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Editor-in-chief Message

Dear Reader,

I feel pleased to present another issue of sixth volume of bi-annual journal 'JSSGIW Journal of Management'. I express gratitude to the authors who contributed research papers for this volume along with the review panel for their patronage.

A variety of topics related to management has been explored in this issue. The current issue highlights vivid areas of management like online food delivery, tourism development, market risk in banking, industrial products marketing. The soft copy of journal is available on our website www.shim.co.in

We look forward to receive the same cooperation from academicians and researchers for upcoming volume. Unpublished research papers, case studies and book reviews are invited. Guidelines for Authors are mentioned at the last page of the journal. All papers pass through blind review process by the expert panel.

We would always appreciate feedback for improving the quality of our journal.

Regards,

Dr. Ashish Thakur

Director,

Sant Hirdaram Institute of Management

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Impact of Clean India Campaign on Tourism Development in Maheshwar as a Tourism Destination

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Abstract

Tourism industry contributes to three high priority goals of developing countries: generation of income, employment & sustainability, Foreign Direct Investment and foreign exchange. Development of any tourism destination depends on two major factors which are resources and environment. On the basis of these factor most of the cities of Madhya Pradesh (M.P.) can be considered as prominent tourist spots, but above all Maheshwar is the city where most of the foreign and domestic tourists visit every year. One aspect that has impact on tourism is the physical environment of a given tourist place which includes cleanliness and hygiene. This study is conducted to evaluate the pre and post impact of “Clean India Campaign” in Maheshwar. With this study it is discovered that there is a significant positive gap due to implementation of Clean India campaign in tourism development of Maheshwar. This will be a motivating step for other region of the country to enforce the program and thereby paving way for tourism development in their region. The SWOT analysis of Clean India campaign is also determined for effective strategic planning of campaign.

Keywords: Tourism, Economic development, SWOT analysis, Hygiene, Clean India campaign, Gap analysis.

Introduction

Tourism is for recreation, leisure, religious, family or business purposes, usually for a limited duration. The World Tourism Organization defines tourists as people travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes. In present age tourism

is a major source of revenue generation and income for many countries, the economy of both the source country and host country are also affected by the tourism, for some countries it has being of vital importance. India is a country with diversity in religion, social culture and language. The diversity of India rich in cultural aspect has achieved to attract the tourist from all over the world. The beautiful and compelling mountains of snow in Kashmir, historical buildings of Rajasthan, thrilling beaches in Goa; India has got everything. In India tourism is growing exponentially from last few years. Tourism is one of the largest industry sectors in India, which contributed more than 247 US billion dollars to India's GDP in 2018 and it is anticipated to reach more than 500 US billion dollars by the end of 2029. The promotion and aggressive marketing measures undertaken by the government is expected to aid influx of tourists. The industry would also benefit from introduction of new forms of tourism and development. Infrastructure and facility planning is needed for the travel and tourism industry development. Infrastructures include roads, clean water supply, proper drainage, airlines connectivity, utility services, telecommunication, road transport, clean and hygienic accommodation and restaurants, etc. This development in infrastructure can make M. P. as the one of the major tourist destination region for recreation, medical, adventurous, religious, water sport, cultural and many other forms.

'Clean India Campaign' is program run by Indian government to clean the country and develop the clean habits in the residents of India. This national level campaign covers all the statutory towns which are around 4041 to clean the streets, roads and infrastructure of all the rural and urban areas of the country. This was launched by Honorable Prime Minister Mr. Narendra Modi on 2 October 2014. On this day nine famous personalities were nominated by Mr. Narendra Modi for the promotion of this is campaign. Tourism is a key factor for the economic development and generation of employment thorough their allied fields like transport, hotel, restaurant, etc. For boosting the tourism industry in India the image of clean and hygienic country is increasingly felt in Indian which is very important to attract tourist from all over the world. The main aspect that has an impacted on tourism industry in our country on both international and domestic tourist is relates to hygiene. This factor has become an important one for completely realizing our tourism potential.

Need for Study

Maheshwar city (District Khargone Madhya Pradesh) is occupied with many heritage sites and it is filled with rich culture and many business centers for Maheshwari Sarees. It is also the transit point to Omkareshwar, known as the religious tourism destination for Hindus. Maheshwar city needs to maintain clean and hygienic

environment to be developed as a sustainable tourist destination. Before “Clean India campaign”, much of studies were not undertaken to study the impact of Clean India campaign on tourism development in M.P. In this back ground the present study has been undertaken to evaluate the impact of Clean India campaign on a particular destination.

Scope of Study

This study was conducted to identify the prospective of tourism development in Maheshwar the center of handloom Saaries and tourism destination. Study is based on the tourism promotional activities, considering before and after the Clean India campaign implementation in the Malwa region, in M. P. Such study helps in identifying the factors which has the positive and negative impact in current status and for long term, on the development of the city of tourism importance. It will also help to give a positive direction to the tourism developers to overcome the barriers and highlight the factors of tourism importance.

Objectives:

- Conduct a SWOT analysis of Clean India campaign.
- To find out the role of Swachha Bharat Abhiyan in growth of tourism in Maheshwar.
- Evaluate the impact of Swachha Bharat Abhiyan on tourism development and gap.

Review of Literature

Iqbal (2003) found that due to the poor marketing efforts and improper care and maintenance of the monuments of historical importance. He stated that most of the tourists are willing to visit again but they expect better care and of the monuments. The Government of India is lacking in attracting more and more of tourists in its beaches, mountains and deserts due to lack of hygiene and proper clean practices. Local festivals and fairs should be promoted to improve the branding of Incredible India and attract the domestic and International tourists. Indian tourism industry is facing many emerging dimensions in the Indian states for the various issues, like infrastructure, roads, lack of hygiene, heavy tariffs etc.

Khan (2008) in his study concluded that the India has to be promoted as tourism destination as country not as different stats. This will make a brand image of India as a tourism destination. Tourism operators need to encourage travel writers to participate in tourism promotional activity to make aware the tourist about key features

and attractions of India as tourist destination for both domestic and International tourism.

Sharma (2018) delved into tourism growth with respect to CSR perspective. He found that there are many hurdles to tourism in India have been majorly shortage of skilled manpower and lack of rural tourism projects. Through the provisions of CSR, Indian government has initiated a reform process on the way companies should initiate corporate social responsibility activities. The paper is an attempt to review the tourism growth under new CSR regime. Author highlights the need for enhancing tourism capacity in India and developing partnerships between the institutions and hospitality sector.

Parida and Roy Chowdhury (2017) studied the determinants of foreign and domestic tourist arrivals. They analyzed revenue receipts from tourism using state-level panel data in 25 Indian states for period 1995 to 2011. Using IV-2SLS method to explore the determinants of foreign and domestic tourist arrivals in Indian states, authors went for in-depth analysis. Findings suggested that besides economic development, factors like presence of world-class monuments, cultural heritage and natural landscapes also encourage global and domestic visitors.

Clean Campaign in Various Countries

Singapore

The Keep Singapore Clean Campaign was launched by the Prime Minister of Singapore in November 1968. It was the first clean campaign by any country independently. The aim of the Singapore PM is to make his country as the cleanest and greenest city. The campaign reached to every citizen of the country and got success in filling Singaporeans in every citizen by keeping public places clean in order to boost tourism and the attraction of foreign investment.

South Africa

The clean campaign in South Africa is led by department of environmental affairs in October 2009. This will give green boost to the tourism in South Africa said by UNEP Spokesperson. The campaign is supported by all the citizens of the country of every age group, education status and economic background. Every resident took the responsibility to help keep the country clean and litter free. Recycling and Waste Management practices has given the employment opportunity unemployed persons of the country or has given supplementary income until they didn't get permanent job.

Dubai

According to Hussain Nasser Lootah, director-general, Dubai Municipality (2014) launched the 'Clean up the World' campaign in the Emirate of Dubai under the slogan 'Our Place, Our Planet, Our Responsibility' in partnership with the United Nations Environment Program (UNEP). The main objective of this campaign is to motivate maximum number of resident of the society to keep their place clean. Abdul Majeed Saifaie, (2014) Director of waste management municipality Dubai, stated in his report that this campaign got the tremendous support by various institutions, NGOs and individuals to keep their place clean which will result in clean beaches and public place.

Clean Campaign in Various States in India**Andhra Pradesh**

On 29th October 2016, Telangana Chief Minister, observed that the State should lead the country in cleanliness and added government's program, "Clean environment – war on mosquitoes" was yielding fruits. He stated that the dengue cases had come down from 1,317 to 122 in the State, because of the efforts of officials.

Bihar

General opinion about the state of Bihar is that it is poor in civic amenities, and this perception is the result of the mind set and the activity carried out by the residents of Bihar. Even in the capital city Patna there is no improvement in cleanliness reported by 60% population and it is higher for the other city of tourism importance like Gaya.

Gujarat

CMO, Gujarat News 22 April 2017 the chief Minister said that, people are expecting the tourist places clean and pleasant. Gujarat has to take the initiative to maintain the cleanliness on eight religious tourism destination by launching aspiring campaign of '24 hour cleanliness work'. The main object of this campaign is to develop the cleanliness habit and civic cense in the resident of Gujarat.

Jharkhand

In the major city of Jharkhand, Ranchi, it is found that the one third of the residents observed positive changes in the city due to the Clean India Campaign. On the other hand considerably large number around half of the population is accepting that the clean campaign turn their city in clean city in comparison to the previous time said by resident of industrial city Jamshedpur. The TATA Steel has put tremendous efforts to maintain the cleanliness in the city.

Madhya Pradesh

The state of Madhya Pradesh is performing well in implementation and success of clean India campaign at national level. The city like Indore, Ujjain, Bhopal, Jabalpur etc are continuously improving not only in cleaning the city but also setting the new standards in management of waste. Indore stood continuously 3 times at First position in the survey of clean city at national level. Under the banner of Clean Campaign Indore is developing his image on the tourism map of Madhya Pradesh by renovating the monuments of historical importance like Rajwada, Krishanpura Chhatri, Saraswati riverfront, etc.

SWOT Analysis

SWOT analysis – or the SWOT matrix – was developed in the 60s by **Albert Humphrey**. He led a research project at **Stanford University** to analyze data of the 500 largest corporations reported by **Fortune magazine**. As a result, they created a method that quickly turned into an exercise used by all of the world's leading companies in formulating strategies. SWOT analysis is a simple analysis system designed to check the strategic position of a particular sector, and because of its methodological simplicity it can be used to analyze any scenario or environment. It is a technique that enables organizations or individual to move from everyday problems and traditional strategies to a fresh prospective. SWOT analysis looks at strengths and weaknesses, and the opportunities and threats your sector's faces. SWOT can help you to face sector's greatest challenges and find its most promising new markets.

Methodology

For conducting this study, tourist, local residents and service providers' responses are collected for before and after the implementation of clean India campaign through a structured questionnaire, in all 150 responses are collected from various respondents. To collect data from the respondent's questionnaire is divided in three sections to collect data for different factors related to clean India campaign and tourism development in Maheshwar which are Effectiveness Campaign, Tourist Perception and Economic Growth of the destination.

