

पेटेंट कार्यालय
शासकीय जर्नल

**OFFICIAL JOURNAL
OF
THE PATENT OFFICE**

निर्गमन सं. 28/2022
ISSUE NO. 28/2022

शुक्रवार
FRIDAY

दिनांक: 15/07/2022
DATE: 15/07/2022

पेटेंट कार्यालय का एक प्रकाशन
PUBLICATION OF THE PATENT OFFICE

(54) Title of the invention : A SYSTEM FOR MEDIATING EFFECTS OF ORGANIZATIONAL COMMUNICATION STYLES IN IMPROVING THE ORGANIZATIONAL PRODUCTIVITY

(51) International classification :G06Q0010060000, G06Q0010100000, A47F0005000000, G06Q0010000000,
 (86) International Application No :NA
 Filing Date :NA
 (87) International Publication No : NA
 (61) Patent of Addition to Application Number :NA
 Filing Date :NA
 (62) Divisional to Application Number :NA
 Filing Date :NA

(71)Name of Applicant :
1)Dr Archi Dubey
 Address of Applicant :Associate Professor, School of Business Studies, MATS UNIVERSITY, PANDRI, RAIPUR Pin: 493001 RAIPUR -----
2)Dr. Dipti Baghel
3)Dr.Ritesh Mishra
4)Dr. Sapna Sharma
5)Kaushik Samanta FICS
6)Dr. Dilip Kumar
7)Dr. M. Rajkumar
8)Dr.Sudha Vepa
9)Dr. Maitri
10)Dr.Rafiya
11)Dr TVSS Swathi
12)SRUTHI S
 Name of Applicant : NA
 Address of Applicant : NA
 (72)Name of Inventor :
1)Dr Archi Dubey
 Address of Applicant :Associate Professor, School of Business Studies, MATS UNIVERSITY, PANDRI, RAIPUR Pin: 493001 RAIPUR -----
2)Dr. Dipti Baghel
 Address of Applicant :Assistant Professor, Department of Commerce, Dr. Khoobchand Baghel Govt. PG College, Bhilai-3, Chhattisgarh Pin: 490025 DURG -----
3)Dr.Ritesh Mishra
 Address of Applicant :Associate professor & HOD Department of Education, DR.C.V. RAMAN, University, Kota, Bilaspur Pin: 495113 Bilaspur -----
4)Dr. Sapna Sharma
 Address of Applicant :Associate Professor, Department of Management Studies, Shri Shankaracharya Institute of Professional Management and Technology (SSIPMT), PO Sejbahar, Raipur. Pin: 492015 Raipur -----
5)Kaushik Samanta FICS
 Address of Applicant :Lecturer, Department of Engineering Technology and Science Higher Colleges of Technology, Abu Dhabi Men's Campus, Al Nayan, PO Box 25035, Abu Dhabi -----
6)Dr. Dilip Kumar
 Address of Applicant :Assistant Professor, Faculty of Management Studies, The ICFAI University, Jharkhand, Plot No. 2065, Daladali Chowk, Simalia, Near Ring Road, Ranchi, Jharkhand Pin: 835222 Ranchi -----
7)Dr. M. Rajkumar
 Address of Applicant :Associate Professor, Faculty of Management Studies, ICFAI University Jharkhand,Plot no. 2065, Daladali Chowk, Simalia, Near Ring Road, Ranchi, PIN 835222 Ranchi -----
8)Dr.Sudha Vepa
 Address of Applicant :Professor, Department of Business Management, University College of Commerce & Business Management, Osmania University, Hyderabad Pin: 500007 Hyderabad -----
9)Dr. Maitri
 Address of Applicant :Associate Professor, Department of Management, Graphic Era Deemed to be University Dehradun Pin:248002 Dehradun -----
10)Dr.Rafiya
 Address of Applicant :Associate Professor, Dept of Economics Novel institute of Management, Bangalore Bangalore -----
11)Dr TVSS Swathi
 Address of Applicant :Assistant Professor, Department of Business & Management Studies,Seshadri Rao Gudlavalluru Engineering College, Seshadri Rao Knowledge Village, Gudlavalluru, Krishna Dt. Pin: 521356 Krishna -----
12)SRUTHI S
 Address of Applicant :Assistant Professor, Department of Commerce, Gregorian College of Advanced Studies, Trivandrum Trivandrum -----

(57) Abstract :

The present invention provides the mediating effects of organizational communication styles in improving the organizational productivity. This invention shows the direct and indirect effects of transformational leadership style, public service motivation, and organizational citizenship behaviour (OCB) on public organization performance. When employees perceived that a public organization is practicing a transformational leadership style (TLS), they are likely to have a favourable view on the performance of their organization, but the effect is indirect and mediated by OCB. At the same time, if employees have a strong desire to serve and improve the welfare of others, they are likely to perform beyond their job requirements and thus, likely to express a positive view on the organizational performance. A structural equation modelling used to examine the perceptions of 1,016 public employees. The results suggest that Mexican public employees display OCB (extra role behaviours) that associated with a better public organizational performance. Accompanied Drawing [FIG. 1]

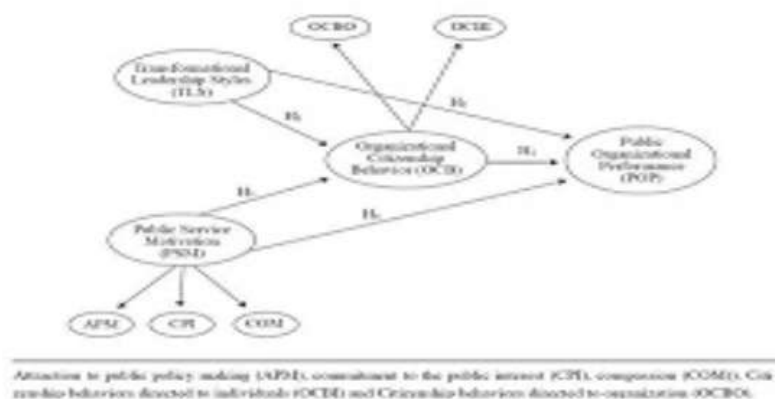







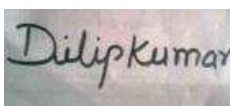
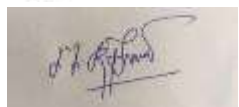
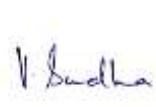


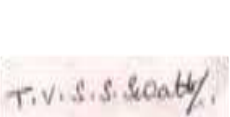






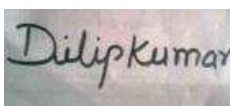
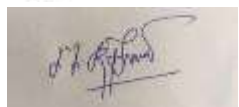
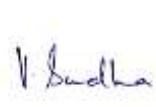


