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Balancing Act: Maximizing Organizational Performance through Socio Technical Integration

Vibha Sharma[1], Dr. Manish Kumar Goyal[2]
Department of Computer Science, Vivekanand Global University, Sisyawas, NRI Road, Jagatpura, Jaipur (Rajasthan) - 303012 (India)

Abstract: ***In today's dynamic business environment, organizations strive to optimize performance by integrating socio-technical aspects effectively. This study employs quantitative analysis to investigate the relationship between socio-technical integration and organizational performance. With a sample of 240 respondents chosen via convenience sampling, hypotheses testing was conducted to explore this relationship. The findings reveal significant positive associations between socio-integration and organizational performance metrics, as well as between technical integration and organizational performance metrics. These results underscore the importance of striking a balance between social and technical elements to enhance organizational performance. This study contributes to understanding how socio-technical integration can be leveraged to maximize organizational effectiveness in contemporary workplaces.***
Keywords: Socio-Technical Integration, Organizational Performance, Sustainability, Organizational Culture.

I. INTRODUCTION

In the ever-evolving business landscape, organizations constantly seek innovative strategies to optimize their performance and maintain a competitive edge (Talib & Rahman, 2010; Upadhyay et al., 2022). Amidst this pursuit, socio- technical integration has emerged as a powerful framework that harmonizes an organization's complex interplay between social and technical elements. By intertwining human capabilities with technological systems, socio-technical integration offers a holistic approach to enhancing organizational effectiveness and efficiency (Assumpção et al., 2022; Gaurav Kumar Singh; Manish Dadhich, 2023). Traditionally, organizations focused solely on technical aspects such as processes, technology, and infrastructure to improve performance. However, this narrow perspective often neglects the crucial role of social dynamics, including organizational culture, teamwork, and employee engagement, which significantly influence organizational outcomes. Recognizing the interconnected nature of social and technical elements, socio-technical integration advocates for a balanced approach that leverages both human and technological resources synergistically (Marullo et al., 2024).

At its core, socio-technical integration emphasizes the importance of aligning technological systems with the organization's social context. This entails implementing advanced technologies and fostering a conducive environment that encourages collaboration, innovation, and continuous learning among employees. Organizations can unlock new productivity levels, agility, and resilience by integrating human insights, creativity, and problem-solving capabilities into technological solutions (Purohit et al., 2022). Moreover, socio- technical integration transcends traditional organizational silos by promoting cross-functional collaboration and knowledge sharing. Rather than viewing technology as a standalone entity, it is perceived as an enabler that complements and amplifies human capabilities across various departments and functions. This integrated approach fosters a culture of transparency, adaptability, and collective accountability, enabling organizations to respond effectively to dynamic market demands and disruptions (Singh & Dadhich, 2023).

Furthermore, socio-technical integration facilitates the optimization of processes and workflows by incorporating human-centered design principles. By actively involving end-users in the design and implementation of technological solutions, organizations can ensure that systems are intuitive, user-friendly, and aligned with the actual needs and preferences of employees. This user-centric approach not only enhances adoption rates but also fosters a sense of ownership and empowerment among employees, leading to higher levels of engagement and performance (Dadhich et al., 2023). In essence, socio-technical integration represents a paradigm shift in how organizations conceptualize and approach performance improvement. By bridging the gap between social and technical elements, organizations can create a harmonious ecosystem where technology serves as a catalyst for human potential and collaboration. Organizations can unlock new opportunities for innovation, growth, and sustainable competitive advantage through this integrated approach in today's rapidly evolving business landscape.

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II. REVIEW OF LITERATURE

Trist, E., & Bamforth, K. (2023) introduced socio- technical systems theory, which posits that the interaction between social and technical factors influences organizational performance. Trist and Bamforth emphasized the importance of aligning human and technological elements within organizations to achieve optimal outcomes. Their framework laid the groundwork for subsequent research on socio-technical integration.

Brown, J. S., & Duguid, P. (2022) explored the social dimensions of information technology (IT) within organizations. They argue that successful IT implementation requires more than technical proficiency; it also necessitates understanding social structures, informal networks, and knowledge-sharing practices. Organizations can leverage IT to enhance collaboration, learning, and innovation by integrating social and technical elements.