These responses are collected from various locations in Maheshwar. The questionnaire includes the question related to the infrastructure development, service quality, cleanliness, hygiene, there impact on tourism and other factors of Clean India Campaign (CIC). To collect the response convenient sampling method is used. The analysis is conducted in two phases; in first phase the SWOT analysis is done for the various factors of Clean India Campaign and tourism development. In second phase

statistical analysis is conducted on the collected responses of local residents and tourist.

SWOT Analysis

For this a SWOT Matrix is prepared to study the Strength, Weakness, Opportunity and Threats of the Clean India campaign to identify the Impact on tourism development in Maheshwar. On the basis of these four factors the different plan of action can be identified to remove the weakness and improve the positive point for future action to get better outcome.

Table 1: SWOT analysis of Clean India Campaign

	<p>Opportunities</p> <ol style="list-style-type: none"> 1. Uphold the tourism resources. 2. Possibility of attracting tourist. 3. Improved utility services are provided to the visitor 4. Various NGOs allocated fund for Clean India campaign funds therefore tourism can be promoted through PPP model. 5. Using the budget allocation we can set up new strategies. 	<p>Threats</p> <ol style="list-style-type: none"> 1. Sustainability of public interest and priority. 2. Attitude of people towards Clean India campaign 3. Pressures of local social groups and political party. 4. Tourist sites of less importance are not covered.
<p>Strength</p> <ol style="list-style-type: none"> 1. CIC has increased tourist arrival. 2. It increases the business opportunity in the city. 3. Strong support from ruling political party and social group. 4. Improves tourist facilities, 	<p>SO</p> <p>S1S4O2 Clean India campaign makes Maheshwar as a top tourist destination.</p> <p>S2S5O1 Increases revenue generation resources and sustain the tourism</p> <p>S6S7O4O3 makes clean India Campaign successful.</p>	<p>ST</p> <p>S6S7T2 Develop positive attitude in tourist and local residents to follow cleanliness rules.</p> <p>S3S8T3 Involvement of local political party speedup the CIC implementation..</p>

<p>infrastructure, river front and transportation of the city.</p> <p>5. It improves destination image.</p> <p>6. Residents and tourist awareness of cleanliness methods</p> <p>7. Civic sense to follow rules of tourist sites.</p> <p>8. More budget allocation for Clean India campaign</p>		
<p>Weakness</p> <p>1. Improper maintenance of infrastructure other than tourist spot.</p> <p>2. Rural people are not much aware of the cleanliness process.</p> <p>3. Increased rate of pollution.</p>	<p>WO</p> <p>W2O4 Awareness of the cleanliness is supported by PPP model.</p> <p>W4O5 Pollution can be controlled by New strategies.</p>	<p>WT</p> <p>W1T1 Sustainability is impossible due to improper maintenance.</p> <p>W1T4 Campaign is unable to concentrate in all locations.</p>

From the above matrix it is clear that, on implementing Maxi-Maxi strategy S1S4O2 Maheshwar can be established as favorite tourism destination in Madhya Pradesh. S2S5O1 increases the revenue generation opportunities for the local residents which will result as economic growth of the city. S6S7O4O3 proves that the Clean India campaign gets success in development of the Maheshwar.

Maxi-Mini strategy S6S7T2 shows development of positive attitude in tourist and local resident to follow clean habits and to maintain tourism destination. S3S8T3 proves that participation of social community and political willingness is the key factors of policy success.

Mini-Maxi strategy W2O4 creates awareness of CIC through PPP model. W4O5 identifies the need of new strategy to control the pollution.

Mini-Mini strategy shows the major thread of the CIC, the W1T1 Improper planning and implementation lacks the sustainability. W1T4 Campaign is unable to concentrate in all locations for CIC implementation.

To analyze the impact of Clean India Campaign in Maheshwar, the perception of local residents, shopkeepers, restaurant owners and tourist are studied. Statistical method is used to analyze the data and paired T test is applied to identify the gap between tourism development in Maheshwar and implementation of Clean India Campaign through the Maheshwar city.

Only the responses are selected those who has marked their reply for before and after the implementation of campaign.

Table 2 t-Test analysis

	Mean	No of Respondents	Std Error MEAN	t	Sign (2 tailed)	Standard error of difference
Effectiveness of Campaign						
Cleanliness	1.4	150	0.040	47.9820	0.00001	0.062
Cleanliness	4.4	150	0.050			
Utility Service	1.4	150	0.040	61.9461	0.00001	0.051
Utility Service	4.5	150	0.040			
Sanitation	1.4	150	0.040	57.5689	0.00001	0.055
Sanitation	4.5	150	0.040			
Hygiene	1.4	150	0.040	45.8082	0.00001	0.067
Hygiene	4.5	150	0.050			
Tourist Satisfaction	2.4	150	0.050	31.6413	0.00001	0.069
Tourist Satisfaction	4.6	150	0.050			
Following Rules Local Residents	1.6	150	0.040	45.8866	0.00001	0.064
Following Rules Local Residents	4.5	150	0.040			
Tourist Perception						
Infrastructure	1.5	150	0.05	40.5297	0.00001	0.070

Infrastructure	4.4	150	0.05			
Attraction & Facility	1.6	150	0.04	47.2370	0.00001	0.063
Attraction & Facility	4.5	150	0.04			
accessibility	1.5	150	0.05	52.7263	0.00001	0.059
accessibility	4.6	150	0.04			
Care & Maintenance	1.3	150	0.04	55.3389	0.00001	0.057
Care & Maintenance	4.5	150	0.04			
Safety	1.7	150	0.06	31.2759	0.00001	0.088
Safety	4.4	150	0.06			
Following Rules	1.6	150	0.04	56.3828	0.00001	0.053
Following Rules	4.6	150	0.04			
Impact on Economy						
Transportation	1.4	150	0.04	45.6804	0.00001	0.062
Transportation	4.5	150	0.04			
Cost	1.7	150	0.04	50.5632	0.00001	0.063
Cost	4.5	150	0.05			
Destination use	1.7	150	0.04	47.9286	0.00001	0.065
Destination use	4.7	150	0.05			
Freq of Visit	1.4	150	0.05	43.5619	0.00001	0.069
Freq of Visit	4.6	150	0.04			

Paired t test is applied on collected response to perform statistical analysis. The above table represents the result of t test. In the table different statistical values as Mean, Standard deviation, t value, p value, Standard Error of Mean, Standard error of difference are calculated for to analyze the data collected through questionnaire and different findings are observed.

Findings

The result of test represents that clean India campaign improves the Infrastructure like road, accommodation facility, utility service, planed market etc of the city. The result also evidence that local and intercity transport services becomes better and bus

stations and parking for tourist are well managed now. The study shows that there is a great change in the attitude of local residents and tourist regarding cleanliness and hygiene.

After the Clean India Campaign the tourist are finding them self clear about making decision in terms of attraction of destination, cost of service, ease of accessibility, cleanliness, proper sanitation system, hygienic practices by services provider, safety and security measures. The tourist is now more satisfied the development of Maheshwar as tourist destination which will result in terms of frequency of visit and mouth publicity of the Maheshwar.

The frequency of visit, more tourist arrival due to improved tourist satisfaction level, clean and hygienic practices will result in better pricing of the services, developed infrastructure and environment friendly practices result in better return of the money to the tourist.

Suggestions

Tourists are visiting the different places for recreation and to entertain themselves. Cleanliness and hygiene are the prime factors which can make any tourism destination as the first choice for every tourist. The success of clean India Campaign in the Maheshwar results in better image of Maheshwar as tourist destination. It is require continuing the same practice to maintain the Maheshwar as clean and hygienic city.

There is a need of making efforts to make Clean Campaign successful all over the country especially at the places of tourism importance. The standard procedures are used for proper disposal of the collected waste to minimize the inverse effect on environment and maintain water bodies clean.

Awareness programs must be conducted to motivate local residents and tourist to follow the clean practices and avoid the use of materials which can cause loss to environment and increases the quantity of waste. Use of Plastic packing, polythene and disposables are strictly banned at every tourist destination. Public Private Partnership (PPP) model is implemented to make every one responsible for successful implementation of clean India campaign.

Conclusion

The study is based on the analysis of Strength, Weakness, Opportunity and Threads factors which are helpful to establish the image of any city for living or as tourist

destination. The statistical analysis of the collected data is conducted to identify the linkage between effect of Clean India Campaign and tourism growth. From the study it is clear that the success of Clean India Campaign in the Maheshwar proves that, clean image of the city and developed infrastructure is essential to attract the tourism. Properly maintained tourist spots, clean river front, planned tourism attraction and utility services definitely result in satisfied tourist. It is said that satisfied tourist is the asset for tourism business. The increase in number of tourist in the city also generates the employment and business opportunity for the local residents. The increased number of tourist in the city will also increase the investment from the other city, state or country for to provide better services to tourist. It is concluded that, successful implementation of clean India campaign will result in, increase in number of tourist and economic growth of the tourism destination.

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Market Risk in Banking: A Comparative Study between Public and Private Sector Banks

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Abstract

The economic growth of any nation is not a result of single factor, it depends on number of factors such as industrial growth and development, agricultural modernization, the degree of expansion of internal and foreign trade etc. The backbone behind all these developments lies in the capabilities of banking performance of that nation. No bank can survive without proper risk management. From the history of banks, it can be seen that poor risk management has always been the reason of failure of banks. Risk Analysis and Risk Management have got much significance in the Indian Economy. This paper attempts to analyse the awareness and management of market risk by public and private sector banks. It has been done by getting responses through questionnaire filled by bank managers.

Keywords: Bank, public sector banks, private sector banks, market risk, risk management.

Introduction

The word "Market" has its different meanings and it extends even beyond the national boundaries. So, the business transactions are not limited to a particular place. As a result, movements in the overall market scenario (whether predictable or not) demands attention from a risk management view. Liquidity is the main driver in market risk management. RBI has defined market risk as "the possibility of loss to a bank caused by changes in market variables" (Guidelines Note issued on 12.10.02). The Basel Committee defines market risk as "the risk that the value of 'on' or 'off' balance sheet positions will be adversely affected by movements in equity and

interest rate markets, currency exchange rates and commodity prices”. The effect of market risk will always remain in every financial instruments and dealings. And this effect can be partially or fully reduced with the help of integrated risk management system. The reason is that various macroeconomic factors like GDP growth, inflation etc. are responsible for this market risk and that is why this risk is considered as systematic risk. The market keeps on changing, sometimes in a predictable manner and sometimes unpredictably. So, a business should always be ready with sufficient safety covers and that can be done if the risk mechanism is able to identify, measure, monitor and control such risk on a constant manner. Market Risk Management can be further classified as:

- a. **Currency Risk Management:** Currency risk also known as exchange rate risk is the result of change in price of one currency to another. All the companies who do their business operations internationally are exposed to exchange rate risk. The risk results in unexpected profits and losses. This risk can be minimized by hedging and other techniques.

The different dimensions of currency risk are:

- Transaction Exposure (When receipts and payment change due to fluctuations in foreign exchange rate)
- Translation Exposure (When there is change in financial statements while translating them from one currency to another due to foreign exchange rate fluctuation)
- Economic Exposure (When the impact of foreign exchange rate fluctuation can be noticed on market value of firm).