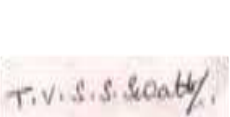






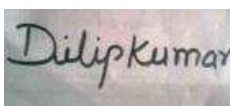
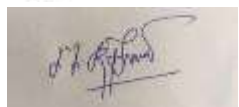
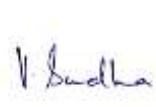


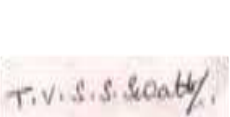

FIG. 1

No. of Pages : 28 No. of Claims : 5

FORM 1 THE PATENTS ACT 1970 (39 of 1970) and THE PATENTS RULES, 2003 APPLICATION FOR GRANT OF PATENT (See section 7, 54 and 135 and sub-rule (1) of rule 20)				(FOR OFFICE USE ONLY)	
				Application No.	
				Filing date:	
				Amount of Fee paid:	
				CBR No:	
				Signature:	
1. APPLICANT'S REFERENCE / IDENTIFICATION NO. (AS ALLOTTED BY OFFICE)					
2. TYPE OF APPLICATION [Please tick (✓) at the appropriate category]					
Ordinary (✓)		Convention ()		PCT-NP ()	
Divisional ()	Patent of Addition ()	Divisional ()	Patent of Addition ()	Divisional ()	Patent of Addition ()
3A. APPLICANT(S)					
Name in Full		Nationality	Country of Residence	Address of the Applicant	
1. Dr Archi Dubey		Indian	India	Associate Professor, School of Business Studies, MATS UNIVERSITY, PANDRI, RAIPUR Pin: 493001	
2. Dr. Dipti Baghel		Indian	India	Assistant Professor, Department of Commerce, Dr. Khoobchand Baghel Govt. PG College, Bhilai-3, Chhattisgarh Pin: 490025	
3. Dr.Ritesh Mishra		Indian	India	Associate professor & HOD Department of Education, DR.C.V. RAMAN, University, Kota, Bilaspur Pin: 495113	
4. Dr. Sapna Sharma		Indian	India	Associate Professor, Department of Management Studies. Shri Shankaracharya Institute of Professional Management and Technology (SSIPMT), PO Sejbahar, Raipur.	

			Pin: 492015	
5. Kaushik Samanta FICS	Indian	UAE	Lecturer, Department of Engineering Technology and Science Higher Colleges of Technology, Abu Dhabi Men's Campus, Al Nayan, PO Box 25035, Abu Dhabi	
6. Dr. Dilip Kumar	Indian	India	Assistant Professor, Faculty of Management Studies, The ICFAI University, Jharkhand, Plot No. 2065, Daladali Chowk, Simalia, Near Ring Road, Ranchi, Jharkhand Pin: 835222	
7. Dr. M. Rajkumar	Indian	India	Associate Professor, Faculty of Management Studies. ICFAI University Jharkhand, Plot no. 2065, Daladali Chowk, Simalia, Near Ring Road, Ranchi, PIN 835222	
8. Dr. Sudha Vepa	Indian	India	Professor, Department of Business Management. University College of Commerce & Business Management, Osmania University, Hyderabad Pin: 500007	
9. Dr Maitri	Indian	India	Associate Professor, Department of Management, Graphic Era Deemed to be University Dehradun Pin: 248002	
10. Dr. Rafiya	Indian	India	Associate Professor, Dept of Economics Novel Institute of Management, Bangalore	
11. Dr TVSS Swathi	Indian	India	Assistant Professor, Department of Business & Management Studies, Seshadri Rao Gudlavalleru Engineering College, Seshadri Rao Knowledge Village, Gudlavalleru, Krishna Dt. Pin: 521356	
12. SRUTHI S	Indian	India	Assistant Professor, Department of Commerce, Gregorian College of Advanced Studies, Trivandrum	
3B. CATEGORY OF APPLICANT [Please tick (✓) at the appropriate category]				
Natural Person (✓)		Other than Natural Person		
		Small Entity ()	Startup ()	Others ()
4. INVENTOR(S) [Please tick (✓) at the appropriate category]				

Are all the inventor(s) same as the applicant(s) named above?	Yes (✓)	No ()
If “No”, furnish the details of the inventor(s)		
Name in Full	Nationality	Country of Residence
Same as Applicant		
5. TITLE OF THE INVENTION		
“A SYSTEM FOR MEDIATING EFFECTS OF ORGANIZATIONAL COMMUNICATION STYLES IN IMPROVING THE ORGANIZATIONAL PRODUCTIVITY”		
6. AUTHORISED REGISTERED PATENT AGENT(S)	IN/PA No.	
	Name	
	Mobile No.	
7. ADDRESS FOR SERVICE OF APPLICANT IN INDIA	Name	Dr Archi Dubey
	Postal Address	Associate Professor, School of Business Studies, MATS UNIVERSITY, PANDRI, RAIPUR Pin: 493001
	Telephone No.	
	Mobile No.	7000891412
	Fax No.	
	E-mail ID	archidubey3103@gmail.com
8. IN CASE OF APPLICATION CLAIMING PRIORITY OF APPLICATION FILED IN-CONVENTION COUNTRY, PARTICULARS OF CONVENTION APPLICATION		
Country	Application Number	Filing date
9. IN CASE OF PCT NATIONAL PHASE APPLICATION, PARTICULARS OF INTERNATIONAL APPLICATION FILED UNDER PATENT CO-OPERATION TREATY (PCT)		
International application number		International filing date
10. IN CASE OF DIVISIONAL APPLICATION FILED UNDER SECTION 16, PARTICULARS OF ORIGINAL (FIRST) APPLICATION		
Original (first) application No.		Date of filing of original (first) application
11. IN CASE OF PATENT OF ADDITION FILED UNDER SECTION 54, PARTICULARS		