Zuboff, S. (2021) focused on technical solutions in management literature and advocates for a socio- technical perspective. She contends that effective management entails integrating human values, relationships, and organizational culture into technological innovations. By embracing socio- technical principles, organizations can create more humane workplaces and achieve sustainable performance improvements.

Hackman, J. R., & Oldham, G. R. (2021) delved into the design principles of effective work teams, emphasizing the interplay between social and technical factors. They highlight the importance of task interdependence, autonomy, and team composition in optimizing team performance. By considering social dynamics and technical requirements, organizations can create teams well-suited to their objectives and context.

Argyris, C., & Schön, D. A. (2022) presented a theory of organizational learning that integrates socio-technical elements into the learning process. They argue that effective learning requires addressing both social and technical dimensions, including organizational culture, feedback mechanisms, and shared mental models. Organizations can adapt and thrive in complex environments by fostering a learning environment that encompasses social interactions and technical innovations.

Pasmore, W., & Sherwood, J. (2014) introduced the concept of the new socio-economics, which emphasizes the integration of social and technical dimensions in organizational design and management. They advocate for a holistic approach considering the interdependencies between social, technological, and economic structures. Organizations can address contemporary challenges and create more resilient and sustainable business models by adopting a socio- technical systems perspective.

Sheehan, B., & Wood-Harper, T. (2019) conducted a meta-analysis to examine the impact of socio- technical systems on organizational productivity. Their study demonstrates that organizations embracing socio-technical principles tend to achieve higher levels of productivity and employee satisfaction than those focusing solely on technical interventions. By considering social and technical factors, organizations can create work environments that foster collaboration, innovation, and continuous improvement.

III. RESEARCH METHODOLOGY

This study adopts a quantitative research design to investigate the relationship between socio-technical integration and organizational performance (Dadhich, Manish, Shalendra Singh Rao, Renu Sharma, 2021). The research design involves surveying participants to gather data on socio- technical practices within their organizations and their perceived impact on performance.

1) *Sampling Technique:* The study utilizes a convenient sampling technique to select participants. A convenient sample consists of individuals who are readily accessible and willing to participate in the study. In this case, the researchers will distribute the survey to employees and managers within various organizations who have expressed interest in participating.
2) *Sample Size:* The study aims to collect responses from 240 participants. This sample size is determined based on considerations of feasibility, resources, and the desire to obtain a sufficiently large dataset for statistical analysis while ensuring the study's practicality and manageability.

A. Data Collection Instrument

The primary data collection instrument is an online survey administered via Google Forms. The survey is designed to gather information on socio- technical practices within organizations, including the integration of social and technical elements, organizational culture, teamwork, and perceived performance outcomes. The survey consists of both closed-ended and open-ended questions to capture a comprehensive range of perspectives.

1) *Data Collection Procedure:* Participants are invited to complete the survey through a variety of channels, including email invitations, social media announcements, and organizational communication channels. The survey is distributed with a cover letter explaining the purpose of the study, assuring confidentiality and anonymity, and providing instructions for completing the survey.

B. Data Analysis

Once data collection is complete, the collected responses are cleaned, coded, and entered into statistical analysis software. Descriptive statistics, such as means, frequencies, and percentages, Smart-PLS are used to summarize the data. Inferential statistical techniques, such as Smart- PLS analysis, are employed to examine the relationships between socio-technical integration and organizational performance measures.

1) *Dependent Variable:* Organizational Performance Metrics (e.g., productivity, innovation, employee satisfaction, overall effectiveness)
2) *Independent Variable:* Socio-Technical Integration (e.g., alignment of technological systems with organizational culture, teamwork, employee engagement)

By analyzing the relationship between these variables, this study aims to provide insights into the impact of socio-technical integration on organizational performance and inform the development of strategies to optimize integration efforts within organizations.

IV. OBJECTIVES OF THE STUDY

Explore the current level of socio-technical integration within organizations. Examine the perceived impact of socio-technical integration on organizational performance metrics. Identify barriers and facilitators of effective socio- technical integration initiatives. Provide actionable recommendations for optimizing socio-technical integration practices based on findings.