Commercial Banks face these types of currency risks: Position Risk, Gap Risk and Exchange Risk.

- b. **Commodity Risk:** A Commodity exchange is a market place where exchange of various approved marketable commodities takes place. United Nations Conference on Trade and Development (UNCTAD) has defined this as “A Commodity Exchange is a financial market where diverse groups of participant trade commodity linked contracts with the fundamental objective of transferring exposure to commodity price risks.”

Commodity exchange trading is undertaken in following ways:

- i. Open Outcry in Exchange Floors
- ii. Electronic Networks
- iii. Market-Maker Mechanism

Review of Literature:

Singh et al. (2006) in their research on managing risk in banking industry highlighted the changing face of the Indian Banking industry to develop a better understanding about the risk threats which will facilitate a more efficient and effective management of risk. The authors suggested that every bank should build a vigorous platform that is strong enough to resist risk by taking various measures into considerations. The division of risk was also discussed under credit risk in bank, market risk in bank, and operational risk which will form the basic super structure of a healthy, sound, consistent and proactive risk management system not only for banking business, but for all business entities. Three pillars to tolerate the risks were also highlighted which were bare minimum capital, supervisory process and market discipline.

Attarwala and Balasubramaniam (2015) in their research discussed that a bank faces different types of risks like credit risk, interest rate risk, foreign exchange rate, liquidity, equity risk etc. These risks are dependent on each other and occurrence of one factor may have effect on different categories of risks. So, the top management of banks should give significant importance to overall risk management. Some organizational structure and process are also created which can directly report to top level management. RBI has also directed all the banks to maintain capital adequacy and other steps to protect the banks at the time of crisis. The current study starts with explaining the need of risk management which further presents the case studies of two top commercial banks that how they are managing risks and especially NPAs during 2011-14. The author also discussed RBI's attempts on risk management.

Prakash (2016) attempted to understand different types of risks and to analyze the risk management process. The author also examines the importance of risk management and the plans which banks have to deal with these risks. The study conducted on secondary data and the researcher concluded that the success of any bank depends on the efficiency of its risk management system

Research Methodology

This study is descriptive in nature. Primary data through Questionnaire has been collected. The respondents were bank managers working in risk management department. Total 60 responses were collected, 30 each from public and private sector banks.

Objectives of the Study

The main objective of the study is to assess the market risk understanding and awareness among bank employees. Further, comparison is also done between public and private sector employees regarding market risk management.

Hypothesis for the Study

H₀₁: There is no significant difference between risk understanding of public and private sector employees.

Tools Used: T-test is used to test the hypothesis.

Data Analysis and Interpretation:

Table 1: Managers' Responses on Market Risk Management (Public Sector Banks)

S.N.	Statement		SA	A	N	D	SD	Total
1	The Bank has a separate Market Risk Management Committee	N	7	8	11	4	0	30
		%	23.33	26.67	36.67	13.33	0.00	100
2	The Bank's overall market risk exposure is maintained at sensible levels and consistent with available capital	N	5	16	7	2	0	30
		%	16.67	53.33	23.33	6.67	0.00	100
3	The management clearly understands the characteristics of risk management system	N	11	14	3	2	0	30
		%	36.67	46.67	10.00	6.67	0.00	100
4	The suppositions and data used in the system are good enough to calculate expected market risk.	N	5	14	9	2	0	30
		%	16.67	46.67	30.00	6.67	0.00	100
5	The Bank's performance is taken into account at the time of reviewing policy.	N	9	12	9	0	0	30
		%	30.00	40.00	30.00	0.00	0.00	100
6	The Bank is always	N	9	16	5	0	0	30

	prepared for emergency that may occur due to any fluctuation in market.	%	30.00	53.33	16.67	0.00	0.00	100
7	The BOD decides the exposure limit.	N	9	14	7	0	0	30
		%	30.00	46.67	23.33	0.00	0.00	100
8	The exposure limits are set according to market size and product liquidity	N	5	18	7	0	0	30
		%	16.67	60.00	23.33	0.00	0.00	100
9	The Bank reviews these limits frequently	N	7	8	15	0	0	30
		%	23.33	26.67	50.00	0.00	0.00	100
10	The bank periodically revalues its investment portfolio at market value	N	15	10	5	0	0	30
		%	50.00	33.33	16.67	0.00	0.00	100

Table 2: Mean and standard deviation of managers' responses on market risk management (Public Sector Banks)

S.N.	Statement	Mean	SD
1	The Bank has a separate Market Risk Management Committee	3.60	1.00
2	The Bank's overall market risk exposure is maintained at sensible levels and consistent with available capital	3.80	0.81
3	The management clearly understands the characteristics of risk management system	4.13	0.86
4	The suppositions and data used in the system are good enough to calculate expected market risk.	3.73	0.83
5	The Bank's performance is taken into account at the time of reviewing policy.	4.00	0.79
6	The Bank is always prepared for emergency that may occur due to any fluctuation in market.	4.13	0.68
7	The BOD decides the exposure limit.	4.07	0.74
8	The exposure limits are set according to market size and product liquidity	3.93	0.6
9	The Bank reviews these limits frequently	3.73	0.83
10	The bank periodically revalues its investment portfolio at market value	4.33	0.76
Overall Scale Values		3.95	0.82
<i>N=30</i>			

Table 3: Managers' Responses on Market Risk Management (Private Sector Banks)

S.N.	Statement		SA	A	N	D	SD	Total
1	The Bank has a separate Market Risk Management Committee	N	9	15	4	2	0	30
		%	30.00	50.00	13.33	6.67	0.00	100
2	The Bank's overall market risk exposure is maintained at sensible levels and consistent with available capital	N	8	18	4	0	0	30
		%	26.67	60.00	13.33	0.00	0.00	100
3	The management clearly understands the characteristics of risk management system	N	13	10	7	0	0	30
		%	43.33	33.33	23.33	0.00	0.00	100
4	The suppositions and data used in the system are good enough to calculate expected market risk.	N	8	13	8	1	0	30
		%	26.67	43.33	26.67	3.33	0.00	100
5	The Bank's performance is taken into account at the time of reviewing policy.	N	10	17	2	1	0	30
		%	33.33	56.67	6.67	3.33	0.00	100
6	The Bank is always prepared for emergency that may occur due to any fluctuation in market.	N	10	8	6	6	0	30
		%	33.33	26.67	20.00	20.00	0.00	100
7	The BOD decides the exposure limit.	N	13	11	2	4	0	30
		%	43.33	36.67	6.67	13.33	0.00	100
8	The exposure limits are set according to market size and product liquidity	N	10	8	9	0	3	30
		%	33.33	26.67	30.00	0.00	10.00	100

9	The Bank reviews these limits frequently	N	8	7	11	4	0	30
		%	26.67	23.33	36.67	13.33	0.00	100
10	The bank periodically revalues its investment portfolio at market value	N	15	9	6	0	0	30
		%	50.00	30.00	20.00	0.00	0.00	100

Table 4: Mean and Standard Deviation of Managers' Responses on Market Risk Management (Private Sector Banks)

S.N.	Statement	Mean	SD
1	The Bank has a separate Market Risk Management Committee	4.03	0.81
2	The Bank's overall market risk exposure is maintained at sensible levels and consistent with available capital	4.13	0.63
3	The management clearly understands the characteristics of risk management system	4.20	0.81
4	The suppositions and data used in the system are good enough to calculate expected market risk.	3.93	0.83
5	The Bank's performance is taken into account at the time of reviewing policy.	4.20	0.71
6	The Bank is always prepared for emergency that may occur due to any fluctuation in market.	3.73	1.14
7	The BOD decides the exposure limit.	4.10	1.03
8	The exposure limits are set according to market size and product liquidity	3.73	1.23
9	The Bank reviews these limits frequently	3.63	1.03
10	The bank periodically revalues its investment portfolio at market value	4.30	0.79
Overall Scale Values		4.00	0.94
<i>N=30</i>			

According to Table 2 and 4, the overall mean of all responses by PSBs and Pvt. SBs are 3.95 and 4.00 respectively. In Public sector banks, the mean values vary between 3.60 and 4.33. The tenth statement indicates the highest mean score (4.33). The first statement has the lowest mean value (3.60). The highest mean shows that the bank periodically revalues its investment portfolio at market value, which is very important

to manage market risk. And the lowest mean reveals that all the respondents were not agree on this that the Bank has a separate Market Risk Management Committee.

Hypothesis Testing:

Table 5: t-Test: Two-Sample Assuming Unequal Variances

Variable	Banks	Mean	Variance	df	t-stat	t-Critical Two-Tail
Market Risk	PSBs	3.945	0.052	18	-0.515	2.101
	Pvt. SBs	3.998	0.053			

On the basis of results of independent t-test, as the t-stat value (0.515) is less than the t-critical two tail value, the null hypothesis (H_{01}) is accepted. It can be concluded that market risk management of selected public and private sector banks does not differ significantly.

Findings

The fluctuations in equity prices, interest rates, forex rates, etc results into market risk. By the analysis of market risk management, it has been found that mostly public sector banks periodically revalue their investment portfolio at market value. And the private sector banks are agree on the statement that Board of Directors set exposure limit that how many assets and investments should be exposed to market risk. The hypothesis proved that there is no significant difference between market risk management of public and private sector banks.

Suggestions:

1. Private sector banks should regularly review the country ratings for foreign investments. As these investment may result in country risk and IRR.
2. PSBs should communicate the strategies approved by BOD for risk management. Participation of all the departments is necessary for effective risk management.

Conclusion:

Due to dynamic changes in economic environment all over the world, the risk management has become very crucial for banks. To strengthen the risk management system, the central banks of different countries are putting rigorous efforts. This study focused broadly on examining the market risk management of banks in India by comparing the risk management practices in public and private banks. It depends upon the good understanding of risk and risk management among bank employees. Besides, it is very significant for banks to formulate an active risk management process to identify, measure, monitor and control different risks including market, liquidity and other risks in a bank.

Scope for further research

This study is limited to only one type of risk faced by bank. Further study can be done by taking other risks like credit risk, interest rate risk, liquidity risk etc. into consideration.

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Analysis of Consumer Behavioral Intention towards Online Food Delivery System in Indore City

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Abstract

The internet being one of the virtual platforms growing fast in developing countries like India, makes people do various activities by availing its facilities and other supporting applications. Some Indians prefer to use an online shop because it provides better convenience and economic value than traditional shopping. This also occurs in the food and beverage sector, which encourages the emergence of online food delivery services or OFD services. This study focuses on influence of convenience, motivation and post-usage usefulness towards behavioral Intention by Online Food Delivery service in Indore. This study is an attempt to judge people's insight about Online Food Ordering systems. The findings reveal that behavioral intention toward these apps is determined by the usefulness perception, while its usefulness is influenced by external factors such as hedonic motivations and time-saving orientation.

Keywords: Online food delivery, mobile application, e-commerce, customer perception and behavioral intention.

