

How to Cite:

Dhanabhakya, M., & Joseph, E. (2022). Digital permissive management for aggregate and sustainable development of the employees. *International Journal of Health Sciences*, 6(S1), 9481–9489. <https://doi.org/10.53730/ijhs.v6nS1.7162>

Digital permissive management for aggregate and sustainable development of the employees

DR. M. Dhanabhakya

Professor and Dean Department of Commerce Bharathiar University

Emil Joseph*

Ph.D. scholar Department of commerce Bharathiar University

* Corresponding author

Abstract--Today, the word digital permissive management is increasingly available in a wide range of discussions: at home, working, at school, and in society. Aware of the climate we live in, everybody is searching for the best answers to tackle issues emerging from human fulfilment. The board for maintainable advancement occurs as an interaction by which associations use each of their assets and work on their authoritative and mechanical turn of events to meet current and future human and social necessities. Just in this manner is it conceivable to work on personal satisfaction. So that, reasonable improvement is perceived as individuals focused. We have an exceptional worry about social, social, and monetary aspects, where people can grow together. At the same time, individual and hierarchical exercises can be carried out simultaneously without obliterating the current variety and intricacy of the environmental framework wherein we live. This paper centres around the impact of easy administration procedures like work-life, ability, and information on the executives, efficiency, and total advancement of the representatives.

Keywords---Digital Sustainable development, HRM politics and follows, progressions management, sustainable milieu, corporate social responsibility, ability and information management, guidance skills, global management and productivity, assortment management, innovation and sustainable management, quality of work-life, quality control.

Introduction

Because of a developing natural emergency and significant social imbalances in the worldwide turn of events, present-day culture has taken on maintainable

advancement as the primary improvement model with evident "activity direction power" Akinada, F. (2017). In this paper, we will utilise the terms maintainable turn of events and maintainability reciprocally as equivalent words, albeit once in a while, a qualification is offered insignificance. Despite the apparent unclearness and "interpretive adaptability", economic improvement incorporates a pretty much stable arrangement of characterising attributes that must continuously be regarded regardless of the view one takes. Gives a meta-point of view, these qualities standards - or rules of activity - can be characterised that encapsulate and address feasible improvement the main changes required: value (alludes to equity/value in the manner in which we create and incorporates between/intra-generational value) which does not endanger the capacity of future and present ages to live in their necessities/desires), interspecies reasonableness (natural stewardship that alludes to the endurance of different species on an equivalent reason for human endurance), topographical decency (worldwide obligation in a feeling of shared however separated liability), and procedural decency (vote based and participatory administration); (2) elements (practical) advancement is a course of progress because the climate and society are continually changing, implying vulnerabilities and dangers that require a prudent methodology); (3) reconciliation (of the different manageability standards in an amicable manner to accommodate advancement targets with ecological goals); and (4) normativity (supportable advancement is a social build and essentially sums to settling on regularising choices and decisions, which are at last in light of the qualities we keep up with about how we grow, presently and later on) (Iverson, A. M. 2016). A few partners miss the mark concerning its common sense execution regardless of different political responsibilities and the prominence of the supportability talk.

Regarding tending to the execution hole - the hole between words/talk and activities/execution - manageable advancement ought to be viewed as a dynamic methodology because at the core of each activity lies a choice (Olurudara, M.C. 2014). We contend that Sustainability Evaluation (SA) and Sustainability Indicators (SI) are choice help devices that can assume a significant part in such a technique by tending to three difficulties: understanding, data organising, and impact. Be that as it may, the inborn all-encompassing and multi-layered nature of supportable improvement with vulnerabilities and dangers makes appraisal and estimation complex. It is no fortuitous event that various researchers talk about "estimating the tremendous". The rich discussion and writing show that, mainly since the 1990s, highly significant and frequently encouraging SA and SI endeavours have been made. Notwithstanding, assuming SA and SI and as needs are the manageability change are to be advanced, better SA and SI rehearses and a more extensive common perspective is required (Anyago, R.O. 2017). The connection between ability the executives and advancement the board is likewise compatible in nature (Sowmya, G., and Dhanabhakym, M.,2021). The appropriate utilization of advancement the board and ability the executives bring about mental agreement of representatives (Dhanabhakym, M., and Sowmya, G, 2020).The creators trust that information on and capacity to make and adapt to problematic advancement is basic for corporate life span, particularly for firms working in a quick evolving climate. It is hard to deal with the obstruction of workers related with changing a current innovation (Dhanabhakym, M., and Monish P., 2019). In the long run it might prompts work burnout of representatives ((Dhanabhakym, M., and Mufliha S., 2016). The constraint of