OF MAIN APPLICATION OR PATENT																											
Main application/patent No.	Date of filing of main application																										
12. DECLARATIONS																											
(i) Declaration by the inventor(s) <p>(In case the applicant is an assignee: the inventor(s) may sign herein below or the applicant may upload the assignment or enclose the assignment with this application for patent or send the assignment by post/electronic transmission duly authenticated within the prescribed period).</p> <p>I/We, the above named inventor(s) is/are the true & first inventor(s) for this Invention and declare that the applicant(s) herein is/are my/our assignee or legal representative.</p> <p>(a) Date 28/06/2022</p> <table border="1"> <thead> <tr> <th>(b) Name</th> <th>(c) Signature</th> </tr> </thead> <tbody> <tr> <td>1. Dr Archi Dubey</td> <td></td> </tr> <tr> <td>2. Dr. Dipti Baghel</td> <td></td> </tr> <tr> <td>3. Dr.Ritesh Mishra</td> <td></td> </tr> <tr> <td>4. Dr. Sapna Sharma</td> <td></td> </tr> <tr> <td>5. Kaushik Samanta FICS</td> <td></td> </tr> <tr> <td>6. Dr. Dilip Kumar</td> <td></td> </tr> <tr> <td>7. Dr. M. Rajkumar</td> <td></td> </tr> <tr> <td>8. Dr.Sudha Vepa</td> <td></td> </tr> <tr> <td>9. Dr Maitri</td> <td></td> </tr> <tr> <td>10. Dr.Rafiya</td> <td></td> </tr> <tr> <td>11. Dr TVSS Swathi</td> <td></td> </tr> <tr> <td>12. SRUTHI S</td> <td></td> </tr> </tbody> </table>		(b) Name	(c) Signature	1. Dr Archi Dubey		2. Dr. Dipti Baghel		3. Dr.Ritesh Mishra		4. Dr. Sapna Sharma		5. Kaushik Samanta FICS		6. Dr. Dilip Kumar		7. Dr. M. Rajkumar		8. Dr.Sudha Vepa		9. Dr Maitri		10. Dr.Rafiya		11. Dr TVSS Swathi		12. SRUTHI S	
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12. SRUTHI S																											
(ii) Declaration by the applicant(s) in the convention country <p>(In case the applicant in India is different than the applicant in the convention country: the applicant in the convention country may sign herein below or applicant in India may upload the assignment from the applicant in the convention country or enclose the said assignment with this application for patent or send the assignment by post/electronic transmission duly authenticated within the prescribed period)</p> <p>I/We, the applicant(s) in the convention country declare that the applicant(s) herein is/are my/our assignee or legal representative.</p> <p>(a) Date</p> <p>(b) Signature(s)</p> <p>(c) Name(s) of the signatory</p>																											
(iii) Declaration by the applicant(s) <p>I/We the applicant(s) hereby declare(s) that: -</p>																											

- ☐ ~~I am/ We are in possession of the above-mentioned invention.~~
- ☐ ~~The provisional/complete specification relating to the invention is filed with this application.~~
- ☐ ~~The invention as disclosed in the specification uses the biological material from India and the necessary permission from the competent authority shall be submitted by me/us before the grant of patent to me/us.~~
- ☐ ~~There is no lawful ground of objection(s) to the grant of the Patent to me/us.~~
- ☐ ~~I am/we are the true & first inventor(s).~~
- ☐ ~~I am/we are the assignee or legal representative of true & first inventor(s).~~
- ☐ ~~The application or each of the applications, particulars of which are given in Paragraph-8, was the first application in convention country/countries in respect of my/our invention(s).~~
- ☐ ~~I/We claim the priority from the above mentioned application(s) filed in convention country/countries and state that no application for protection in respect of the invention had been made in a convention country before that date by me/us or by any person from which I/We derive the title.~~
- ☐ ~~My/our application in India is based on international application under Patent Cooperation Treaty (PCT) as mentioned in Paragraph-9.~~
- ☐ ~~The application is divided out of my /our application particulars of which is given in Paragraph-10 and pray that this application may be treated as deemed to have been filed on DD/MM/YYYY under section 16 of the Act.~~
- ☐ ~~The said invention is an improvement in or modification of the invention particulars of which are given in Paragraph-11.~~

13. FOLLOWING ARE THE ATTACHMENTS WITH THE APPLICATION

(a) Form 2

Item	Details	Fee	Remarks
Complete/ Provisional specification) #	No. of pages: 23		
No. of Claim(s)	No. of claims: 05 No. of pages: 02		
Abstract	No. of pages: 01		
No. of Drawing(s)	No. of drawings: 02 No. of pages: 02		

In case of a complete specification, if the applicant desires to adopt the drawings filed with his provisional specification as the drawings or part of the drawings for the complete specification under rule 13(4), the number of such pages filed with the provisional specification are

required to be mentioned here.

- (b) Complete specification (in conformation with the international application)/as amended before the International Preliminary Examination Authority (IPEA), as applicable (2 copies).
- (c) Sequence listing in electronic form
- (d) Drawings (in conformation with the international application)/as amended before the International Preliminary Examination Authority (IPEA), as applicable (2 copies).
- (e) Priority document(s) or a request to retrieve the priority document(s) from DAS (Digital Access Service) if the applicant had already requested the office of first filing to make the priority document(s) available to DAS.
- (f) Translation of priority document/Specification/International Search Report/International Preliminary Report on Patentability.
- (g) Statement and Undertaking on Form 3
- (h) Declaration of Inventorship on Form 5
- (i) Power of Authority

(j) **Total fee ₹.....in Cash/ Banker's Cheque /Bank Draft bearing No.....**

Date on Bank.

I/We hereby declare that to the best of my/our knowledge, information and belief the fact and matters slated herein are correct and I/We request that a patent may be granted to me/us for the said invention.

Dated this 28th day of June, 2022

Signature:



Name: Dr Archi Dubey et. al.

To,

The Controller of Patents

The Patent Office, at Mumbai

Note: -

- * Repeat boxes in case of more than one entry.
- * To be signed by the applicant(s) or by authorized registered patent agent otherwise where mentioned.
- * Tick (/)cross (x) whichever is applicable/not applicable in declaration in paragraph-12.
- * Name of the inventor and applicant should be given in full, family name in the beginning.
- * Strike out the portion which is/are not applicable.
- * For fee: See First Schedule";

FORM 2

THE PATENTS ACT, 1970

(39 of 1970)

&

The Patent Rules, 2003

COMPLETE SPECIFICATION

(See section 10 and rule 13)

TITLE OF THE INVENTION

**“A SYSTEM FOR MEDIATING EFFECTS OF ORGANIZATIONAL
COMMUNICATION STYLES IN IMPROVING THE ORGANIZATIONAL
PRODUCTIVITY”**

We, applicant(s)

NAME	NATIONALITY	ADDRESS
1. Dr Archi Dubey	INDIAN	Associate Professor, School of Business Studies, MATS UNIVERSITY, PANDRI, RAIPUR Pin: 493001
2. Dr. Dipti Baghel	INDIAN	Assistant Professor, Department of Commerce, Dr. Khoobchand Baghel Govt. PG College, Bhilai-3, Chhattisgarh Pin: 490025
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4. Dr. Sapna Sharma	INDIAN	Associate Professor, Department of Management Studies. Shri

