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RESEARCH REVIEW

A Study on Impact of Age and Years of Experience on Job Satisfaction of Doctors
Ms. Monika Khanna, Dr D. Henry

Customer Preference and Satisfaction towards Mobile Network Service Providers in Greater Mumbai Metropolitan Region
Mr. Jackson John, Mr. Adwait Rane

A Study on The Impact of Career Development on The Quality of Work Life of Women BPO Employees in Thane
Dr. Kiran Naik, Ms. Ashwini Arte

Impact of Tourism on Indian Economy
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A Study on Digital Human Resource Management - Its Impact on Employee Turnover
Dr. (Mrs) Babita A. Kanojia

Impact of Maintenance Practices on Plant Service Quality
Dr. Nitin Godse, Dr. D. Henry



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Table of Content ...

Editorial	2
1. A Study on Impact of Age and Years of Experience on Job Satisfaction of Doctors	3
Ms. Monika Khanna, Dr D. Henry	
2. Customer Preference and Satisfaction towards Mobile Network Service Providers in Greater Mumbai Metropolitan Region	7
Mr. Jackson John, Mr. Adwait Rane	
3. A Study on The Impact of Career Development on The Quality of Work Life of Women BPO Employees in Thane	16
Dr. Kiran Naik, Ms. Ashwini Arte	
4. Impact of Tourism on Indian Economy	20
Dr. Simeon S Simon	
5. A Study on Digital Human Resource Management - Its Impact on Employee Turnover	30
Dr. (Mrs) Babita A. Kanojia	
6. Impact of Maintenance Practices on Plant Service Quality	35
Dr. Nitin Godse, Dr. D. Henry	
Guidelines for Authors	43

Editorial...

We are happy to announce the publication of volume 15 issue 1 of the journal, "SFIMAR Research Review". This is a half yearly journal with an ISSN number (0975-895X). The Journal is published with an objective to disseminate information based on application in various segments of Management. It is felt that this publication can help in encouraging and promoting indigenous management research. It is also considered a platform to share ideas, views and experiences of Management Practitioners, Researchers, and Academicians at National as well as International level.

The current issue of this journal contains five papers on research work done by researchers.

Ms. Monika Khanna and Dr. D. Henry in their paper attempt to study impact of age and years of experience on job satisfaction of doctors. The results show that there is significant variation in job satisfaction with age and experience.

Mr. Jackson John and Mr. Adwait Rane in their present study deals with customer preference and their satisfaction level towards mobile network service providers, especially during the nationwide lockdown period caused by COVID-19 pandemic. This study highlights the parameters which consumers examine while selecting the particular mobile network operator. It also identifies the consumer satisfaction level for their current operator.

Dr. Kiran Naik and Ms. Ashwini Arte in their research paper tries to identify various elements of career development like training, opportunities to apply individual employee's talent, opportunities for personal development, the process of performance appraisal, promotions from within the organization to take up leadership positions which give opportunities for career advancement. This study is an effort to find out whether the women BPO employees in Thane perceive that career development opportunities affect their quality of work life.

Dr. Simeon Simon in his research study, attempt to study and understand the opportunities of tourism in India, several Government initiatives taken towards development of the tourism sector and to get deeper insight on impact of tourism on the economy of India.

Dr. Babita Kanojia in her paper, she used cervical method to understand the impact of digital Human Resource Management in today's digital world organizations and businesses and to understand how digital era has helped businesses form an organization to maintain their Human Resource Management in a developed way.

Dr. Nitin Godse and Dr. D. Henry in their paper tries to study impact of Maintenance Practices on Plant Service Quality. The science of maintenance is ever developing, and it is important to know the latest developments in the field of maintenance in order to sustain the results.

I hope readers will like the contents of the current issue. I thank all the scholars and supporting personnel who made this publication a reality and request everybody to help continue this publication uninterrupted.

Prof. Dr. Sulbha S. Raorane.
Chief Editor

A STUDY ON IMPACT OF AGE AND YEARS OF EXPERIENCE ON JOB SATISFACTION OF DOCTORS

***Ms. Monika Khanna, **Dr D. Henry**

ABSTRACT

Doctors are in a profession where they have to work without any time limitations and under very stressful circumstances, but they are expected to maintain their cool under all conditions and perform in the best possible manner. These doctors have to live up to the competition as well as maintain the standards of their treatment and care. The present paper is an attempt to find if age and experience has any impact on their job satisfaction. A structured questionnaire was administered and the survey was taken by doctors of different hospitals and a total of 150 responses were analysed. The results show that there is significant variation in job satisfaction with age and experience.