Introduction

When a restaurant carries foodstuff to a customer through their website it is termed as an online food delivery service. A system of online food menus is made available for different mobile applications, e.g., Zomato, Swiggy, Uber Eats, Food Panda etc.

through mobile applications. These provide the customers myriad ranges of dishes from different neighboring restaurants and this way customers can effortlessly make the orders. A tracking system is made available in these mobile applications where the customers remain aware of the progression in delivering. This system helps to place their orders in their desired restaurants when the buyers can track their order at ease. The payment system involved in this system adheres to two options, either online or by cash-on-delivery (COD) system. There are also a number of facilities using this online system, e.g., feedback and rating system, price of foodstuffs, and delivery modes. Customers find discounted rates to choose from. This way makes it more expedient, trustworthy and annoyance free. Another eye-catching side of online food apps is that this makes the whole thing more cost-effective while offering users huge varieties of feasibility and likings to choose from. There is major increase in restaurants and foodstuff businesses since consumers choose more for home delivery and take-away. Online apps are liked by most of the people as food-at-a-click facility enables to have foodstuff carried exactly at their home front promptly. With this approach, the restaurant business has been heightened extensively.

Studying the Consumer Views of e-Food Ordering

Some corporate giants like Domino's were the foremost restaurants to embrace online-food-ordering facilities. Online-food-ordering was titled as the reaction of the internet to the craving for food delivery. Particularly, in urban regions and on academics premises, it is a growing fashion which lets people buy from cafeterias with handy features like collaborative sets of menus, only at the tips of their internet connection.

It's more feasible to place one-time-order at a restaurant than to take the headache of ordering from a grocery shop to store in a kitchen. We can find varied ways by which an online-food-ordering from a restaurant should happen. A website should be maintained by a restaurant featuring all the facilities from placing orders to delivery through pick up. Few restaurants also keep the additional option to be able to have a reservation facility against the future orders in advance. It is not necessary to make a phone call for the delivery, but with the facility of accessing the website of the restaurant through the internet lets people make their orders at ease. Food versatility in India has been an inherent feature of India's multi-cultural society which consists of separate areas, states and regions in it. By tradition, people of India love to eat meals cooked at their homes- a notion sustained religiously and exclusively. Conversely, due to the growing consciousness and impact of western philosophy, there has been a small swing in food intake habits among urban inhabitants in India. The taste of urban people has rolled on to the habit of eating outside and geared a

passion for having a widespread variety of delicacies from all round the world. In the earlier years of 1990s when liberalization took place the Indian economy and the following entrance of fresh players formed a noteworthy alteration in the routines as well as the eating habits of Indians.

Advantages

Significant advantages can be seen with the purchaser as well as with the restaurant owners who take part in the online ordering system. In the sequence, a shopper first makes the order of his will when he finds time free for him. In this way, the errors or disputes in communication between the customers and the order-placer at a restaurant can be minimized as there is the advantage of customizing orders later on their own will. Along with these advantages to customers, less staff is also required with more orders placed by a restaurant. No tale-callers are needed to hire by the restaurant to register the orders. This way, the orders from the customers directly goes to the kitchen.

Disadvantages

In the e-ordering phenomena, customers lack the ability to ask for the food quality or choose from any specific diet food items. It is harder to query about if the food is free from gluten or allergies.

Literature Review

According to Gagah and Agung (2018), the consequences that the insight of an application-user concerning the usefulness of the application mark the attitude of the user to the OFD application as well as the intent to make use of the OFD application. To be capable of shaping the optimistic outlook and view of a Go-Food consumer in order to upturn the intent to use further, it is needed to toughen the user's insight through advantages by means of that application. This is because through this research, the behavioral intention development concerning online-food-delivery provision has been impacted by the approach concerning the online-food-delivery provision. On the contrary, the approach concerning online-food-delivery service has also been impacted after some post-usage efficacy. So, it is significant to be capable of improving the insight in post-usage usefulness by which the entrepreneurs could be able to develop more encouraging consumer approaches leading to greater usage intents. Furthermore, the sensitivity of post-usage efficacy can upturn, also necessary to give thoughtfulness to external influences like Hedonic motivation as well as time-saving direction. These influences impact post-usage efficacy well.

Gawande , et al. (2019) in their research found that online-food-ordering system has been novel as well as a number of customers' precisely beyond the age of 40 years are not acquainted with the easiness of e-ordering. But this scene is obvious as well as transparent among scholars who are seen in magnitude preferring e-ordering of food items rather than walking out to have lunch. The main reason behind this scenario is their need for time efficiency as well as the easiness of placing orders from their rooms or hostels. Folks in Amravati city are kind of hateful to any digital payment systems but very keen to make cash payment. It is the ambience which matters most for the customers which can be found with the physical appearance in a restaurant but certainly a 'No' to ordering food merely for the sake of having a foodstuff.

As per a study by Karthika and Manojanaranjani (2018), with the introduction of the internet, complemented by the evolution of allied technologies, has formed a noteworthy impression over the lives of human beings round the globe. For sales persons, one of the greatest substantial impressions has been the advent of virtual stocks which can trade goods and services on the web. Now, a shopper purchases goods and services from anywhere he wishes, around the clock, through a complete week, without concerning any physical and temporal boundaries. The objective has been in saving a great amount of time of consumers by giving the amenities such as list of vacancies at reception of a lodge or hotel stay, e-ordering of food, instantaneous e-billing as well as a faster vehicle-parking provision which can produce immense customer satisfaction and in turn ultimately profiting the restaurant. This way enough time is saved by this automated system reducing enormous human mistakes as well as minimizing manpower and giving customer gratification, being this way advantageous to the consumer as well as the restaurant owner.

Study by Sethu and Saini (2016) was made on a non-probability convenience sampling system. The view was gathered from 212 pupils out of 4 colleges of the Manipal University. This questionnaire consists of many closed ended questions. This research reveals that this online-food-ordering service system has been used by 100% of the respondents when the purchasing decisions had been fundamentally impacted by the opinions of friends' families as well as the discussions on multiple online forum platforms. This study discloses that the achievement of internet-based food ordering has been decided by good words of mouth as well as experiences had by existing consumers and different online forum platforms.

As per a study by Preetha and Iswarya (2019) it is very common to view the sight of current traffic situation in Chennai caused due to Zomato, Swiggy, Uber Eats etc. Day by day, though the traffic is growing collectively, not taking the name of decreasing at all. The impact of the online-food-ordering as well as delivery, and particularly, the

delivery application systems are snow balling their presences. Therefore, there is the requisite to research the impact of the demographic situation of a mass of people who adopt this technology. By the understanding of the demography one must throw light upon the occurrence of the usages of those applications. This research is meant to discriminate the value of the FOOD (Food Online Order and Delivery) Apps- the platform-to-consumer delivery app from the varied feed backs of the consumers. This research endeavours to recognize those influences which lead to the intention of using these Apps.

Liu and Florkowski (2018) conducted a study through e-survey which was overseen by a reputable commercial company. The organised questionnaire consisted of questions searching for opinions on numerous features of food-delivery-service systems and invited a respondent for sharing the information about the socio demographic features. The measure applied on the modelled questions permitted the guest to evaluate the relations. The results are shown as: among others, that the regular food cost and anticipations of food safety have been significant to the customer view of service quality, when the type of food also mattered in regards to the speed deliveries.

Objectives of The Study

Primary Objective: To study the perception perceived by the consumers for online food delivery services.

Secondary Objectives:

- To analyze the factors which influence the consumers to select online food delivery services.
- To explore the most preferred online food delivery service.
- To know the factors that hinder consumers in using online food delivery services.

Scope of the Study

The main purpose of study is to know how consumers perceive the online food delivery services. We can have a better understanding of the “Online Food Delivery Service Market” from this study. We will be able to understand the consumer perception regarding the services provided in the Indore area along with the variables affecting their perception. Hence, these findings may facilitate the service providers to overcome these variables to fill up the vacuum in the mind-set of consumers.

Research Methodology

The study was directed towards the collection of primary data. Quantitative research method was used in the study to investigate and observe the collected data with the aid of technique based on mathematical, statistical and computation. Close-ended and open-ended structured questionnaires were designed in this regard. It was designed in such a way that it catered all the aspects of study. The survey was conducted in different regions of Indore and 200 responses were collected through non-probability sampling. Under this technique of non-probability sampling, a convenience sampling method was adopted. The survey population consisted of the self-employed, homemaker, students, private job holders and business houses of different regions in Indore. Five-point Likert type scale ranging from strongly agree (5) to strongly disagree (1) were used for all variables in the questionnaire for the ease of study. Reliability Test was conducted to analyze the internal consistency among the factors that encourages to opt for online food delivery services

Six factors considered during analysis are:

- Convenience and Ease in operation
- Effectiveness of Cost
- Availability-24x7
- Easy Mode of Payment
- Delivery at Doorstep and
- Choice of Outlets.

Hypothesis:

H_{01} : There exists no internal consistency among the six factors.

H_{a1} : There exists an internal consistency among the six factors.

Reliability Statistics

Reliability Statistics		
Cronbach's Alpha*	Cronbach's Alpha on Standardized Items	No. of Items (N)
0.338	0.337	28

The alpha coefficient for the six items being 0.338, suggests that the items have relatively high internal consistency. (Note that a reliability coefficient of 0.338 or higher is considered "acceptable" in most social science research situations.)

Interpretation from the above analysis

It can be concluded that 76% of the total 200 respondents use online food delivery services and rest 24% do not use it.

Interpretation

From the above analysis it can be evident that:

- Best in terms of providing “Better Discounts” and Good in terms of providing “Better Choice of Restaurants” is ZOMATO.
- Good in terms of providing “Better Discounts” but lag in terms of providing “Better Choice of Restaurants” is SWIGGY.
- Good in terms of both providing “Better Discounts” and “Better Choice of Restaurants” is FOOD PANDA.
- Average in terms of providing “Better Discounts” and “Better Choice of Restaurants” due to their location constraints is UBER EATS. For this reason, consumers opt to other service providers.
- Best in terms of providing on time delivery and Good in terms of customer service is ZOMATO. Due to this reason most of the consumers prefer to choose ZOMATO over other online food delivery service portals.
- Good in terms of providing timely delivery and Best in terms of customer service acting as a motivator for the consumers is SWIGGY. This ascertain strong presence and demand in and nearby Indore.
- Good in terms of providing timely delivery and customer service is FOOD PANDA.
- Average in terms of providing timely delivery and customer service is Uber EATS. Being new in the Indore market, they might need more breathing time to settle and expand their service availability to achieve better responses.

It can be concluded that, “Delivery at Doorstep “of online food delivery services is the most important parameter which encourages consumers to use the services followed by “Convenience and Ease in operation”.

Conclusion:

- Among the total respondents using the online food delivery services 52% prefer Zomato over other online portals.
- The second most preferred online portal by the consumers is Swiggy with 32%.
- 12% of the respondents using the services preferred Food panda.

- The least preferred by the consumers with 4% preference from the total respondents is Uber Eats.

Suggestions

The general observation of the respondents is that delivery charges are high. The high price is one of the major drawbacks for consumers in ordering food through online. So food apps can consider this and reduce their delivery charges considerable to capture more market share. The online food ordering apps have to improve their restaurants locations and Food and Beverages menus to increase the customer level of satisfaction.