		Shankaracharya Institute of Professional Management and Technology (SSIPMT), PO Sejbahar, Raipur. Pin: 492015
5. Kaushik Samanta FICS	INDIAN	Lecturer, Department of Engineering Technology and Science Higher Colleges of Technology, Abu Dhabi Men's Campus, Al Nayan, PO Box 25035, Abu Dhabi
6. Dr. Dilip Kumar	INDIAN	Assistant Professor, Faculty of Management Studies, The ICFAI University, Jharkhand, Plot No. 2065, Daladali Chowk, Simalia, Near Ring Road, Ranchi, Jharkhand Pin: 835222
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12. SRUTHI S	INDIAN	Assistant Professor, Department of Commerce, Gregorian College of Advanced Studies, Trivandrum

The following specification particularly describes the nature of the invention and the manner in which it is performed:

FIELD OF THE INVENTION

[001] The present invention relates to the field of the behaviours and perceptions of public employees regarding organizational performance. The invention more particularly relates to the mediating effects of organizational communication styles in improving the organizational productivity.

BACKGROUND OF THE INVENTION

[002] The following description provides the information that may be useful in understanding the present invention. It is not an admission that any of the information provided herein is prior art or relevant to the presently claimed invention, or that any publication specifically or implicitly referenced is prior art.

[003] An organizational citizenship behaviour (OCB), the concept is defined as "individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization" (Organ, 1988: 4). For example, assisting new co-workers to learn their new responsibilities helps to shape the organizational culture, which creates an atmosphere crucial for recruiting and retaining a resourceful workforce.

[004] However, the extent to which OCB can influence the working relations in a group and/or contribute to organizational performance is still not clear. For instance, suggests that, in the presence of self-serving motivators, OCB has a detrimental effect on group cohesion and thus the performance of a group. Employees may react negatively to coworkers who display OCB in order to impress the supervisor, causing others to become defensive. Such behaviors can also cause others to avoid interpersonal communication. Moreover, not

all contribute equally to the group, suggesting that OCB may have little effect on organization effectiveness. When employees voluntarily helped members of a group who are withholding efforts, OCB decreases organizational effectiveness. The problem is particularly acute if the helpers are distracting from performing their routine duties. Moreover, the causal effect of OCB is also not clear, i.e., the relationship can be spurious if groups with outstanding performance reported the use of OCB (even when the group did not perform OCBs) suggesting that members of outstanding performing groups tend to be those that help each other more than those in an underperforming groups.

[005] This invention makes a case that the behaviors and perceptions of public employees regarding organizational performance can be understood through their voluntary contributions to the functioning of their organization. It is argued that OCB can mediate the relationship between subjective constructs of organizational performance and the perceptions of employees regarding their leaders as well as their motivation to serve in the public sector. Leadership style matters because leaders can shape the environment in a workplace. The motivation to serve in the public sector also matters because individuals with a strong public service motivation tend to show higher levels of compassion, interest for the wellbeing of the community, and the expectation to sacrifice personal benefit for the wellbeing of others. And that, both variables have been considered as predictor for organizational performance. Additionally, as we mentioned earlier, OCB is considered to increase the performance within the organization. But also, leadership styles and motivation to serve the public are considered explanatory variables for OCB.

[006] Thus, we argued that OCB plays a mediator role between leadership styles, public service motivation and perceived organizational performance. To test the former theoretical framework we used the argument developed. Additionally, we used data reported by 1,016 public employees randomly selected from the three levels of government (i.e., Federal, State, and local) in Guadalajara metropolitan area (GMA). Data analysis was performed through the structural equation modeling (SEM) because it allows us to simultaneously calculate relationships among the involved constructs in the suggested model. Data analysis was executed with software SPSS 18 and AMOS (maximum likelihood estimation) 18.

[007] Accordingly, on the basis of aforesaid facts, there remains a need in the prior art to provide the mediating effects of organizational communication styles in improving the organizational productivity. Therefore, it would be useful and desirable to have a system, method, apparatus and interface to meet the above-mentioned needs.

SUMMARY OF THE PRESENT INVENTION

[008] The present invention provides the mediating effects of organizational communication styles in improving the organizational productivity.

[009] While much has been written about the importance of recruiting and retaining employees displaying voluntary and spontaneous actions, few have explored the mediating effect of citizenship behaviours on organizational performance. This invention examines the direct and indirect effects of transformational leadership style, public service motivation, and organizational citizenship behaviour (OCB) on public organization performance. When employees perceived that a public organization is

practicing a transformational leadership style (TLS), they are likely to have a favourable view on the performance of their organization, but the effect is indirect and mediated by OCB. At the same time, if employees have a strong desire to serve and improve the welfare of others, they are likely to perform beyond their job requirements and thus, likely to express a positive view on the organizational performance. A structural equation modelling was used to examine the perceptions of 1,016 public employees in the Guadalajara Metropolitan Area, Mexico. The results suggest that Mexican public employees display OCB (extra role behaviours) that will be associated with a better public organizational performance because of the higher levels of PSM (public service motivation). TLS are also associated to a better organizational performance as well as to perform OCBs.

[010] In this respect, before explaining at least one object of the invention in detail, it is to be understood that the invention is not limited in its application to the details of set of rules and to the arrangements of the various models set forth in the following description or illustrated in the drawings. The invention is capable of other objects and of being practiced and carried out in various ways, according to the need of that industry. Also, it is to be understood that the phraseology and terminology employed herein are for the purpose of description and should not be regarded as limiting.

[011] These together with other objects of the invention, along with the various features of novelty which characterize the invention, are pointed out with particularity in the disclosure. For a better understanding of the invention, its operating advantages and the specific objects attained by its uses, reference

should be made to the accompanying drawings and descriptive matter in which there are illustrated preferred embodiments of the invention.

BRIEF DESCRIPTION OF THE DRAWINGS

5 [012] The invention will be better understood and objects other than those set forth above will become apparent when consideration is given to the following detailed description thereof. Such description makes reference to the annexed drawings wherein:

[013] FIG. 1, illustrates a schematic diagram of Hypothesized Relationships, in accordance with an embodiment of the present invention.

10 [014] FIG. 2, illustrates a schematic diagram of Direct and Indirect Effects, in accordance with an embodiment of the present invention.