ability the board can really be overwhelmed with a legitimate advancement the executives set up (Dhanabhakyam, M., and Sowmya, G., 2018). A favorable to inventive methodology by the administration towards development might lift the representative confidence level and contribute significantly to the association's intensity (Dhanabhakyam, M., and N. Shreejaa, 2018). Any conversation of business venture might be inadequate without reference to one of its center ideas: vulnerability. Labor force, as of late should be more deft to answer rapidly and successfully with every one of the dubious and problematic imaginative changes occurring in the business climate (Elanthi, M. B., and Dhanabhakyam, M., 2021). Business venture research makes a differentiation between 'risk', which is measurable and understandable, and 'Knightian vulnerability' (or genuine vulnerability), which is limitless and mysterious (Miller, 2007). The thoughts of ability the executives and advancement the board really coincide in an association (Dhanabhakyam, M., and Sowmya, G. 2018). SMEs are vital participants in the worldwide scene, particularly in arising economies. As indicated by the World Bank, SMEs represent 90% of organizations and over half of occupations. SMEs all over the planet center around administrations, which are described by low access expenses and low asset necessities. Be that as it may, there is likewise a huge variety of SMEs because of various economic situations. (Dhanabhakyam, M., and Emil Joseph 2021). SMEs assumes a significant part in manageable turn of events (Dhanabhakyam, M., and Monish P., 2021). Development and opposition is viewed as one of the significant wellspring of worker complaints (Dhanabhakyam, M., and Monish P., 2018).

Research Methodology

For this study, a descriptive research method is used. All the data are obtained from the employees of reputed firms through the questionnaire issue. For the analysis, 222 valid respondents are used. The things remembered for the poll were gotten from the questionnaire. The inquiries' unwavering quality, legitimacy, and alterations were differentiated and checked. The vote was planned as Google and internet-based connect for the study was shared through email and WhatsApp to reach the more significant part of the workers to gather essential data.

Objectives

- To find out the difference in opinion on perception towards permissive management.
- To find out the relationship between satisfaction level and permissive management.
- To find out the impact on the work commitment of employees by permissive management.
- To evaluate the mediation role of permissive management on employees' satisfaction level and work commitment.

Hypothesis

- There is no significant difference between work experience and perception towards permissive management.

- H01 There is no significant relationship between satisfaction level and permissive management.
- H01 There is no impact on the work commitment of employees by permissive management
- H01 There is no mediation role of permissive management on employees' satisfaction level and work commitment.