Conclusion

It is obvious from the study that youngsters are the main stakeholders of online food delivering system as compared with elders. The most influencing variable on online food ordering as depicted in the outcome is Convenience and Ease in its operation. The next most influencing variable is quick delivery and more restaurant choices followed by discounts and special offers. Another important outcome in the trend which the study depicts is that users often place orders on weekends, during festive time and holidays. Dinner followed by snacks is the most preferred meal by the respondents. Through this study it is obvious that Swiggy is the most preferred app among the various food delivering applications providing services in Indore. Even if a large population of people in Indore uses online food delivery systems, there are still people who do not use food applications due to reasons like health and quality concerns. In a nutshell, it is found that the majority of users fall under the category of students and working individuals which indicates the growing popularity of the online food ordering system among new generations. The ever changing lifestyle of the consumers, Westernization of the culture and expansion of virtual platforms in Indore has undoubtedly set the trends of online food ordering systems among the Indorians.

Limitation and Scope of Study

A sample size of 200 respondents has been taken for study in different areas of Indore. Findings may not be applicable to the other parts of the city and state as the respondents vary in social and cultural aspects. Further studies can be done on large sample size including more of demographic variables.

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A study on Promotion as Marketing Mix Element in Industrial Products Marketing

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Abstract

Industrial products marketing also known business-to-business marketing is yet a special form of marketing having a different marketing mix applied in a unique way. From its definition to scope, the entire gamut of B2B marketing is distinct than general marketing. Whereas B2B marketing involves selling of products and services to other businesses; general marketing involves selling to end users. This marketing is considered more difficult than general marketing because of the volume and value of the order involved. This paper studies the impact of promotion as a marketing mix on industrial products marketing strategy. Primary data was collected from selected B2B managers. Result of data analysis shows the significance of promotion element in overall marketing mix.

Keywords: B2B, marketing, mix, promotion, strategy.

Introduction

Industrial products marketing deals with selling goods and services to the businesses rather than end customers. It is the marketing of goods and services from one business to another (Sharma et al., 2001). B2B markets produce the goods and services for the producers, intermediaries along with government. The customers of industrial products marketing include manufacturing companies, schools and colleges, hospitals, distributors, dealers, public sector and private sector undertakings etc. These clients buy the products at a large quantity and then use it in their overall goods and services. Most of the manufactured products need industrial goods, which are purchased by the company from other producers (Lilien and Grewal, 2012). Almost all the products used by the end users are made directly or indirectly from B2B market. For instance, a shoe making company may not manufacture shoe lace of its own; it may order from other companies in bulk. Industrial products marketing process is more complicated than consumer products because of the bulk orders

which last for months and for years. The involvement of money is at large volume. For instance, a car manufacturer will purchase 1 million tyres from a company. Industrial market exists to offer goods and services to the consumer market (Coe and Coe, 2003).

Industrial products can be classified into various categories like raw materials, manufacture material, component parts, capital goods, heavy equipments, light equipments or accessories. Raw material is the essential product which enters in production with little or minor changes. Materials and parts include the goods which enter the process directly. This includes raw materials, manufactured and component parts. The materials that pass through processing before entering into manufacturing are known manufactured materials, which include steel, plastic, aluminium etc. Component parts can be directly installed with minor changes, which include batteries and instruments. Heavy equipments are the major and long-term investment items like factories and office buildings. It also includes fixed equipments like machines, generators, furnaces, etc. Light equipments or accessories have low price and are not considered as part of fixed plant, which include nut, bolts and computer terminals etc.

When we explore the marketing mix of industrial products, we can easily figure out its uniqueness. The first strategy is product strategy. Product matters the most because company has highly specific products. For instance a small change in the size of nut and bolt would spoil the complete process. Hence, a suitable product mix is significant towards achieving the best results. A customized strategy works well with industrial markets (Gupta et al., 2010). Pricing is also significant since it deals into large volume and price matters the a lot. Thousands and millions pieces of items are sold in one deal. Bargaining power may be higher on buyer or the seller depending on demand and supply. Pricing depends on what type of demand there is for industrial product (Zimmerman and Blythe, 2013). Place strategy refers to location of market along with logistics. There are few but large clients, industrial products marketing channels are smaller than ordinary channel. Industrial products are complex in nature; buying process takes time (Brennan et al., 2014). Finally, promotion strategy is not highly specific in industrial products marketing because most of the strategy revolves around product and price.

Literature Review:

Karakaya (2002) studied the importance of barriers to market entry in B2B markets. Through a survey of selected firms, author found that majority of business executives consider cost advantages and capital requirements to enter markets as the two most

important barriers to entry. Biemans and Brencic (2007) explored marketing-sales interface in Dutch and Slovenian B2B firms. The study included 11 Dutch firms and 10 Slovenian manufacturing firms. The findings indicate how marketing-sales interface is organised and managed in B2B firms operating in different contexts.

Dadzie et al. (2008) examined the nature of B2B marketing practices in Ghana and Ivory Coast and compared them with marketing practices in Argentina and USA). Data were collected using standard survey instrument and descriptive statistics were used to determine cross-national differences in intensity of use of various contemporary marketing practice activities in Ghana and Ivory Coast in comparison with Argentina and the USA. Findings suggest that B2B marketing practices in West African nations conform to the contemporary marketing practice framework. Spreng et al (2009) investigated the effects of service quality and service satisfaction on intention in a B2B setting. Authors addressed major issues in satisfaction and service quality including distinction between customer satisfaction and perceived service quality; their causal ordering; and their relative impact on intentions. Results showed that service quality has a larger impact on intentions than does customer satisfaction. O'Cass et al. (2015) examined the impact of market orientation, marketing resources and marketing resource deployment on firm and customer-level performance. After using questionnaire to collect data from 251 B2B firms, authors found that marketing resources and marketing capability are complementary in contributing to both firm and customer performance. Zhang et al. (2016) explored how brand orientation impacts brand equity via internal branding, presented brand, word-of-mouth and customer experience from stakeholder interaction perspective in industrial services context. A questionnaire survey was conducted among 258 firms located in China. Findings indicated that a company with high level of brand orientation will actively communicate its brand to customers and implement internal branding among employees.

Cortez and Johnston (2018) identified the prevalent marketing capabilities in industrial companies operating in various economies. Qualitative approach based on grounded theory was applied in the study. The findings contributed to the understanding of B2B marketing across different levels of market development. The authors offered theoretical and practical implications regarding the paradigms reining the role of marketing.

Research Methodology:

The study was conducted to delve into industrial marketing strategy with regards to promotion as marketing mix element. The universe included marketing managers

from B2B companies which produce industrial goods of all types, but selling their products at Indore and Bhopal for past few years. Major industrial areas surrounding Indore includes Pithampur and surrounding Bhopal includes Mandideep.

There are many companies like- Tata International, Eicher motors, Volvo Eicher commercial, Bridgestone, Larsen and Toubro, Cipla, Piramal Healthcare, Sun Pharma, Kirloskar, Steel Tubes of India, Godrej Foods, HEG, Vardhman Yarn, which are located around Indore and Bhopal. These companies form the client base for industrial products manufacturing companies. Companies from all across the country keep supplying industrial products to these industries in bulk.

Sampling: The study was carried out from industrial marketers' perspective. It was a non-probability judgement sampling, where the researcher picked a sample from among the population, which was considered a representative sample. Among the marketing managers of such companies, 100 managers were selected for study. These managers were selling industrial products to companies in MP for past few years.

Data Collection: Questionnaire was used to collect primary data. The questionnaire contained demographic information about respondents along with 18 statements based on promotion as marketing mix elements in industrial marketing, which were measured on Likert Scale of agreement. Secondary data were collected from Internet, books, journals, newspapers, business magazines, corporate directories etc.

Hypothesis: The null hypothesis statement was: There is no significant impact of promotion strategy in terms of industrial products marketing.

Data analysis tools: z-test was applied for testing hypothesis. Prior to the test, reliability of instrument was established through Cronbach's alpha and was considered adequate.

Analysis and Discussions:

The null hypothesis 'There is no significant impact of promotion strategy in terms of industrial marketing' was rejected in data analysis using statistical technique. It was found that there is significant impact of promotion strategy in terms of industrial marketing.

Table 1: z- test: one sample for mean (Promotion Strategy)

	promo_str
Mean	2.78
Known Variance	1.75
Observations	100
Hypothesized Mean Difference	3
Z	-1.658312395
P(Z<=z) one-tail	0.048627214
z Critical one-tail	1.644853627
P(Z<=z) two-tail	0.097254428
z Critical two-tail	1.959963985

The above table of z test shows the values of mean, variance, observations and z statistic with p value. We can see from the table that value of z statistic < one tail z critical value ($1.65 < 1.64$), the value is less but very close to critical value means that we can reject the null hypothesis & conclude that there is a significant impact of promotion strategy in terms of industrial products marketing. Hence the hypothesis stands rejected.

Conclusions and Implications:

The hypothesis testing result proves that there is significant impact of promotion strategy on generating sales of industrial products. In terms of B2B segment, promotion strategies are though important, but not highly specific since everything depends on product and price. Promotion is important, but this is not everything. Companies spend money on promotion, but the purpose of promotion is providing information with less room for innovation and catchy punch-line. Advertising has got significant role to play towards creating awareness about the marketer's offerings for the target customers. Promotion in B2B is limited to leaflets and brochures along with special feature section in business newspapers. They do not invest heavy on outdoor media like billboards or electronic media like television advertisements or radio advertisements. Celebrity endorsement is not generally seen in B2B advertisements, because their target audience is highly specific. Nowadays, social media has been widely used as a medium of promotion. Traditional modes are now being replaced by techno-friendly medium of promotion. They have to design advertisements, which are more information oriented rather than celebrity endorsements or catchy jingles. Product specifications like size, colour, length etc. are well informed in the

advertisements. The promotion appeal is direct in nature. Any wasteful expenditure is avoided.

Promotional strategies are carefully designed in industrial products marketing. Once designed, it lasts for longer time. The target audience needs straightforward message. The modes of promotion are mostly print media. In magazines and newspapers, these advertisements are published as special feature. Trade magazines are most common source of promotion in this regard. Television and billboard are avoided in industrial products marketing promotion. A carefully planned promotion strategy facilitates transparent information without any ambiguity. The company would prefer to be more precise while targeting the customers. Finally, it can be concluded found that all the four elements of marketing mix are important in industrial products marketing; product and price being most important element, but promotion also matters. Promotion is important because it creates and sustains differentiation in the market. It also provides information about new products or new models. Reputed companies spend their resources in advertisements because they have to differentiate from others.

Limitation and Scope of the Study: Sample size for primary data collection was 100, which may appear small to represent the population in the region. The study tried to find the opinions of managers of industrial products selling their products to industries in and around Indore and Bhopal. The results of the study may not be fully generalized for other industrial areas of the state and nation. Further, there may be a possibility of biasness towards selection of the respondents and filling of questionnaires by respondents. Further research can be done on large sample by including more states. Comparison can be done with other marketing mix elements of industrial products marketing.