Introduction

Job satisfaction is the feeling of contentedness when an employee is pleased and happy working in an organisation. It results from how an employee perceives the job and various aspects associated with it. Focusing on the doctors, job satisfaction is an issue of critical importance as it affects their quality of patient treatment and care. Many factors like age, years of experience, gender, salary etc affect job satisfaction of an individual. The author has taken up age and years of experience as the factors under study in this paper. Age is an important demographic factor, when undertaking any research, as it demonstrates a different set of collective values, beliefs, attitudes and reactions among the different age groups. It also reflects the difference in the maturity level and the responsibilities of the people. It is a known fact that opinions on different topics tend to change with different age groups. Experience is another factor of paramount importance as it includes all the encounters, observations, complexities handled by an individual and all this adds to his wisdom. It is total number of years of experience an employee has earned in his career as a whole in the same field. As number of years grows the employee becomes aware of not only his own strengths and

weaknesses but also constraints with which he has to work, the culture and environment of the organisation. The employee develops a reputation of dependability which is helpful to him in various aspects like better relationship with the employers, subordinates and seniors and puts him in a better position to work, under the given circumstances. Various studies have found that people with a greater number of years of experience are more satisfied with their jobs as the employee has a better hold over the job and duties with knowledge about probable problems and challenges.

Review of literature

In 2018, Bello S carried a survey with a sample of 157 physicians in Calabar and found that age, years of experience, was not associated with job satisfaction. Similar results were observed in a study carried by Yong Lu et al. (2016), who worked with the health care staff, of Guangdong Province, China. It was observed that though age did not have an impact on job satisfaction but years of service, had a significant impact on job satisfaction. In the year 2017, Geetha M and John S. Franklin carried a study to investigate the effect of demographic variables on job satisfaction of doctors working in Coimbatore City hospitals. It was observed

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that there was no association between age, working experience and job satisfaction. Bhattacharjee S. et al. 2016 found that the chances of being satisfied increased with increasing number of years of service. In 2015 Sucharitha S. et al. found majority of the doctors were moderately satisfied with their job and age was a contributory factor for job satisfaction. But no association was observed between experience and that of job satisfaction. Atif K. et al. 2015 examined the level of job satisfaction among doctors serving in a tertiary care hospital in Lahore to find its relation with several demographic variables. It was also observed that overall a big number of doctors were found to be unsatisfied with their job and a significant relation between job satisfaction and age, service years was found.

Need of the study

The reason for the study was an observation that over the years doctors have been complaining of low job satisfaction and loss of the passion with which they chose the profession. So, the present study was undertaken to find out if age and years of experience have any effect on job satisfaction.

Objectives

- To study the relation between age and job satisfaction
- To study the relation between years of experience and job satisfaction

Hypothesis

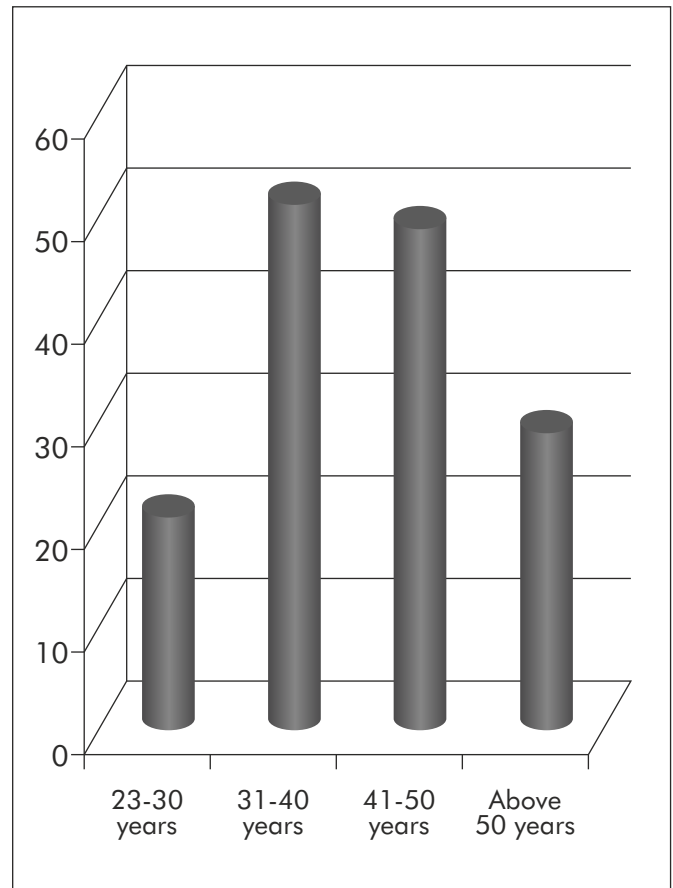
- H_0 There will be no significant relationship between age and job satisfaction of doctors
- H_A There will be a significant relationship between age and job satisfaction of doctors
- H_{02} There is no significant relationship between total years of experience and job satisfaction of doctors
- H_{2A} There is a significant relationship between total years of experience and job satisfaction of doctors