DETAILED DESCRIPTION OF THE INVENTION

[015] While the present invention is described herein by way of example using embodiments and illustrative drawings, those skilled in the art will recognize
15 that the invention is not limited to the embodiments of drawing or drawings described and are not intended to represent the scale of the various components. Further, some components that may form a part of the invention may not be illustrated in certain figures, for ease of illustration, and such omissions do not limit the embodiments outlined in any way. It should be
20 understood that the drawings and detailed description thereto are not intended to limit the invention to the particular form disclosed, but on the contrary, the invention is to cover all modifications, equivalents, and alternatives falling within the scope of the present invention as defined by the appended claims. As used throughout this description, the word "may" is used in a permissive

sense (i.e. meaning having the potential to), rather than the mandatory sense, (i.e. meaning must). Further, the words "a" or "an" mean "at least one" and the word "plurality" means "one or more" unless otherwise mentioned. Furthermore, the terminology and phraseology used herein is solely used for descriptive purposes and should not be construed as limiting in scope. Language such as "including," "comprising," "having," "containing," or "involving," and variations thereof, is intended to be broad and encompass the subject matter listed thereafter, equivalents, and additional subject matter not recited, and is not intended to exclude other additives, components, integers or steps. Likewise, the term "comprising" is considered synonymous with the terms "including" or "containing" for applicable legal purposes. Any discussion of documents, acts, materials, devices, articles and the like is included in the specification solely for the purpose of providing a context for the present invention. It is not suggested or represented that any or all of these matters form part of the prior art base or were common general knowledge in the field relevant to the present invention.

[016] In this disclosure, whenever a composition or an element or a group of elements is preceded with the transitional phrase "comprising", it is understood that we also contemplate the same composition, element or group of elements with transitional phrases "consisting of", "consisting", "selected from the group of consisting of", "including", or "is" preceding the recitation of the composition, element or group of elements and vice versa.

[017] The present invention is described hereinafter by various embodiments with reference to the accompanying drawings, wherein reference numerals used in the accompanying drawing correspond to the like elements throughout

the description. This invention may, however, be embodied in many different forms and should not be construed as limited to the embodiment set forth herein. Rather, the embodiment is provided so that this disclosure will be thorough and complete and will fully convey the scope of the invention to those skilled in the art. In the following detailed description, numeric values and ranges are provided for various aspects of the implementations described. These values and ranges are to be treated as examples only and are not intended to limit the scope of the claims. In addition, a number of materials are identified as suitable for various facets of the implementations. These materials are to be treated as exemplary and are not intended to limit the scope of the invention.

[018] The present invention provides the mediating effects of organizational communication styles in improving the organizational productivity.

[019] Design and Data Collection

The research is conducted in the Guadalajara Metropolitan Area (GMA), located in the state of Jalisco, which is in the western-pacific region of Mexico. There are several reasons GMA is an ideal place to test the general proposition that the attitudes of public employees toward OCB have an effect on the organizational performance. The metropolitan area is the center for state and local government administration, as well as economic activities in the region. The metropolitan area -being the second largest metropolitan region in Mexico- has witnessed several political reforms carried out by the federal government.

[020] Despite the administrative reforms, bureaucratic problems still persist. Scholars pointed out that the existence of traditional administrative systems

(i.e., red-tape and inefficient distribution of the scarce resources location) is one of the main problems associated with the barriers to reform. Other obstacles to reform include the obsolete local systems responsible for public services (i.e., lack of responsiveness and quality of the services), poor professionalization of public employees (i.e., lack of experience and excessive employment-mobility), and the lack of urban planning and economic development (i.e., in the medium and long term). Another barrier to institutional reform in Mexico includes the inherent political system, in which over a period of 75 years, the Partido Revolucionario Institucional (PRI) controlled the administrative processes at all levels of government (federal, state, and municipal). The number of unions among public employees also created a barrier to achieving systematic reform.

[021] The institutional reforms have an effect on the attitudes and behaviors of public employees because of the organizational culture embedded in a Mexican workplace. According to “imported bureaucracies that favor the individual are somewhat unconsciously rejected by Mexican culture, which looks for open niches within those imported systems to create indigenous responses, namely, responses that favor equity and justice.” According to the Mexican public employees are characterized by their active participation in society. They have a traditional view about the role of government when it comes to the implementation of public policies. (Writing about Mexican employees, noted that employees’ extra-role behaviors depend on the relationships they have with their supervisors. The argument is consistent with who argue that worker attitudes at the work place in Mexico are based on

“psychological contracts,” i.e., as characterized by their sense of loyalty, commitment, and good relationship with their managers.

[022] Data

A total of 1,500 questionnaires were randomly distributed among public employees working in federal, state, and local agencies in GMA. We received a total of 1,016 completed surveys representing a 67.7 percent response rate. The majority of responders were male (i.e., 52.8 percent) and about 45.6 percent female. Most respondents worked for the state and municipal governments. Only 13.7 percent of the respondents were employed by the federal government. More than half were employed in activities linked to public services (i.e., they deal face-to-face with citizens) and most worked full-time (i.e., 64.2 percent). Most respondents earned a bachelor’s degree education (i.e., 59.1 percent). The respondents’ experiences in the public sector averaged about 10 years. The average age of respondents was around 36 years old.

[023] The respondents were presented with a 52-item survey instrument. About 3 percent of the total items in the survey were left missing by the respondents. As pointed out by, missing values if unresolved can lead to bias in the final estimation. We examined the patterns of missing data by comparing the differences of variance between items “with” and “without” missing values and then determining whether the differences have an effect on the other items in the survey. We also performed the Little’s Chi-square test and found the missing data occurred completely at random (MCAR) (Little, 1988). To correct for the missing values, we used the multiple imputation method as proposed by McKnight *et al.* (2007). We also checked for the

normality assumption violation using the criteria of skewness and kurtosis absolute values and found no serious violation. The data analysis was executed with SPSS 18 and AMOS 18 with maximum likelihood estimation.

[024] Measurements

5 The appendix shows the questionnaire items and statistics related to all the measures of this study. Answers to survey items were measured on a five-point Likert scale where “1= strongly disagree” and “5=strongly agree”, but transformational leadership items were from “0=not at all” and “4=frequently, if not always.” The perception of employees regarding the *public*
10 *organizational performance* (POP) was operationalized based on 4 items, reflecting organizational responsiveness (toward the fulfillment of its mission, efforts to support residents, responds to public requests, and responds to public criticism and suggestions for improvement). Consistent with the New Public Management perspective, the organizational performance was
15 operationalized as the employees’ perceptions on the extent to which an organization is able to meet its overall goal of public interests. For example, argues for the importance of a result-oriented performance, which emphasizes the processes of what is being produced, rather than the outcomes of production. While the conceptualized issues surrounding the term
20 public-organizational performance are complex, we adopt a subjective measure based on employees’ experiences and perceptions concerning their assessment of organizational goals. The exploratory factor analysis for public organizational performance produced a high internal consistency ($\alpha = .89$).