V. ANALYSIS AND DISCUSSION

Table 1 presents descriptive statistics on various factors relevant to socio-technical integration within an organization. The table illustrates the distribution of respondents across categories such as gender, age, income level, education level, awareness of socio-technical integration, and awareness of organizational performance metrics. Notably, the majority of respondents are male (75.00%), aged between 20-30 years (62.50%), with an income of less than 5 lakhs (70.80%), and hold graduate degrees (68.70%). Moreover, a high awareness level is observed regarding socio-technical integration (89.60%) and organizational performance metrics (93.70%). These findings provide valuable insights into respondents' demographic composition and awareness levels, aiding in understanding the readiness and receptiveness towards socio-technical integration initiatives within the organization.

Table 1: Descriptive Statistics

Factors	Classification	Freq.	%
Gender	Male	180	75.00
	Female Total	060	25.00
		240	100.00
Age	20-30	150	62.50
	30-50	050	20.80
	Above 50 Total	040	16.70
		240	100.00
Income	< 5 lakhs	170	70.80
	5-10 lakhs	050	20.80
	>10 lakhs Total	020	08.40
		240	100.00
Education Level	Graduate P.G.	165	68.70
	Professional Total	035	14.60
		040	16.60
		240	100.00
Awareness of Socio-Technical Integration	Yes No Total	215	89.60
		025	10.40
		240	100.00
Awareness of Organizational Performance Metrics	Yes No Total	225	93.70
		015	06.30
		240	100.00

Table 2 presents the reliability analysis results for three constructs: Socio Integration, Technical Integration, and Organizational Performance Metrics. The table includes three reliability measures: Cronbach's alpha, Average AVE, and CR. For Socio Integration, the Cronbach's alpha is 0.765, indicating good internal consistency, while the AVE is 0.509, suggesting that 50.9% of the variance in the observed variables is attributable to the construct. However, the CR value of 0.403 falls below the recommended threshold of 0.7, indicating some potential issues with reliability. Technical Integration demonstrates higher reliability, with a Cronbach's alpha of 0.880, AVE of 0.490, and CR of 0.528, all indicating satisfactory internal consistency and reliability. Organizational Performance Metrics exhibit moderate reliability, with a Cronbach's alpha of 0.686, AVE of 0.525, and CR of 0.622, suggesting acceptable internal consistency but room for improvement. These reliability measures provide insights into the consistency and robustness of the constructs, guiding further analysis and interpretation of the study findings.

Table 2: Reliability analysis

Constructs	Cron. alpha	AVE	CR
Socio Integration	0.765	0.509	0.403
Technical Integration	0.880	0.490	0.528
Organizational Performance Metrics	0.686	0.525	0.622

Table 3 displays the outcomes of a Fornell-Larcker analysis, which evaluates the discriminant validity of constructs by comparing the square root of the AVE for each construct with its correlations to other constructs. In this table, the diagonal values indicate the square root of the AVE for each construct, while the off-diagonal values show the correlations among the constructs. For instance, in the initial row, the square root of the AVE for Socio Integration (0.743) exceeds the correlation between Socio Integration and Technical Integration (0.685), as well as that between Socio Integration and Organizational Performance Metrics (0.812), suggesting the presence of discriminant validity.

Table 3: Fornell-Larcker Analysis

Constructs	SOI	TCI	OPM
Socio Integration	0.743		
Technical Integration	0.685	0.633	
Organizational Performance Metrics	0.812	0.780	0.725

In the second row, the square root of the AVE for Technical Integration (0.633) exceeds the correlation with Socio Integration (0.685), yet it is lower than the correlation with Organizational Performance Metrics (0.780), indicating the presence of discriminant validity. Moving to the third row, the square root of the AVE for Organizational Performance Metrics (0.725) surpasses the correlations with both Socio Integration (0.812) and Technical Integration (0.780), further illustrating discriminant validity for this construct. Therefore, these findings imply that the constructs possess sufficient discriminant validity and SEM structure, revealing that they assess different dimensions of the phenomenon being examined (refer to Figure 1).