Research methodology

Data is collected with the help of both primary and secondary sources. The primary data was collected with the help of a structured questionnaire with different items using a five-point rating scale ranging from highly dissatisfied to highly satisfied with a score range from 1 -

5. The secondary data was collected from various research papers published in various journals and magazines.

Data analysis and interpretation



Age

Four class intervals have been taken with class difference of 10 years. Only in the first case the difference of 8 years is taken. The minimum age is taken as 23, as this is the earliest age when a medical student completes his under graduation. The upper limit of the range is kept above 50 years, because doctors get more fame and patients with increasing age. The graph shows the age wise distribution among the researched doctors. 14 percent of the respondents belonged to the age group of 23-30 years, 34 percent were in the 34-40 years, 32.7 percent represented the age group of 41-50 years and 19.33 percent of the population was above 50 years of age.

H_0 There will be no significant relationship between age and job satisfaction of doctors

H_A There will be a significant relationship between age and job satisfaction of doctors

The table shows division of respondents on the basis of age and mean value of job satisfaction

Age interval in years	N	percentage	Mean job satisfaction
23-30	21	14	2.8
31-40	51	34	2.6
41-50	49	32.7	2.6
Above 50	29	19.3	3.0
Total	150	100	

		Sum of	df	Mean	F	Sig.
		Squares		Square		
Job satisfaction score	Between Groups	89.123	3	29.70	9.98	0
	Within Groups	714.236	146	2.903		
	Total	803.359	149			

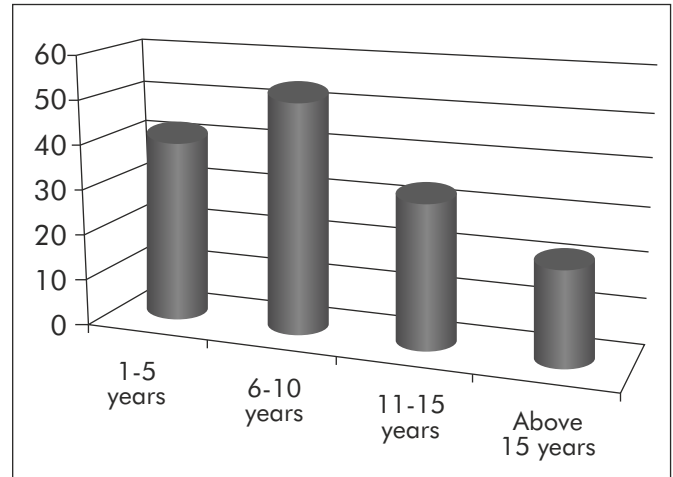
It is evident from the Table that the mean job satisfaction of different age groups varies significantly. Overall, the job satisfaction score of all the respondents is not very high but the age group of 23-30 has a mean score of 2.8 which is little better in comparison to the other two age groups. The reason could be, when the doctors join the hospitals, they are fresh without any experience and full of passion and take all the challenges positively and moreover they do not have any personal responsibilities but after few years their professional as well as personal responsibilities grow and they lose the passion to work. It is also observed there is a rise in the job satisfaction level of the respondents with age 50 years and more, this could be attributed to many factors including their maturity level, less personal responsibilities, better salary etc.