[025] The latent construct of *organizational citizenship behavior* (OCB) was
25 measured based on eight items. The construct has two dimensions: (1) the

extent to which individual employees perceived their citizenship roles on others in the organization (altruism, courtesy, helping co-workers) and (2) the extent to which individual employee perceived his/her citizenship roles in relation to the organization (loyal to organization, attentive to organizational development, supportive of organizational image). This is in line with the literature emphasizes that employees may behave differently toward their peers and the organization. For example, Lee and Allen (2002) argued that OCB benefiting the organization were related to fairness and recognition; whereas citizenship behaviors related to the individual are based on altruism, empathy, and the concern for others (Williams & Anderson, 1991). A second order CFA was performed for both dimensions to produce a single latent construct which fits well the data set [$\chi^2(df=41)= 121.156, p<.001$; CFI = .98, RMSEA = .044, and SRMR = .033].

[026] The *public service motivation* (PSM) measurement was captured by an index based on seven items. The latent construct has two factor components: (1) Commitment to the public interest, which was measured by four items on the extent to which respondents regard their employment as a civic duty, unselfish act, and meaningful to the whole community ($\alpha = .70$) and (2) compassion, which was based on three items capturing respondents' views on people in need and caring for others ($\alpha = .66$). The construct attraction to the public policy making was dropped because of its low reliability ($\alpha = .63$). Public service motivation as a latent construct has a casual effect on these components because it was assumed that the employees are driven by "a desire to serve the public interest, loyalty to duty and to the government as a whole and social equity". The overall CFA model and second order CFA were

implemented in order to evaluate the construct validity of PSM [$\chi^2(df=12)=30.14$, $p<.003$ AGFI = .98, CFI = .99, RMSEA = .04, and SRMR = .03]. The fit of this model was also good.

[027] The latent construct for the *Transformational Leadership Style* (TLS) was measured by five leadership styles by using 20 items derived from the Multifactor Leadership Questionnaire (MLQ). These 20 items were classified into the leadership styles mentioned earlier. Leaders can shape the working environment, and hence the performance of the organization. As indicated in the literature, inspirational leadership is an element of the transformational leaderships where leaders can motivate their followers through optimism about the future such as setting organizational goals, projecting an idealized vision, and causing the followers to believe that the vision is reachable. A transformational leader also discussed with their employees about what needs to be accomplished, has a strong sense of purpose, and able to articulate a compelling vision of the future. A leader that encourages employees to behave consistently with civic virtue (e.g., involvement in the political process of the organization) is argued to inspire others to achieve common goals. The exploratory factor analysis produced a high internal consistency ($\alpha = .89$). Additionally, the confirmatory factor analysis showed good data fit to the construct [$\chi^2(df=3)=4.53$, $p<.003$ AGFI = .98, CFI = .99, RMSEA = .04, and SRMR = .006].

[028] The overall measurement model fit was more than acceptable [$\chi^2(df=310)=762.33$, $p<.001$ AGFI = .98, CFI = .96, RMSEA = .038, and SRMR = .043]. These results showed that the latent variables or constructs have high internal consistency with all reliability scores around .70 or higher

and all the average variance extracted values above 0.60. Additional evidence of discriminant validity is presented in Table 1 where the reliabilities of first-order constructs were compared with the intertrait correlations. Results indicated that all correlations were smaller than the estimated reliabilities that, according to, satisfy the discriminant validity requirement.

Table 1 Discriminant Validity: Inter-trait Correlations and Reliabilities

	<i>Mean</i>	<i>SD</i>	[1]	[2]	[3]	[4]	[5]	[6]
1. Public Organizational Performance	3.67	1.03	(.89)					
2. OCBs Related to Organization	4.09	.84	.41*	(.87)				
3. OCBs Related to Individuals	3.54	.89	.21*	.43*	(.72)			
4. Public Interest	3.70	.93	.21*	.38*	.29*	(.70)		
5. Compassion	3.68	.95	.14*	.33*	.26*	.44*	(.66)	
6. Transformational Leadership Style	2.94	.84	.41*	.47*	.28*	.21*	.21*	(.81)

Notes: Elements in parenthesis on the diagonal are Cronbach's alphas. Elements below the diagonal are intertrait correlations. All correlations are statistically significant at the * $p < .01$ (2-tailed) level.

[029] Data Analysis

The procedures involved in SEM were implemented in two parts. First, the technique involved the development of a measurement model, which included the identification of latent constructs (e.g., assessments of factor loadings, errors in variances and co-variances, factor variances, and co-variances). Second, the technique involved the development of a structural model, which assessed the direct and indirect relationships among latent variables. This was done after conducting a Confirmatory Factor Analysis (CFA). While the CFA established the patterns on how each observed variable loads in specific latent variables, the analysis did not produce direct or indirect effects connecting the various constructs of interest. Subsequently, using information developed from the CFA, a structural model was developed. The summary statistics and correlation coefficients of the latent constructs can be found in Table 1. The goodness of fit indices indicated the structural equation model

fits the data well: $X^2(df=310) = 762.32$, $X^2/df = 2.46$, AGFI = .95, CFI = .96, RMSEA=.038 and SRMR = .041.

[030] RESULTS

In the context of the Mexican public sector, we found that Mexican public employees are engaging in OCB, and that the public employees' OCB has a positive effect on their perceptions concerning organizational performance. The factors that motivate public employees' OCB in the Guadalajara Metropolitan Area can be explained partly by their perception of transformational leadership style and partly by their motivation to serve in the public sector. Figure 2 presents the results of the SEM, which shows that most of the inferential results are statistically significant at the $p < .001$ level apart from the standardized coefficient for the PSM→POP pathway, which is negative and not statistically significant ($\beta = -.03$, $p > .05$). About 29 percent of the public organizational performance variance is explained by the predictors (i.e., OCB, TLS, and PSM). Similarly, about 73 percent of the OCB variance is explained by TLS and PSM.

[031] Direct Effects

There is evidence to support the first hypothesis that public employees' engagements in OCB are associated positively with their perceptions of public organizational performance. Substantively, an increase in one standard deviation above the mean of the public employee's attitudes about OCB will predict a .30 standard deviation increased in the mean of employees' perceptions of organizational performance, holding the other variables constant. The result is in accordance with the studies related to OCB and organizational performance.