CFA Model of Permissive Management

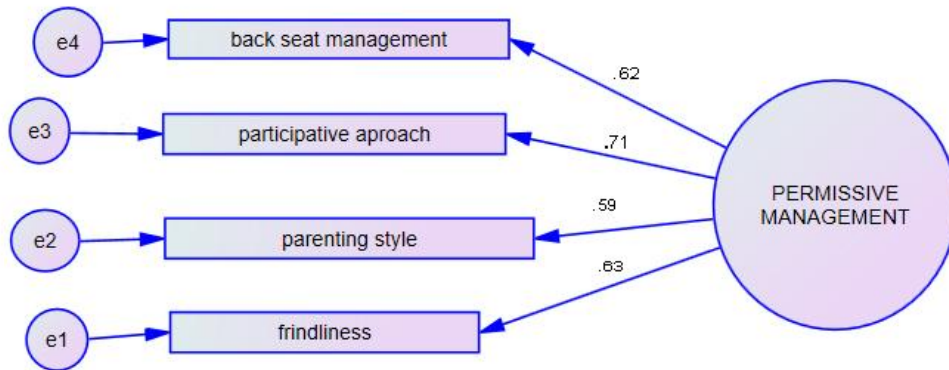


Table 1
Result of the goodness of fit test for Permissive Management

Indices	CMIN/df	P	GFI	AGFI	NFI	TLI	CFI	RMSEA	RMR	AVE
model Value	2.123	.345	.973	.954	.925	.922	.985	.019	.002	0.89
Recommend d Value	<3.0	>0.05	>0.90	>0.90	>0.90	>0.90	>0.95	<0.05	<0.05	>0.50

CFA model for Permissive administration created a decent model fit with records of GFI = .973, AGFI = .954, NFI = .954, TLI = .922, CFI = .985, RMSEA = .019, RMR = .002, chi-square = 41.261, CMIN/df = 2.123 and Probability level (p esteem) = .345. Normal Variance Explained (AVE) of lenient administration is more than 0.5 that shows the build has the intermingling legitimacy. It is reasoned that the variables stacked lenient administration is over the suggested level and accordingly the idea affirms unidimensionality.

Different opinions of employees on permissive management based on their experience-ANOVA

There is no significant difference between work experience and perception towards permissive management.

ANOVA
Perception of employees

	df	Mean Square	F	Sig.
Between Groups	1	3.492	.361	.347
Within Groups	220	.796		
Total	221			

*. The mean difference is significant at the 0.05 level.

The above table displays the effects of Anova, which tests the premise that there is no significant difference between employees' experience towards permissive management. The considerable value is more significant than 0.05, so the null hypothesis is believed. It is concluded that all employees accept a permissive regime even if they have higher experience or lower experience.

Finding how permissive management is related to the satisfaction level of employees

There is no significant relationship between satisfaction level and permissive management.

Correlations

		Permissive management	satisfaction level
Permissive management	Pearson Correlation	1	.886**
	Sig. (2-tailed)		.000
	N	222	220
Satisfaction level	Pearson Correlation	.886**	1
	Sig. (2-tailed)	.000	
	N	222	222

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

The table above examines the relationship between satisfaction level and permissive management. To check the supposition, the researcher pursues the assistance of Pearson's correlation. The results of the correlation approximately that there is a high correlation between the satisfaction level of employees and permissive management, as per the result, the correlation value is .886 at .000 level of significance since the significant value is less than 0.05, the null hypothesis is rejected and concludes that there is a high relationship between permissive management and satisfaction level of employees.

Impact of permissive management on work commitment of employees

Ho There is no impact on work commitment of employees by permissive management

Table 5.41
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.923 ^a	.851	.836	2.67527	1.532

a. Predictors: (Constant), Permissive management

b. Dependent Variable: Satisfaction Level

Table 5.42
ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	158.591	2	79.295	697.477	.000 ^b
	Residual	25.571	219	0.1167		
	Total	184.162	221			

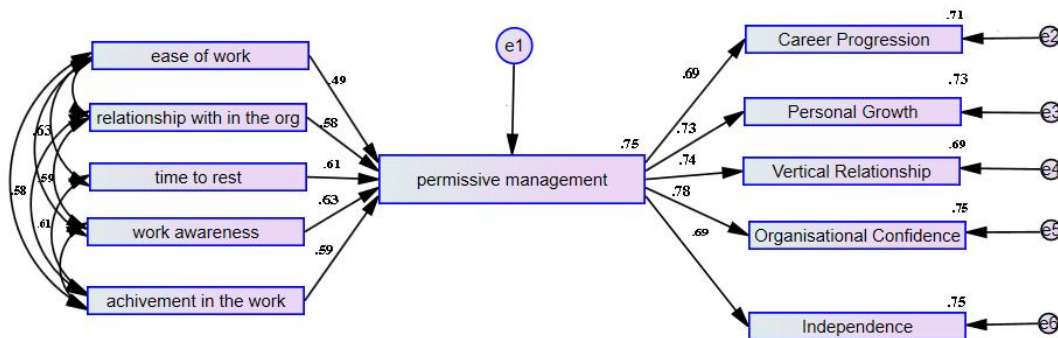
a. Predictors: (Constant), Digitalization