Moreover, the F value of the sample is greater than the significant value. Thus, the proposed null hypothesis H0 there is no significant relationship between age and job satisfaction of doctors is rejected. It is clear from the trend of the result that the age is a contributory factor for job satisfaction.

Total years of experience

For this variable four class intervals were taken. The minimum level was 1-5 years and upper range was

above 15 years. 28 percent of the respondents had an experience of 1-5 years, 35.7 percent were with an experience between 6-10 years, 22 percent had an experience between 11-15 years and 14.7 percent had above 15 years of experience. So, the data gathered has employees with varied experiences.



H02: There is no significant relationship between total years of experience and job satisfaction of doctors

H2A: There is a significant relationship between total years of experience and job satisfaction of doctors

The table shows division of respondents on the basis of age and mean value of job satisfaction:

Age interval in years	N	percentage	Mean job satisfaction
1-5 years	42	28.0	2.3
6-10 years	53	35.3	2.6
11-15 years	33	22.0	2.8
More than 15 years	22	14.7	3
Total	150		

		Sum of	df	Mean	F	Sig.
		Squares		Square		
Job satisfaction score	Between Groups	112.213	3	28.05	36.90	0
	Within Groups	187.814	146	0.76		
	Total	803.359	149			

The analysis shows that in the initial years of the career, the doctors do not show much satisfaction, and then there is a sudden rise in the satisfaction levels. The reason for early dissatisfaction could be because of the new work environment and challenges they face while working, but then after few more years they get acclimatized to the environment and accept the things and learn to work under most stressful conditions and under all circumstances and this again results in rise in their satisfaction level.

It is evident from the Table that the mean job satisfaction of different experience groups varies significantly. Moreover, the F value of the sample is greater than the significant value. Thus, the proposed null hypothesis H₀₂, there will be no significant relationship between experience and job satisfaction of doctors is rejected. It means that the job satisfaction varies with the given experience groups. It is clear from the trend of the result that the years of experience is a contributory factor for job satisfaction.

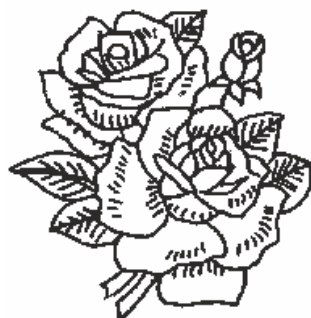
Conclusion

Job satisfaction is important for both employees as well as employers. It helps the hospitals to retain dedicated and skilled doctors and in return these doctors feel comfortable working with them. The study observed majority of the responding doctors were not satisfied with their jobs. Moreover, it was found that there is a significant relation between age, experience and job satisfaction. Hospitals should understand the needs of the doctors and consider the same while formulating HR policies. It should include systems like flexi hours, limited weekly hours of work, organisational benefits etc. Organizational factors such as autonomy, employee relationships with each other, workload, and number of working hours have a great influence on job satisfaction because of their direct impact on the delivery of quality patient care. So, it is very important

for the hospital management to consider these issues while framing the relevant policies.

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CUSTOMER PREFERENCE AND SATISFACTION TOWARDS MOBILE NETWORK SERVICE PROVIDERS IN GREATER MUMBAI METROPOLITAN REGION

***Mr. Jackson John, **Mr. Adwait Rane**

ABSTRACT

Telecom is one of the fastest-growing industries in India and the second largest market in the world. With the advanced technologies like 3G, 4G etc. and growing numbers of service operators the competition has increased substantially. Day by day mobile network operators are stepping-up their resources and efforts to improve their services so as to give maximum to their customer. Due to excess competition in the cellular service industry, mobile network operators try to attract new customers and maintain loyalty with the existing customers.

The present study deals with customer preference and their satisfaction level towards mobile network service providers, especially during the nationwide lockdown period caused by COVID-19 pandemic. This study highlights the parameters which consumers examine while selecting the particular mobile network operator. It also identifies the consumer satisfaction level for their current operator. This study is especially important given that during lockdown a great majority of the masses have been spending a large chunk of their day working from home or other such activities that require constant use of mobile phone network and mobile hotspot data.