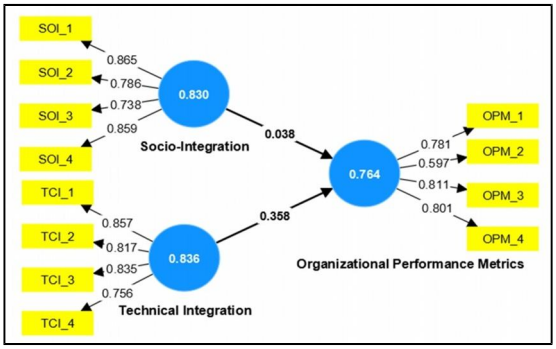


Fig. 1: SEM Framework for Organizational Performance Metrics

Table 4 presents the outcomes of testing the hypotheses regarding the connections between different constructs. It contains the Beta coefficient (B.stat.), mean (X mean), standard deviation (Sigma), Tistic (T-stat), and significance level (Sig for each hypothesis. In the case of the "Socio Integration → Organizational Performance Metrics," Beta coefficient stands at 0.451, by a T-statistic of .114 and a significance level of 0.000. This indicates a significant positive correlation between Socio Integration and Organizational Performance Metrics. Likewise, for the hypothesis "Technical Integration → Organizational Performance Metrics," the Beta coefficient is 0.309, with a T-statistic of 4.225 and a significance level of 0.001, which also suggests a significant positive relationship between Technical Integration and Organizational Performance Metrics. These results reinforce the hypotheses that both Socio Integration and Technical Integration have a favorable impact on Organizational Performance Metrics.

Table 4: Hypotheses Testing

Manifests	B. stat.	X mean	Sigma	T-stat	Sig.
Socio Integration → Organizatio nal Performanc e Metrics	0.451	0.218	0.195	5.114	0.000
Technical Integration → Organizatio nal Performanc e Metrics	0.309	0.225	0.255	4.225	0.001

These findings support the hypotheses that both Socio Integration and Technical Integration positively influence Organizational Performance Metrics.

A. Barriers and Facilitators of Effective Socio- Technical Integration

1) Resistance to Change: Resistance often stems from the discomfort associated with unfamiliar processes, tools, or roles. It's essential to address this by fostering a culture of openness, providing clear explanations of the reasons behind changes, and offering training and support to help employees adapt.
2) *Silos and Fragmentation:* Silos can result in duplicated efforts, miscommunication, and missed opportunities for synergy. Breaking down these barriers requires promoting cross-departmental collaboration, encouraging knowledge sharing, and establishing common goals that transcend individual silos.
3) *Lack of Leadership Support:* Without visible support from leadership, initiatives may struggle to gain legitimacy and resources. Leaders need to champion socio-technical integration efforts, allocate necessary resources, and actively engage with employees to reinforce the importance of the initiative.
4) *Cultural Misalignment:* Misalignment between the existing organizational culture and the desired outcomes of socio-technical integration can lead to resistance and conflict. Addressing cultural issues involves fostering a culture of trust, experimentation, and innovation, aligning values with the goals of the initiative, and promoting inclusivity and diversity.
5) *Skill Gaps:* Inadequate skills or knowledge among employees can hinder their ability to effectively utilize new technologies or adapt to changes. Providing comprehensive training programs, offering mentorship opportunities, and encouraging a growth mindset can help bridge skill gaps and build a workforce capable of thriving in a socio- technical environment.

B. Facilitators

1) *Clear Vision and Goals:* A well-defined vision and goals provide a sense of purpose and direction for socio-technical integration efforts, guiding decision-making, and resource allocation. Communicating these objectives clearly and regularly is essential to ensure alignment across the organization.
2) *Strong Communication:* Effective communication fosters understanding, collaboration, and alignment among stakeholders. Establishing open channels for feedback, providing regular updates on progress, and soliciting employee input can help create a culture of transparency and accountability.
3) *Cross-functional Teams:* Cross-functional teams bring diverse perspectives and expertise together, enabling comprehensive problem-solving and innovation. By leveraging the strengths of individuals from different backgrounds and disciplines, organizations can address complex socio-technical challenges more effectively.