b. Dependent Variable: Satisfaction Level

The above table shows the impact caused by digitalization on the satisfaction level of the employees in digitalised firms. To find out the effect of digitalisation, regression is used. The R-value and R² value are satisfied. The adjusted R² values say that if an additional variable adds to the independent variable digitalisation, it will reflect an 85% change in the dependent variable that, is satisfaction level. The significance of the Beta value is established with the help of 't' statistics. As per the result, the statistics are significant since the 'p-value is less than 0.05; thus, the regression model is essential. Since the p-value is less than 0.05, the null hypothesis there is no impact on impact on satisfaction level by digitalisation is rejected, and the alternate view is accepted. The standardised coefficient value is also high. Thus, it shows a high mark. The issues of multicollinearity and autocorrelation are checked with the help of respective values. The result of the regression says that digitalisation is influencing the firm's employees to increase their satisfaction in the workplace so that the level of satisfaction also depends on the level of digitalisation in the firm.

SEM for the mediating effect of permissive management on employees' satisfaction level and work commitment.

H01 There is no mediation role of permissive management on employees' satisfaction level and work commitment.



Results of Goodness of Fit Test for the mediating effect of digitalisation on satisfaction level and job awareness

Table 5.49

Indices	χ^2/df	P	GFI	AGFI	NFI	TLI	CFI	RMSEA	RMR
Model Value	1.234	.304	.997	.992	.995	.996	.972	.018	.024
Recommended Value	<3.0	>0.05	>0.90	>0.90	>0.90	>0.90	>0.95	<0.05	<0.05

SEM for the mediating effect of Permissive management on satisfaction level and work commitment formed a good model fit with acceptable indices of GFI = .997, AGFI = .992, NFI = .995, TLI = .996, CFI = .972, RMSEA = .019, RMR = .024, CMIN/df = 1.234 and Probability level (p value) = .304. This confirms that the available data set suitably fits into the suggested structural model and thus the null hypothesis is rejected.

The SE mashes the impact of the independent variable on dependent, it also shows all the four variables of work commitment have a good relation with permissive management. It is observed that the variables of work commitment explain .75 percentage of variances of permissive management. The mediating effect of permissive management on career progression is—71 percentage. The mediating effect of permissive management on personal growth is .73 per cent. The mediating impact of permissive management on vertical relationships is .69 per cent. The mediating impact of permissive control on organisational confidence is .75 per cent. The mediating impact of permissive management on independence is .75 percentage.

Conclusion

Digital Permissive management is a new concept in the present scenario of management practices, it is not only a profit-making management concept but also an encouraging team spirit concept. The results of the study strongly suggest that the role of permissive management is having a huge impact to increase the work commitment and the satisfaction level of the employees. It is not ending up there but it also focuses on the psychological aspects, which means through permissive management managers can handle the employees emotionally by giving them ample care and role in the active participative decision making.

