contextual differences in ERM effectiveness.
2. Longitudinal Research Designs Future research could adopt longitudinal methods to examine how ERM maturity influences firm performance over time.
3. Industry-Specific Investigations Sector-based studies (e.g., banking, manufacturing, technology) may reveal industry-level differences in ERM implementation and outcomes.

Declaration of Interests

The authors, Yuang-Shiang Chao and Wann Yih Wu, declare that they have no financial or non-financial interests that could be perceived as influencing the research presented in the paper titled "Developing a Marketing Model Utilizing the Resource-Based View and Risk Management in Emerging Economies: Insights from Multinational Corporations."

Ethical Considerations

The research adheres to ethical principles and standards. The authors conducted the study with integrity and transparency, ensuring the accuracy and reliability of the findings. The study respects the intellectual property rights of others, and proper citations and references have been provided. The research design and methodologies comply with ethical guidelines, and the privacy and confidentiality of participants and entities involved have been safeguarded.

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Definition of Conflicts of Interest

In the context of this study, the authors declare that they have no conflicts of interest, be they financial or non-financial, that could compromise the integrity or impartiality of the research. The study was conducted with a commitment to academic rigor and impartiality.

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