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4) *Employee Involvement and Empowerment:* Involving employees in the decision-making process empowers them to contribute their insights, take ownership of initiatives, and become champions of change. Providing opportunities for participation, recognizing and rewarding contributions, and fostering a sense of ownership can increase engagement and commitment to the initiative.
5) *Continuous Learning and Adaptation:* The socio-technical landscape constantly evolves, requiring organizations to remain agile and adaptable. Encouraging a culture of continuous learning, experimentation, and adaptation enables organizations to stay ahead of the curve, identify emerging trends, and seize opportunities for innovation.
6) *Resource Allocation:* Adequate resources are essential for the successful implementation of socio-technical integration initiatives. Organizations must allocate sufficient budget, time, and personnel to support these efforts, prioritizing investments based on the initiative's potential impact and strategic importance.

Establishing clear metrics and mechanisms for gathering feedback enables organizations to track progress, identify areas for improvement, and make data-driven decisions. Regular performance reviews, employee surveys, and stakeholder interviews can provide valuable insights into the effectiveness of socio-technical integration initiatives and inform future strategies.

VI. IMPLICATIONS OF THE STUDY

Focusing on the significance of socio-technical integration allows organizations to potentially enhance productivity, spur innovation, and improve overall performance. Aligning social and technical aspects can result in more streamlined processes and superior outcomes. To adopt socio-technical integration, a shift in the organizational culture towards collaboration, transparency, and adaptability is essential. This change can lead to a more unified and resilient culture, fostering an environment ripe for innovation and ongoing improvement. Organizations that skillfully manage socio-technical integration can secure a competitive edge in the market. By strategically using human and technological resources, they can respond more effectively to shifts in the market, evolving customer needs, and competitive challenges. Socio-technical integration encourages employee participation in decision-making, fostering a sense of ownership and empowerment. This involvement can elevate employee engagement, enhance job satisfaction, and boost retention, which contributes positively to the organizational atmosphere. Embracing socio-technical integration not only bolsters short-term performance but also aids in achieving long-term sustainability. By aligning technological advancements with organizational values and goals, organizations can create a strong foundation for lasting success in a complex and ever-changing business landscape

VII. LIMITATIONS AND FUTURE SCOPE

Despite the valuable insights this study offers, several limitations deserve attention. Firstly, the use of a convenient sampling method could introduce bias, as participants might self-select based on their availability and interest, affecting the representativeness of the sample and limiting the generalizability of the conclusions. In addition, the reliance on self-reported survey data could result in response biases, such as social desirability or recall bias, thereby compromising the accuracy and reliability of the findings. The cross-sectional nature of the study provides only a brief glimpse into socio-technical integration practices and their impact on organizational performance at a particular moment, missing out on shifts and trends over time. Additionally, since perceptions of organizational performance are subjective, they may differ among participants and may not always correspond with objective performance metrics, introducing another layer of subjectivity to the analysis. To overcome these limitations and deepen the understanding of socio-technical integration, future research could explore multiple pathways. Longitudinal studies could provide insights into the durability and long-term effects of integration initiatives, following their development over time. Pairing quantitative surveys with qualitative methods, such as interviews or focus groups, would yield richer insights into the underlying factors and contextual elements that shape socio-technical integration within organizations. Furthermore, conducting comparative analyses across various industries, organizational sizes, and cultural contexts could shed light on differing integration strategies and their varying impacts on performance outcomes. Additionally, intervention studies and the application of advanced analytical techniques could generate evidence-based recommendations for enhancing integration and boosting organizational performance.