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Ecotourism in Assam: Promises and Pitfalls

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Abstract

The term tourism has been recognized as one of the largest smokeless as well as fastest growing industries globally. As one of the sub-components of sustainable tourism, ecotourism is emerging as an area of high interest among academicians and practitioners. It is considered to be one of the major factors that attract tourists to destinations. Moreover, ecotourism also acts as a tool to promote eco-friendly tourism, catering to both country's revenue and sustainable environment. Despite having abundant and numerous tourism resources, ecotourism development in Assam is not happening at a brisk pace. Although several studies have been carried out on ecotourism in India, research on this topic is quite limited in Assam, and still remains to be explored. Against this backdrop, it is interesting and worthwhile to make a study on the promises and pitfalls of ecotourism in Assam. The findings of the present study present the prospects and barriers to ecotourism in the state, and would enable policy makers, planners, educationists and environmentalists to formulate new policies associated with this form of sustainable tourism. Also, the findings of the study are expected to help the administrators to change the approach towards ecotourism.

Keywords: Tourism, ecotourism, promises, pitfalls, Assam.

Introduction

The term tourism has been recognized as one of the largest smokeless as well as fastest growing industries globally. The significance of this industry has been well acknowledged in both developed and developing economies. In recent times, tourism has witnessed a new vista of expansion and has emerged as economic activity of global importance. Moreover, the contribution of tourism in the economic development of a nation is so widely accepted that over the years a massive investment has been pouring in across the nations for the promotion of it.

The concept of tourism as a phenomenon involves the movement of people within their own country or across the national borders. According to Wahab (1975), tourism involves basically three elements: man (human element as the creator of the act of tourism), space (the physical element to be necessarily covered by the act itself), and time (the temporal element which is compared by the trip itself and the stay at the destination). Also, it is defined as the sum of phenomenon and relationships arising from the travel and stay of non-residents in so far as they don't lead to permanent residence and are not connected with an earning activity (Burkart & Medlik, 1984). In the words of Mathieson and Wall (1982), a good working definition of tourism is "the temporary movement of people to destinations outside their normal places of work and residence, the activities undertaken during their stay in these destinations and the facilities created to cater to their need."

India, the land of geographical diversity, offers several tourist destinations that not just de-stress but also rejuvenate people. The tourism sector has been instrumental in generating employment opportunities and household income for Indians, as it has in many other developing economies. As one of the subcomponents of sustainable tourism (Kiper, 2013), ecotourism is emerging as an area of high interest among academicians and practitioners. It is also regarded as one of the factors that attract tourists to destinations. The perceived potential of this tourism as a plausible tool to achieve sustainable development is the key reason for upcoming nations to focus on it and incorporate it while formulating their economic development policies and conservation strategies. Although ecotourism accounts for a measly 2-4% of the entire tourism industry, it is the latest trend among tourists today. Increasing number of people are willing to pay extra for tours that are "eco-friendly".

Focusing on Assam, it has a profound potential for ecotourism development, since the state entirely itself is an ecotourism destination. The state has a lower degree of industrial pollution compared to other developing cities in the country. Its rich flora and fauna, green forests, blue hills, enchanting rivers are the basis on which eco-friendly tourism can be developed. Moreover, it can cater to both state's revenue and sustainable environment. Although several studies have been carried out on ecotourism in India, research on this topic is quite limited in Assam, and still remains to be explored. Against this backdrop, it is interesting and worthwhile to make a study on the promises and pitfalls of ecotourism in Assam.

Ecotourism: The Concept

Ecotourism is a recent phenomenon in tourism, which struck a chord with the tourism industry, the travelling public, and with private and public sector agencies charged

with the promotion of tourism products. It has drawn growing attention in recent year not only as an alternate to mass tourism but as a means of economic development and environmental sustainability. The growing interest in ecotourism has led to the emergence of a lively debate among academics and industry professionals about the worthiness of the phenomenon.

As defined by the Ecotourism Society, it is the responsible travel to natural areas, which conserves the environment and sustains the well being of local people. Any kind of tourism program which is nature based, ecologically sustainable, where education and interpretation is a major concept and where local residents may be benefited can be called ecotourism. This form of tourism exposes the ecological culture of the country.

Some of the impact making definitions of ecotourism is highlighted below (Table 1):

Table 1: Definitions of ecotourism

Author –Year	Definition
Worldwide Fund for Natural-India, 2002	Ecotourism is an alternative tourism and it respects social and cultural traditions. It is decentralised in nature and seeks to integrate rural development.
Caprihan et al., 2004	Ecotourism is an amalgamation of two separate concepts ecology and tourism, but viewed jointly the coinage assumes great significance both for ecological conservation and development of tourism. Ecotourism ensures satisfaction and is conducted for small homogeneous groups.
Kumar, 2007	“Ecotourism is the management of tourism and conservation of nature in a way, so as to maintain a fine balance between the requirements of tourism and ecology on the one hand and the needs of local communities for new job skills, income generating employment and a better status for women on the other.”
Weaver, 2008	Ecotourism is a form of tourism that fosters learning experiences and appreciation of the natural environment, or some components thereof, within its associated cultural context.
Joshi, 2011	Ecotourism is defined as travelling to relatively undisturbed natural areas with specific objective of studying, admiring and enjoying scenery and its wild animals and plants as well as

	existing.
Cabral & Dhar, 2019	Ecotourism is regarded broadly as a sustainable form of tourism that offers a solution to two primary concerns: poverty and biodiversity degradation.

Source: Author's own work

Literature Review

Batra (1990) in his study on 'Tourism in Rajasthan-Problems, Potential and Future Prospects' points out the various snags, impediments and obstacles in the promotion of tourism in the state of Rajasthan in particular and India in general, some of which are in-built in nature. He strongly recommends that, tourism activity in Rajasthan must be taken as a dynamic tool in uplifting the social status of the society. For this he recommends frequent get together of local people with the foreign tourists.

Boyd and Butler (1996b) stress on eight factors i.e. accessibility, relationship between eco-tourism and other resources, attraction, tourism infrastructure, skill and knowledge, social interaction, degree of acceptance of impacts and type of management for the development of ecotourism opportunity spectrum (ECOS).

Pearce (1996) looks into tourist destinations from five broad sectors namely attractions, transport, accommodation, supporting facilities and infrastructure. He further states that tourists visit a destination because of its attraction, the transport services make it possible, the accommodation and supporting facilities add to the comfort of tourists during their stay, and lastly the infrastructure facilitates the effective functioning of all the above sectors.

Caprihan and Shivakumar (2004) highlight mainly four features of ecotourism i.e. preservation, supportiveness, involvement and empowerment to provide more livelihood opportunities to local people. Authors' view that India has vast potential of ecotourism but proper planning requires for preservation of natural resources was lacking.

Dev (2005) conducts a study about relationship between demographic characters and preference of ecotourism activities among Indian ecotourists and reveals that the preference of ecotourism activities of Indian eco- tourists is almost same, irrespective of their age.

Poyamoli (2007) in his paper on 'Eco-Cultural Tourism in Indian Islands: Some Implications' attempts to focus on paradigm shifts in tourism and environment

management with particular reference to Indian Island eco systems. Sustainable alternatives are suggested to ensure that the tourism in Indian Islands are not merely financially self-sustainable, but ecologically and socially sustainable as well, besides culturally responsible.

Nambath (2012) advocates an integrated action from the important stakeholders to develop sustainable tourism. Further, keeping scarcity of resources of the government in mind, he strongly favours active participation from private sector, thereby stressing the role of PPP in achieving holistic and sustainable tourism development.

Scaria (2012) highlights both the favourable and adverse aspects of tourism in Kerala. In a situation of appreciable upward trend of tourism over the last two decades or more in India along with high potential of tourism sector, there are certain apprehensions about the sustainability of the tourism industry in the backdrop of detrimental effects of tourism on environment. This makes ecotourism as the future tourism due to its sustainable nature.

In literature there is no consensus concerning the distinctiveness of ecotourism and the extent to which it differs from other forms of tourism. This allows businesses to use the term “ecotourism” as a marketing tool, in order to gain an apparent green edge on the competition without having to really change anything (Ross, 1999).

Assam has witnessed a steady increase in number of foreign tourists visiting the state despite ethnic and militant violence. Das and Syiemelieh (2004) in their study ‘Ecotourism in Assam’ explain that Assam has tremendous potentiality for growth and development of ecotourism. Assam forms a part of global biodiversity hot spot, with varieties of flora and fauna, which can provide a sound base to start ecotourism ventures.

According to Devi (2012), tourism is a sector which cannot grow and sustain by the efforts of the government alone. It requires private initiatives for promotion. In fact, tourism is a multi-dimensional activity and has strong inter-related linkages and so, proper care to develop all the links and sectors involved in this business is of prime consideration.

Hussain et al. (2013) argue in their article that for the development of ecotourism in the state, different government and local bodies must work together. The government should introduce a new department as “Department of Ecotourism” and this body will look after the development of ecotourism activity in different areas. The NGOs, local bodies, clubs should come forward for provide training to local people for developing

their skills. The government and the local bodies must come forward to raise the awareness among the people for flora and fauna.

Kalita and Gogoi (2015) focus on the tourism development in Assam based on the concept of ecotourism and geotourism. They believe that the ecotourism and the geotourism products of the state need immediate identification and should have taken utmost interest to restore and develop for attractive tourist destination. The problems which have been mentioned above may be solved by the cooperation and help of public, private and NGOs sectors.

Notwithstanding growing importance of ecotourism, knowledge of this phenomenon remains limited in literature. Today, the demand for eco-tourism destinations is surging. Many tourists want to visit places like eco parks, medicinal farms etc, so there is a possibility to develop categorical eco-parks in Assam as tourist destinations. The State is enriched with enormous potentialities of ecotourism sites. The increasing number of tourists visiting Assam to witness and inculcate especially ethnic culture, Majuli, Bihu dance, wildlife and other local festivals play a pivotal role in strengthening the state economy. Hence, government and private players are required to cash in on these opportunities by putting in all possible efforts and initiatives.

Materials and Methods

The study is mainly exploratory in nature and based on literature review, published articles in local and national newspapers, media sources covering this aspect of tourism, personal understanding and knowledge, field visits, and informal discussion with professionals (professors, ecological conservators, govt. officials, researchers and practitioners etc.).

Results and Discussion

Ecotourism in Assam: Promises

In this section, the author attempts to portray a picture of current state of tourism demand in Assam and presents a comparative exhibition of tourist visits from 2014-15 to 2018-19 (Table 2).