Reference

- Elanthi, M. B., & Dhanabhakyaam, M. (2021). Agile Workforce a Post Pandemic Revival Plan for SMEs. In *Handbook of Research on Sustaining SMEs and Entrepreneurial Innovation in the Post-COVID-19 Era* (pp. 1-18). IGI Global.
- Eckhardt, J. T., & Shane, S. A. (2003). Opportunities and Entrepreneurship. *Journal of Management*, 29(3), 333-349.
- Monish, P. (2022). ROLE OF INNOVATIVE GRIEVANCE MANAGEMENT STRATEGIES ON WORKPLACE JUSTICE.
- Joseph, E., & Dhanabhakyaam, M. M. (2022). Role of Digitalization Post-Pandemic for Development of SMEs. In *Research Anthology on Business Continuity and Navigating Times of Crisis* (pp. 727-747). IGI Global.
- Gassmann, O., Enkel, E., & Chesbrough, H. (2017). The future of open innovation. *Research Technology Management*, 60(1), 35-38.
- Sowmya, G., & Dhanabhakyaam, M. (2021). How and why talent management matters during a pandemic?-The new challenges and the way ahead. *NOVYI MIR*, 6(4), 30-38.
- Dhanabhakyaam, M., & Sowmya, G. (2018). Operationalization of "talent" in indian it industry-An empirical approach. *International Journal of Management, IT and Engineering*, 8(12), 370-378.
- McMullen, J., & Shepherd, D. (2006). Entrepreneurial Action and the Role of Uncertainty in the Theory of Entrepreneur. *Academy of Management Review*, 31. <https://doi.org/10.5465/AMR.2006.19379628>
- Dhanabhakyaam, M., & Sowmya, G. (2018). Barriers of talent management in Indian it industry. *ZENITH International Journal of Multidisciplinary Research*, 8(12), 299-306.
- Dhanabhakyaam, M., & Monish, P. A Study of Employees Perception on Grievance Redressal Mechanism in Non Banking Financial Institutions in Kozhikode City.
- Miller, K. D. (2007). Risk and rationality in entrepreneurial processes. *Strategic Entrepreneurship Journal*, 1(1-2), 57-74. <https://doi.org/10.1002/sej.2>
- Dhanabhakyaam, M., & Sowmya, G. (2020). Moderating role of multigenerational differences between talent management practices and psychological contract of employees. *A Journal of Composition Theory*, 12(1), 676-681.
- Oliveira, P., & von Hippel, E. (2011). Users as service innovators: The case of banking services. *Research Policy*, 40(6), 806-818. <https://econpapers.repec.org/RePEc:eee:respol:v:40:y:2011:i:6:p:806-818>
- Monish, P., & Dhanabhakyaam, M. (2021). Sustainability Strategies for Developing SMEs and Entrepreneurship. In *Handbook of Research on Sustaining SMEs*

- and *Entrepreneurial Innovation in the Post-COVID-19 Era* (pp. 527-547). IGI Global.
- Sarasvathy, S. (2001). Causation and Effectuation: Toward a Theoretical Shift from. *Academy of Management Review*, 26(2), 243–263.
- Dhanabhakym, M., & Monish, P. (2021). Impact of Employee Grievance Identification Strategies on Job Performance with Special Reference to Info Park and Techno Park, Kerala. *Asian Journal of Managerial Science*, 10(1), 33-35.
- Surowiecki, J., & Silverman, M. (2007). The Wisdom of Crowds. *American Journal of Physics*, 75, 190–192. <https://doi.org/10.1119/1.2423042>
- Dhanabhakym, M., & Monish, P. (2019). IMPACT OF EMPLOYEE GRIEVANCE MANAGEMENT ON JOB COMMITMENT IN CYBER PARK KOZHICODE.
- Dhanabhakym, M., & Mufliha, S. (2016). Phases of job burnout in response to role stressors of private sector bank employees. *International Journal of Advanced Education and Research*, 1(9), 32-37.
- Dhanabhakym, M. (2022). Influence Of Pro-Innovation Management System On Employee Performance. *IJNRD-International Journal of Novel Research and Development (IJNRD)*, 7(3), 76-87.
- Dhanabhakym, M., & Joseph, E. (2022). Digitalization and Perception of Employee Satisfaction during Pandemic with Special Reference to Selected Academic Institutions in Higher Education. *Mediterranean Journal of Basic and Applied Sciences (MJBAS)*.