VIII. CONCLUSION

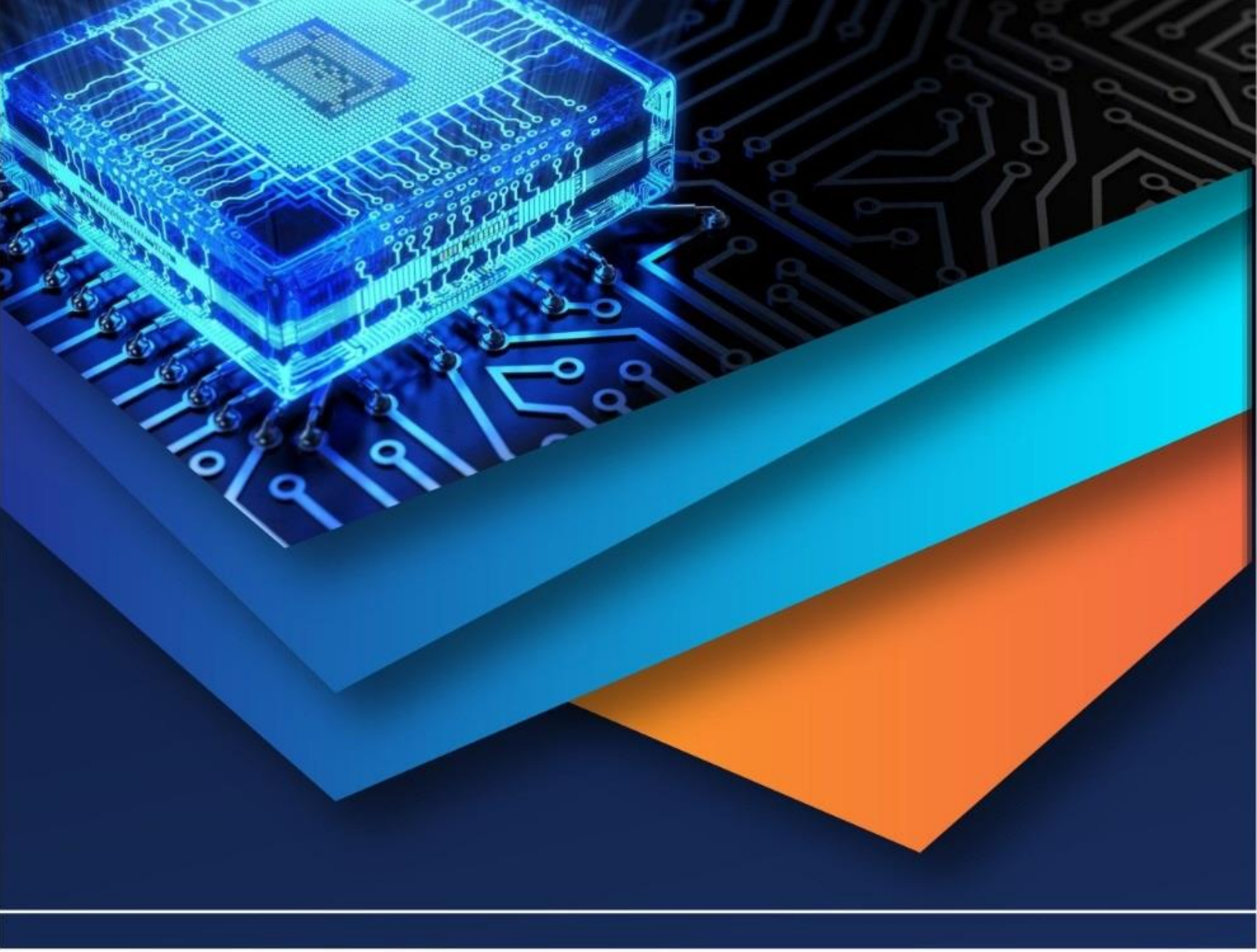
The study encapsulates a multifaceted approach to enhancing organizational effectiveness. While this study acknowledges its limitations, including sampling bias, reliance on self-reported data, and the cross-sectional nature of the research design, it also recognizes its potential implications and avenues for future exploration. By shedding light on the complexities of socio-technical integration and its impact on organizational performance, this study underscores the importance of cultivating a harmonious balance between social and technical elements within organizations

Moving forward, it is imperative to address these limitations and pursue future research endeavors that delve deeper into the dynamics of socio- technical integration. Longitudinal studies, qualitative methodologies, comparative analyses, intervention studies, and advanced analytics techniques offer promising avenues for advancing our understanding of integration strategies and their effects on organizational outcomes. By leveraging these approaches, researchers can contribute to developing evidence-based practices that optimize socio-technical integration and propel organizations towards sustained success in an ever- evolving business landscape. Ultimately, achieving a seamless integration of social and technical elements is key to unlocking organizational performance's full potential and fostering a culture of innovation, collaboration, and resilience.

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