Table 2: Tourist visits (Domestic & Foreign) in Assam from 2004 to 2019

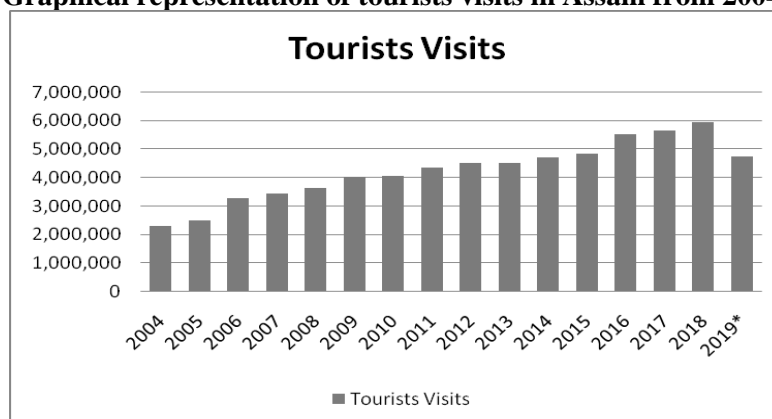
Year	Tourist visits (Domestic & Foreign)	Growth rate (%)
2004	2,293,915	---
2005	2,478,438	8

2006	3,279,808	32
2007	3,449,589	5
2008	3,631,732	5
2009	4,013,239	11
2010	4,066,081	1
2011	4,355,885	7
2012	4,528,949	4
2013	4,528,949	0
2014	4,702,165	4
2015	4,857,217	3
2016	5,516,180	14
2017	5,669,270	3
2018	5,966,530	5
2019*	4,736,710	(-)21

**Upto Dec. 2019*

Source: Directorate of Tourism, Government of Assam

Fig. 1: Graphical representation of tourists visits in Assam from 2004 to 2019



*Note: *Upto December 2019*

The Y-O-Y increase in tourists' visits carries a lot of significance for the development of Assam, since tourism is one of the key drivers of state's economy. Also, official figures direct toward a large percentage of these tourists visit ecotourism sites of the state namely Kaziranga National Park, Manas National Park, Orang National park, Deepor Beel and many more. This reflects high prospects of ecotourism in the state, and if promoted properly it can catapult the state to the national figure as one of the most preferred ecotourism destinations in India.

Furthermore, the prospects of this form of sustainable tourism are also evident from the measures taken by the state government to improve the destinations. These include giving strategic economic and employment priority to the industry, taxing it intelligently and recognising its employment creation potential, investing in human resource and expanding infrastructure. The implementation of these steps effectively will play an important role in the development of the industry as well as in facilitating the process of increasing the participation of the disadvantaged communities in tourism.

Ecotourism in Assam: Major Pitfalls

The problems facing ecotourism in Assam are diverse. However, these problems can be summarized as follows:

Lack of knowledge and awareness

In Assam, there is till a lack of proper knowledge of the importance of tourism development especially ecotourism as an Industry and its positive impact as a potential source of foreign exchange and employment (Silva & McDill, 2004).

Lack of tourism-related infrastructure

Even though Assam is a land of natural resources, but the state lacks adequate infrastructures like hotels and lodging services, transportation and communication, safety and security and tourism information services necessary for the development of a successful eco-tourism destination (Graci, 2007; Connell et al., 2009). This makes it difficult to provide the standards and facilities that tourists require.

Lack of tourism investments and funding

Investments and funding in tourism, is still a major problem and it has been identified as the chief constraint for development in this industry in Assam (Yadav & Sahu, 2015). Investments in service related industry is declining as it is considered to be a high-risk task. And lack of sufficient awareness regarding eco-tourism potential of Assam makes the investments more risky in this part of India.

Lack of consistent tourism strategies and policies

Absence of integrated tourism policy, the structure of public administration, over commercialization, and the structure of tourism system in Assam are considered to be major obstacle in the growth of the state as a potential eco-tourism destination (Tosun, 2001; Connell et al., 2009).

Frequent flooding and erosion

During rainy season, almost every year all the major eco-tourism sites in Assam are inundated by flood waters. Besides this, soil erosion is also a major headache for the state government. These create havoc by destroying the natural habitats of animals and adversely affecting the ecosystem (Patnaik et al., 2019).

Increase in poaching

The merciless killing of rhinos by poachers poses a major threat to the sustainability of biodiversity (Martin et al., 2009). The Kaziranga National park attracts thousands of domestic as well as foreign tourists and is considered to be a paradise for eco-tourism lovers.

Encroachment of vast areas

Unabated encroachment by human population in the vicinity of eco-tourism sites is emerging as a major area of concern for the administrators (Kushwaha et al., 2000).

In the previous year, the Assam tourism industry incurred a huge loss of magnitude Rs.1000 crore in the violence that erupted against the Citizenship Amendment Act (The Telegraph, 2020). So, unless and until, a conducive and congenial environment can be restored it would be a difficult task for the state to reach the pinnacle. Many tourism experts are of the opinion that Assam should strive for ecotourism development instead of its effort to accommodate a large number of domestic and foreign tourists beyond its capacity. Bhutan, the neighbouring country of Assam, developed tourism in a well-planned and well-controlled manner with the theme 'Low Volume, High Values' i.e. getting maximum values or benefits with lesser and a manageable number of tourists. Along with this, it is also important to undertake ecotourism projects to help educate members of the surrounding community, school children and opinion leaders of the community.

Conclusion

Undoubtedly, environment-based tourism or ecotourism is one of the most significant areas of research in tourism studies today. It is viewed as the next wave of community and regional development in many parts of the world. To maintain ecotourism site as

a popular destination, a detailed study of individual preference pattern; motivating forces etc. need to be carried out.

Assam is a distinct place in terms of its unique bio-diversity. Therefore, in order to nurture and administer this state, endowed with tremendous natural beauty, on sustainable basis, more surveillance is demanded from both the state and central governments. However, the onus is more on the state government and they must plan on how to promote and publicize other potential ecotourism sites of the state to garner more revenue from tourists' visits. Ultimately, the aim is to build up a unique image of Assam in the direction of eco-tourism so that environmental concerns are addressed properly (Patnaik et al., 2019). Finally, the current study would enable policy makers, planners, educationists and environmentalist to formulate new policies associated with ecotourism. Also, the findings of the study are expected to help the administrators to change the approach towards ecotourism.

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Temporariness the New Permanency: Evaluating the Pros and Cons of Gig Workforce

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Abstract:

How the employees of the future are going to work is soon going to change for ever. With the coming of Artificial Intelligence in almost every spare of our life, there are new jobs which are being created every hour and there are jobs which are going to vanish soon. This is going to create temporariness in work force. The jobs that are going to be most affected are graphic design, web developer, IT support, technical writer; marketing and public relation professionals there will be an increase in demand for these job roles. The word 'Gig' means project or activity based work which can be given to an individual based on his technical skills as maintaining a behavioural skill require time and depends a lot more on the individuals capability and the environment in which he is interacting. There is already opposition from various employee unions and affected parties related to the viability of this concept of Gig. There are lot of pertinent question that needs to be answered like what is going to be the rights of such work force whether there will unions representing them, what about the ethical implication of such a scenario. The paper tends to evaluate the pros and cons of Gig workforce and how it is going to impact the Human Resource supply industry in the future.

Keywords: gig, temporary, job, workforce, HR supply.

Introduction:

It has been many times we have heard these words that the only thing which is going to be permanent in this world is temporariness. These words are most relevant in today's scenarios w.r.t. the global job market where temporary employment or contingent work force or "Gig" in popular terms is in fashion. But unlike fashion which fads away with time and context this concept is here to stay.

'Gig' work is a unique type of contingent work which has grown markedly since the most recent recession, although absolute numbers are still small and difficult to trace. The term was first coined by journalist Tina Brown to describe "contingent" work that is translated on a digital "marketplace." Recently, the US Department of Commerce proposed a new definition for these companies, which it calls "digital matching services." These services are defined as those that (1) facilitate peer-to-peer transactions using online platforms or mobile apps; (2) utilize user-based rating systems; (3) offer workers flexibility in determining their hours; and (4) place responsibility on workers to provide whatever tools or assets are necessary to accomplish their work.

While piecework has long been a part of low and middle income work, this new version involves workers from many socioeconomic platforms. The main characteristic of gig economy based businesses is that they offer online applications to connect individuals seeking services with those providing services, and do not consider themselves to be service providers. The services themselves can be entirely online, such as photo tagging or completing surveys or offline, such as providing housecleaning or transportation. Because they claim not to employ the people providing the service, who are considered independent contractors, gig businesses deny having an employer relationship or the responsibility to follow any labour laws. Therefore, most do not provide benefits such as health or workers' compensation insurance. Unlike typical independent contractors, however, workers cannot negotiate their rates or work contracts, but must electronically accept the platform's terms in order to access assignments. Although most workers in the United States are "at will" employees who can be fired for any reason (as long as it does not overtly discriminate against workers for statutorily protected characteristics such as religion or ethnicity) gig workers can be let go even more easily; since they do not have a contract, they only have to be deactivated from the platform. Companies as a part of the gig economy started appearing in 2005, with the introduction of Amazon's Mechanical Turk, considered one of the initial gig platforms. Since then, they have shown a high rate of growth, in size, number, and income. As of December 2014, Uber had about 2000 employees but more than 160,000 "driver-partners" in the

United States alone, while Netflix employs a small fraction of the number of employees that used to work in the company it replaced, Blockbuster.

With talent pools today becoming way more diverse in their age group and with Millennials and Gen Z workers increasingly becoming part of the country's workforce, many have begun preferring to become part of the gig economy. Either under the force of lack of formal jobs and or just new economic conditions, studies shows that as more and more companies undertake business renovation to make their processes more techno driven, the numbers of gig workers will increase. Increasing use of technology, like Artificial Intelligence and automation, would lead to the creation of new job profiles and a business's need to look for qualified talent. In the coming years, instead of hiring for such positions, it'll be more feasible for the companies to just reach out to talent on per project basis.

It is difficult to fathom how many people are employed by the gig economy. Many work for more than one platform, patching together a living via multiple gigs, and others perform gig work in addition to holding a traditional-economy job. An aspect of the rise in tech usage in a country like ours has meant that many who would've worked earlier within the unorganized sector are now able to get better jobs. Most jobs created under this growing trend exist in the informal space. Although this might seem to be an effective measure for both workers to set their wages according to free market economy and also for the company to hire people with specialized skills on a temporary basis, the actual implementation of the model is quite difficult.

Characteristics of the Indian Workforce

The Indian workforce has three distinct characteristics: (a) It is a young workforce; (b) the skills base of this workforce remains underdeveloped; and (c) most jobs are being created in the informal economy.

The Indian workforce is young and will remain young in future decades – a trend that immediately separates India from advanced economies; in which ageing workforces have to carry the mantle for the “Fourth Industrial Revolution”.

Table 1: Population of workforce

Age Group (in years)	Percentage of Total Population in Each Group	Workforce as Percentage of Total Population in Each Group
0-17	35.91	3.01
18-24	12.7	41.49
25-59	43.22	63.09
>= 60	8.17	34.48
Total	100	36.43

Source: 68th Round, National Sample Survey @ Observer Research Foundation's India Data Labs

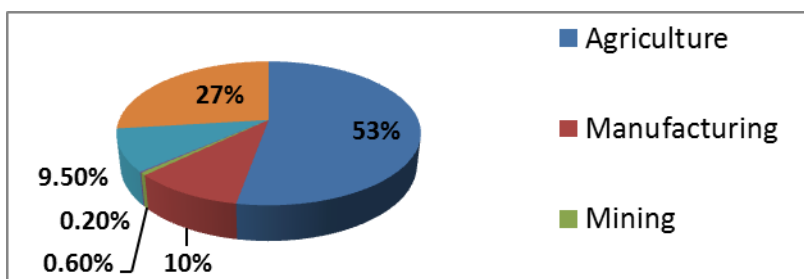
Table 2: Share of employment sectors

	Agriculture	Manufacturing and Mining	Services
0-17	52.44	33.32	14.23
18-24	44.75	31.79	23.46
25-59	47.24	23.67	29.09
>= 60	67.77	14.62	17.62
Total	48.66	24.38	26.96

Source: Source: 68th Round, National Sample Survey @ Observer Research Foundation's India Data Labs

Overall Employability Scenario in India:

The various sectors which are producing biggest employment, in India we can see from the figure that after agriculture it is the service sector which is responsible for maximum employment generation. This is a clear indication of the growth of Gig Workforce in Service Industry, however in Agriculture also we find example where the farmers are employed as per the requirement of the season to do farming but since it is an unorganized sector and there is no clear ownership of land and equipment we are not considering it for our study.