We also found that public employees' perceptions of transformational leadership style (TLS) are positively associated with their perceptions of public organizational performance. The structural model shows a positive and statistically significant association between these two variables ($\beta =$
5 .33, $p < .01$). The result is consistent with previous research, which studied the relationship between transformational leadership style and organizational performance. The third hypothesis is also supported. That is, public employees' perceptions of transformational leadership style are associated positively with their engagements in OCB. Results from the structural model
10 showed the relationship to be positive and statistically significant ($\beta = .36$, $p < .01$). The finding is consistent with the previous research that suggests employees are likely to perform extra-role behaviors such as those related to OCB.

We also found a positive association between PSM and OCB. If public
15 employees have a favorable view of public service motivation, then they are also likely to engage in OCB. There is a strong support for this hypothesis because the coefficient is relatively large and statistically significant (i.e., $\beta = .67$, $p < .01$). The positive association between PSM and OCB is consistent with the literature suggesting that the motivation to work in the
20 public sector contributes to employees' motivation to engage in OCB. The employees maintain and enhance the social and psychological environment of their work place and thus better execute their assigned responsibilities and specific tasks. The contributions can take the form of helping coworkers accomplish their activities, as well as manifesting concern for the functioning
25 of the organization. However, we found no evidence to support the association

between the levels of PSM and the perceptions of organizational performance. The SEM analysis produces a negative coefficient and the association is not statistically significant ($\beta = -.03, p > .05$).

[032] Indirect Effects

The SEM analysis establishes the partial mediator role of OCB, i.e., between TLS and POP and between PSM and POP. The employees' engagement in OCB affecting their views on the performance of public organization is not because of the influence of TLS but PSM. Based on the information in Figure 2, the indirect effect of TLS→OCB→POP pathway indicates that the indirect effect of TLS on POP occurred via the influence of OCB. The indirect effect of 0.108 [i.e., (.36) (.30)] indicates that, on average, the level of public employee perceptions of POP can be expected to increase by a 0.108 standard deviation for every increase of standard deviation of the TLS via the prior effect on OCB, holding the other variables constant. This indirect effect is lower than the direct effect (.33), which does not meet the criterion for a mediator variable.

However, the results suggest that OCB played a mediator role when the association between PSM and POP is considered. This is because the indirect effect of PSM→OCB→POP [$\beta[(.67) (.30)] = 0.201, p < .01$] is higher than the direct PSM→POP ($-0.03, p > .05$) which satisfies the Baron and Kenny's requirement. The results suggest that employees who engage in OCB will perceive favorably their organizational performance because of their strong motivation to serve the public. In other words, they are likely to perform extra activities such as those described in OCB to fulfill their internal motivations of serving their communities; and that such attitudes have an effect on their perception about the performance of the organization.

Among the Mexican employees, the association between OCB and perception of organizational performance is particularly evident. The public employees in the sample are more likely to help their coworkers. They perceive their leader as someone who has a strong sense of purpose, is able to articulate a compelling vision of the future, demonstrates a concern for the organization's image, expresses loyalty, and protects the organization from potential problems. Aside from the influence of the leadership style, the empirical analysis shows that OCB played an important mediating role between public service motivation and public organization performance. The evidence boosted the general proposition that OCB plays an important role given the absence of an association (direct effect) between public service motivation and the employees' perception of organizational performance.

Although the finding suggests that the public service motivation is not statistically significant in explaining the public employees' perception of public organizational performance, the fact that the direct association is not clear in the literature presents a theoretical puzzle. Public employees may have a relatively strong motivation to serve in the public sector, but they may be disappointed to perform well for the public organization. One possible explanation is based on the argument presented by, who point out that the motivation to serve in the public sector can be frustrating for public employees, especially if they fail to witness the connection between their efforts and the organizational outcomes. Despite the belief in making a difference, they can be frustrated with procedural rules with no clear connections between performance and rewards. In the context of Mexican administration, public employees may have a strong motivation to serve in the public sector;

however, because of the inappropriate management system, excessive red tape, and unskilled employees, the performance of public organization is not viewed favorably.

[033] It is to be understood that the above description is intended to be illustrative, and not restrictive. For example, the above-discussed embodiments may be used in combination with each other. Many other embodiments will be apparent to those of skill in the art upon reviewing the above description.

[034] The benefits and advantages which may be provided by the present invention have been described above with regard to specific embodiments. These benefits and advantages, and any elements or limitations that may cause them to occur or to become more pronounced are not to be construed as critical, required, or essential features of any or all of the embodiments.

[035] While the present invention has been described with reference to particular embodiments, it should be understood that the embodiments are illustrative and that the scope of the invention is not limited to these embodiments. Many variations, modifications, additions and improvements to the embodiments described above are possible. It is contemplated that these variations, modifications, additions and improvements fall within the scope of the invention.

We Claim:

1. A system for mediating effects of organizational communication styles in improving the organizational productivity comprises:

Data collection from the public employees;

5 1,500 questionnaires randomly distributed among public employees;

respondents presented 52-item survey instrument;

answers to survey items measured on a five-point Likert scale where “1=strongly disagree” and “5=strongly agree”, and transformational leadership items were from “0=not at all” and “4=frequently, if not always.”

10

2. The system for mediating effects of organizational communication styles in improving the organizational productivity as claimed in claim 1, wherein the a total of 1,016 completed surveys representing a 67.7 percent response rate that includes the majority of responders male i.e., 52.8 percent and about 45.6 percent female.

15

3. The system for mediating effects of organizational communication styles in improving the organizational productivity as claimed in claim 1, wherein found that public employees are engaging in OCB, and that the public employees’ OCB has a positive effect on their perceptions concerning organizational performance.

20

4. The system for mediating effects of organizational communication styles in improving the organizational productivity as claimed in claim 1, wherein found that public employees’ perceptions of transformational leadership style (TLS)

25

are positively associated with their perceptions of public organizational performance and the structural model shows a positive and statistically significant association between these two variables ($\beta = .33, p < .01$).

- 5 **5.** The system for mediating effects of organizational communication styles in improving the organizational productivity as claimed in claim **1**, wherein found a positive association between PSM and OCB and if public employees have a favourable view of public service motivation, then they are also likely to engage in OCB.

10 **Dated this 28th day of June 2022**

Signature(s):



Applicant(s)

Dr Archi Dubey et. al.