Source: www.data.gov.in

In terms of skill level also there are different types of Gigs available in industries. A recent report on this published in The Economics Times ,India clearly shows that Gigs are not limited to the IT based industries only .The various levels of skills and functional area where these are used is shown as below

HOT SKILLS IN TOP-TIER GIG ECONOMY		
FUNCTION	SKILLS	
Strategy Growth strategy; Go-to-market; Program management support	Technology/IT Data analytics; Product management; Project management	Marketing Brand strategy; External communication; Marketing strategy - digital + offline
Finance Interim CFOs; Valuation and finance modelling; Business case development	Human Resources Talent acquisition; HR policies including compensation strategy; organisation development and employee engagement	

Source: Economics Times

Objectives of the Study

1. To understand the Gig economy and how it works all over the world.
2. To study the factors for its growth in India
3. To study its effect on Human resource related policies of the country.

Literature Review

The coming of age of the gig economy has brought new changes and problems for employment. Many academicians, trade unionists and current or former gig workers

have voiced concerns about the negative effects of platform based organization and labour practices. Some says that these platforms facilitate ‘sham contracting’ by allowing businesses to show employment as independent contracting and avoid the common employee entitlements (Bornstein 2015). There is also a worry about the return of ‘spot labour markets’, which was once common in agriculture and factories at times of high unemployment, and now re-appearing in the digitalized world.

Today’s restless, banished workers wait for the next ‘gig’ to appear on their smartphone, rather than waiting by the factory gate (Sundararajan 2016). The uncertain employment status of gig-economy employees is a major area of concern for critics of this platform model. While the problem of correctly classifying different types of workers is itself not new, the involvement of new technology-driven business models, linked to better working arrangements, has intensified existing tensions. The presence of platforms as new mediators in the job market has spurred an important conversation about the suitability of current legal classifications, and the need for alternative categories.

The platform companies have generally maintained that those working via their apps are independent workers. Their argument is that workers choose when and where to work, and must invest their own capital (e.g. a car or bike) to set up in task. There is resentment to any recommendation that independent workers should be officially reclassified as employees; some even want to suggest that this would finish the platform economy (Sherk 2016). But even the devoted supporters of the independent-worker classification accept that gig-based work can resemble some elements of orthodox employment: fixed rates of pay, clothing and training requirements, and other performance related criteria (Eisenbrey and Mishel 2016; Sherk 2016).

In a bid to resolve this tension, some intellectuals have suggested that new legal groups are needed for gig workers. In the European literature, Todolí-Signes (2017) have debated for a ‘special labour law’ to cover the ‘profession’ of online platform work, which would provide to the peculiarities of new gig-based working measures. Exceptional labour laws already apply in certain professions, such as to lawyers and native workers, in Italy and Spain (Todolí-Signes 2017). In the United States, Harris and Krueger (2015) proposed a cooperation legal category: ‘independent workers’. In their view, ‘work contracts arising in the “online gig economy” do not fit the current legal definitions of “employee” or “autonomous contractor” status’. Settling the uncertainty with a new legal category would mean that the law courts are not forced to choose between ill-suited options, which could lead to perplexing or inconsistent models.

Harris and Krueger's (2015) in their work talked about, individual workers' rights, such as the right to organise and bargain mutually, but not others, such as the minimum wage. The authors have used the case of Uber to show the need for a new independent worker category. The problem they see, and the reason that they propose to exclude independent workers from hours-based employee entitlements, including the minimum wage, is that gig workers' hours cannot be actually measured. While they are logged into the App and waiting for the next work to appear, they are not idle: they can do personal tasks or can be engaged in other paid form of work. Most importantly, they can "double shift"; while waiting for a job, drivers can be working for one of Uber's competitors also. The difficult issue identified here by author is that, while each app can readily measure how many hours an employee is logged-in, those hours cannot be exclusively assigned to a specific company.

A further analysis of the gig economy relates to its impending need for fast-tracking 'fragmentation': breaking down once-whole jobs into small task elements, each of which is then auctioned to the lowest bidder. This process has been taking place in Australia for some time; Watson et al. (2003) in his work saw it as a danger not only to labour standards but to broader social defences and employment opportunities. With growing inequalities in job worth, those without access to the 'good' jobs would find it increasingly stimulating to escape from low pay and employment uncertainty (Kalleberg 2012). The concern is that platform based companies are now finding new technological means of fast-tracking this process of fragmentation and, in turn, fast-tracking its negative social effects. Indeed, gig work may be reviving a type of labour market that trade unions and regulators have long fought – one in which workers must undercut each another for advantage, causing a 'race to the bottom' on wages and other performance potentials (e.g. time of delivery).

Of course, there is also a more optimistic narrative about the benefits of gig-based work. Observers see newly empowered, flexible workers who can choose when and where to work, or if to work at all. Some go further, saying that the gig economy can help to match workers with job prospects and thus reduce the incidence of underemployment (Macken 2017). Others highlight the benefits of ready access to an 'on-demand' workforce for consumers and small business operatives. Minifie and Wiltshire (2016) shared in their work that the growth of gig works could significantly expand opportunities for 1.1 million unemployed and under-employed Australians. Similarly, but on a global scale, Manyika et al. (2015) claim that tens of millions of jobseekers will find work through platforms in coming decades. These authors estimate that 30–45% of the world's working-age population is not utilized properly and that many could be (re-) engaged through gig work. Finally, in the context of the sluggish recovery of the mainstream job market in Europe since the Great Recession,

Fabo et al. (2017, 165) suggested that gig-based work arrangements ‘could benefit particularly discouraged and deprived workers by giving them the possibility to work from remote location’.

While it is too soon to judge the success of these efforts, they suggest that gig workers have a desire to ‘voice’ their concern and are seeking new mechanisms for its expression (Greenhouse 2016). The ability of gig workers to secure good work will depend, in part, on the response of ‘traditional’ unions. In the world over, some of these unions have actively supported gig workers in their struggles. The mass movement of gig workers may also hold lessons for old-fashioned unions about the uses of digital technology and ways of developing booming frames that can mobilise a more fragmented and insecure workforce (Gahan and Pekarek 2013).

Discussion

Opportunity for Growth: Career planning is generally done for full-time employees. Since they can see the next due promotion and can therefore use their experiences at one company into a full-time position at another. But gig workers often have a hard time building toward long-term comprehensive careers.

This is true especially with workplaces that are experiencing swift development. While individuals in traditional employment often take training in new skills, tools, and technologies, gigs are left out. As other studies on contingent workers has noted, “Rather than benefiting from the orthodox way of gaining knowledge and training through the workplace, alternative workers tend to switch from job to job, losing access to skill development and growth opportunities.”

Monetary Benefits: To create stability for today’s gig workforce, we need a series of laws that will empower them with basic rights like minimum wages and access to affordable health care. Some companies are already taking actions towards this to the interest of their Gig workers. But businesses must help lead the way. And those that do — for instance, perhaps, Amazon, which raised its minimum wage to \$15 — stand to gain with happier, healthier workers who want to be a productive part of the team.

No Legal Rights: The gig workers by the virtue of their temporariness face the issue of legal safeguard against the exploitation by the hand employers. Various HR policies like casual leave, Paid leave, gratuity, maternity leave, protection against sexual harassment at work place may or may not be applied in case of a Gig worker. In such scenario they feel more and more out of place

Managing Talent: Many companies are still struggling with the use of geographically dispersed groups working together using technology tools like Hangout, Zoom, Skype etc and. In addition to these new organizations have to figure out how to manage and develop this surplus layer of gig workers. Companies will need to rework the way they organize, oversee, regulate and discipline their gig workers as compared to their regular employees. The Gig worker even after being talented and worthwhile may not be given a permanent status in the organization, there are industries where the Gig workers accounts for 70 to 80 percent of the total talent pool.

Health & Safety: There is little care given to the health of gig workers. Among traditional temporary workers, increased rates of fatal and non-fatal injuries were due to the differences in training received and looming job security. However, both offline gig work in transportation and service industry and online platform gig work are characterized by same kind of health and safety hazards. In food aggregator companies like Swiggy, Famos and Zomato special care is taken for the workers road traffic safety. Intensive use of one's laptop or PC's keyboard in poorly-arranged home and office workstations also present new type of health problems especially for workers in IT Industry, although the regulatory framework does not apply in the absence of a formal relationship.

Analysis

On analysing the literature available on the Gig Work force available in India and beyond we come to the following analysis:

- The gig economy is at a fast rate and will grow at exponential rates in near future.
- The online labour markets are proving to be a boon to the millennials as they are constantly online and find it easier to look for jobs which suits their interest.
- Managers need to adapt to the changing environment, as they are responsible to ensure that the gig workers give their max efficiency to the organisation. This is only possible by ensuring proper and adequate inclusion which leads to a feeling of belongingness and loyalty
- There is need of defining regulations to ensure that the gig economy doesn't turn into an exploitation tool in the hands of either the organisations or the managers.
- Academic study of the gig economy is just at its beginning phase.
- The most useful contribution that employment related scholars can make is to move beyond the many polarised assessments that characterise the gig economy as exclusively good or bad.

- Gigs are expanding beyond traditional professions there is evidence that gig platforms will soon be replacing the traditional employment opportunities.
- Job insecurity, contributes to poor overall physical and mental health among the gig workers.
- As workers are hired on contract basis, access to health protections rights such as insurance and others benefits are few for the Gig workers.

Conclusions

We are living in a time where the employees are not scared to change their allegiance based on the opportunities, and the employers is also ready to forgo his employee for reducing the extra burden of paying him in slack time of his organization production cycle.

The gig economy is not a new concept in Indian labour markets, it is only now that it is changing and growing into the unchartered sectors. It's influencing the traditional methods and changing the work culture also, there is need to adjust and allow this trend to nurture, for it will show new areas and opportunities for people.

While the gig economy is thriving at a fast pace it will never be able to replace traditional methods, reason being in India people are more concerned about their job not merely as a financial security but more so as a social security. The current trends also point that, the future of gig in India promises to be full of challenges. It's not a fad but a way of employment and whether we like it or not, the steps that we take today will go a long way in ensuring that we reinvent ourselves and be future ready. The quantity of popular commentary and speculation vastly exceeds the quality and depth of the knowledge base and a significant effort will be required to develop a strong understanding of how many people work in the gig economy, why they do it, and how trade unions, regulators and scholars should respond to it.

Under what sort of conditions – and for whom – might gig work will be beneficial? What instruments can regulators use to 'push' the platform companies towards better labour-management practices? Variants of these questions will always be of interest to employment relation academicians. This gig economy challenges us to re-examine what 'decent work' means in the 21st century and recommit to achieving it universally.

However, none of this should hinge on an expectation that gig-based work is necessarily the future of work. We identified several limits to the gig economy's growth, and some of these may prove to be existential threats

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