15

ABSTRACT

“A SYSTEM FOR MEDIATING EFFECTS OF ORGANIZATIONAL COMMUNICATION STYLES IN IMPROVING THE ORGANIZATIONAL PRODUCTIVITY”

[036] The present invention provides the mediating effects of organizational communication styles in improving the organizational productivity. This invention shows the direct and indirect effects of transformational leadership style, public service motivation, and organizational citizenship behaviour (OCB) on public organization performance. When employees perceived that a public organization is practicing a transformational leadership style (TLS), they are likely to have a favourable view on the performance of their organization, but the effect is indirect and mediated by OCB. At the same time, if employees have a strong desire to serve and improve the welfare of others, they are likely to perform beyond their job requirements and thus, likely to express a positive view on the organizational performance. A structural equation modelling used to examine the perceptions of 1,016 public employees. The results suggest that Mexican public employees display OCB (extra role behaviours) that associated with a better public organizational performance.

Accompanied Drawing **[FIG. 1]**

Dated this 28th day of June 2022


Signature(s):



Applicant(s)

Dr Archi Dubey et. al.

FORM 3 THE PATENTS ACT, 1970 (39 of 1970) and THE PATENTS RULES, 2003 STATEMENT AND UNDERTAKING UNDER SECTION 8 (See section 8; Rule 12)					
1. Name of the applicant(s).		I/We Dr Archi Dubey et. al., all are citizen of India, Address of one of the Applicant: Associate Professor, School of Business Studies, MATS UNIVERSITY, PANDRI, RAIPUR Pin: 493001.			
2. Name, address and nationality of the joint applicant.		(i) that I/We have not made any application for the same/substantially the same invention outside India Or (ii) that I/We who have made this application No... dated alone/jointly with made for the same/ substantially same invention, application(s) for patent in the other countries, the particulars of which are given below:			
Name of the Country	Date of Application	Applicatio n No.	Status of the Application	Date of Publication	Date of grant
-	-	-	-	-	-
3. Name and address of the assignee		(iii) that the rights in the application(s) has/have been assigned to none that I/We undertake that upto the date of grant of the patent by the Controller, I/We would keep him informed in writing the details regarding corresponding applications for patents filed outside India within six months from the date of filing of such application. Dated this 28th day of June, 2022			

4. To be signed by the applicant or his authorized registered patent agent.	Signature: 
5. Name of the natural person who has signed.	Dr Archi Dubey et. al. Name of the Applicant(s)
	To The Controller of Patents, The Patent Office, at Mumbai
Note.- Strike out whichever is not applicable;	

FORM- 5
THE PATENTS ACT, 1970
(39 of 1970)
&
The Patents Rules, 2003
DECLARATION AS TO INVENTORSHIP
[See Section 10(6) and Rule 13(6)]

1. NAME OF THE APPLICANT(S)

I/We Dr Archi Dubey et. al., all are citizen of India, Address of one of the Applicant: Associate Professor, School of Business Studies, MATS UNIVERSITY, PANDRI, RAIPUR Pin: 493001.

hereby declare that the true and first inventor(s) of the invention disclosed in the complete specification filed in pursuance of ~~my~~/ our application numbered _____ dated 28/06/2022 ~~is~~/are

2. INVENTOR(S)

(a) NAME	(b) NATIONALITY	(c) ADDRESS
1. Dr Archi Dubey	Indian	Associate Professor, School of Business Studies, MATS UNIVERSITY, PANDRI, RAIPUR Pin: 493001
2. Dr. Dipti Baghel	Indian	Assistant Professor, Department of Commerce, Dr. Khoobchand Baghel Govt. PG College, Bhilai-3, Chhattisgarh Pin: 490025
3. Dr.Ritesh Mishra	Indian	Associate professor & HOD Department of Education, DR.C.V. RAMAN, University, Kota, Bilaspur Pin: 495113
4. Dr. Sapna Sharma	Indian	Associate Professor, Department of Management Studies. Shri Shankaracharya Institute of Professional Management and Technology (SSIPMT), PO Sejbahar, Raipur. Pin: 492015
5. Kaushik Samanta FICS	Indian	Lecturer, Department of Engineering Technology and Science Higher Colleges of Technology, Abu Dhabi Men's Campus, Al Nayan, PO Box 25035, Abu Dhabi
6. Dr. Dilip Kumar	Indian	Assistant Professor, Faculty of Management Studies, The ICFAI University, Jharkhand, Plot No. 2065, Daladali Chowk, Simalia, Near

		Ring Road, Ranchi, Jharkhand Pin: 835222
7. Dr. M. Rajkumar	Indian	Associate Professor, Faculty of Management Studies. ICFAI University Jharkhand, Plot no. 2065, Daladali Chowk, Simalia, Near Ring Road, Ranchi, PIN 835222
8. Dr. Sudha Vepa	Indian	Professor, Department of Business Management. University College of Commerce & Business Management, Osmania University, Hyderabad Pin: 500007
9. Dr. Maitri	Indian	Associate Professor, Department of Management, Graphic Era Deemed to be University Dehradun Pin: 248002
10. Dr. Rafiya	Indian	Associate Professor, Dept of Economics Novel Institute of Management, Bangalore
11. Dr. TVSS Swathi	Indian	Assistant Professor, Department of Business & Management Studies, Seshadri Rao Gudlavalleru Engineering College, Seshadri Rao Knowledge Village, Gudlavalleru, Krishna Dt. Pin: 521356
12. SRUTHI S	Indian	Assistant Professor, Department of Commerce, Gregorian College of Advanced Studies, Trivandrum
<p>3. DECLARATION TO BE GIVEN WHEN THE APPLICATION IN INDIA IS FILED BY THE APPLICANT(S) IN THE CONVENTION COUNTRY:—</p> <p style="text-align: center;">N.A.</p> <p>We the applicant(s) in the convention country hereby declare that our right to apply for a patent in India is by way of assignment from the true and first inventor(s).</p>		
<p>Dated this 28th day of June 2022</p> <p style="text-align: right;">Dr Archi Dubey et. al. Applicant(s)</p> <p>To, The Controller of Patents The Patent Office, Mumbai</p>		

FORM 9

THE PATENT ACT, 1970
(39 of 1970)
&
THE PATENTS RULES, 2003

REQUEST FOR PUBLICATION

[See section 11A (2) rule 24A]

I/We **Dr Archi Dubey,Dr. Dipti Baghel,Dr.Ritesh Mishra,Dr. Sapna Sharma,Kaushik Samanta FICS,Dr. Dilip Kumar,Dr. M. Rajkumar,Dr.Sudha Vepa,Dr. Maitri,Dr.Rafiya,Dr TVSS Swathi,SRUTHI S** hereby request for early publication of my/our [Patent Application No.] TEMP/E-1/41834/2022-MUM

Dated **28/06/2022 00:00:00** under section 11A(2) of the Act.

Dated this(Final Payment Date):-----

Signature

Name of the signatory

To,
The Controller of Patents,
The Patent Office,
At Mumbai

This form is electronically generated.