The current study was conducted on 119 respondents of Greater Mumbai Metropolitan Region. For collecting the primary data, a structured questionnaire was used. Respondents were selected on Non-Probability convenience sampling basis. This study also tests whether the level of satisfaction affects the continuity with current service provider and there is a likelihood to recommend others. Regression analysis has been used to test the hypotheses.

Introduction

In today's modern digital world, sharing of information is necessary for all. People want to communicate every small thing with their friends and relatives and colleagues. Even while traveling or while eating at a restaurant, individuals want to communicate on social media or talk to people over the phone. Also, they are expecting that this communication connectivity should take place within fraction of seconds.

Initially, the usage of mobile services was largely restricted to calling and messaging purposes when the technology and digitization was introduced. But in the

last decade or so, it is being used for accessing the internet, for sending images, video, audio, etc. With the progress in technology, the perception and preferences of people have changed and evolved. To satisfy the customers and to develop loyalty, mobile service companies introduce many promotional schemes and offers. These are designed keeping customers in mind. With rapid development in the mobile service industry the competition between the operators has also increased. Every operator tries to satisfy the customer to gain customer loyalty.

To survive in the market, various service providers are trying to gain customer loyalty by providing varieties of

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services or offers at competitive prices. This cost reduction helps them develop high profit as well as high customer base. The schemes and offers help mobile network operators to understand the perception and preference level of the customers. Also, it helps to predict the probable future purchases by the customers.

India is presently second-largest telecommunications market globally, and has registered stupendous growth in the past decade and a half. According to a report prepared by GSM Association (GSMA) in collaboration with the Boston Consulting Group (BCG) (2015), the Indian mobile industry is growing rapidly and contributes substantially to India's Gross Domestic Product (GDP). According to a leading research firm Market Research Store, the Indian telecommunication services market is estimated to be US\$ 103.9 billion by 2020. According to the Ericsson Mobility Report India, Smartphone subscriptions in India are projected to increase to 810 million users by 2021, whereas the total smartphone traffic is expected to increase to 4.2 Exabyte's (EB) per month by 2021. According to a study by GSMA (2015), smart phones will account for two out of three mobile phone connections world-wide by 2020, thereby making India the fourth biggest smartphone market, and also leading the growth globally with a projected net addition of 350 million smartphones by the year 2020. Broadband services user-base in India is also projected to grow manifold likewise.

In India major players in the mobile network industry are Airtel, Vodafone-Idea, and Reliance JIO. The ultimate aim of these major players is to develop a satisfied customer base and gain competitive advantage. For this the important thing is to understand customer perception and preference level of customers. If the service meets the customer expectation, it generates the customer satisfaction. As of 31st July 2020, the Private service providers have around 90 % market share of mobile service industry whereas BSNL and MTNL the two PSUs had only 10 % market share. Airtel, Vodafone-Idea, Reliance JIO have maximum market share in mobile service industry. (TRAI, 2020)

Review of Literature

Ahmad Z. and Ahmad J. (2014) in their research titled 'Consumer purchase behaviour in cellular service industry' with 263 respondents finds that purchase decision depends upon price, promotion and social factors. Social factors are most dominating which determine purchase decision.

Ashutosh Mishra et.al (2015) conducted a study to understand the attitude of people towards various telecommunication service providers in India. The study found that Airtel beats the rest of the competitors with respect to Market capitalization, Net Sales, and Profit after Tax Reduction and customers of Airtel are much more satisfied compared to the customers of other service providers.

Chinthala G., Madhuri H. and Kranthi K. (2017) in their study found that customers were highly satisfied with the internet package services provided by Reliance Jio whereas not fully satisfied with the customer care services of the service provider.

Chintan Shah (2012) in his study finds that service quality, brand image, service charge and network quality plays important role while preferring particular mobile service provider.

Divya L. and Suresh B. H. (2015) in their paper titled 'Service quality of cellular services', consists of 106 respondents as a sample size and the researcher finds that call rates, message packs and value-added services have high impact on customer satisfaction.

Franklin J S and Sheeja R (2018) in their research study found that speed of 4G network is drastically affected as the customer base of the service providers increase, and this is leading to customer dissatisfaction. The study however found that tariffs are no longer a criterion for satisfaction as competition has become intense.

Kartik C H. (2011) in his study titled 'The customer satisfaction level towards mobile service operator' consists of 100 respondents and the researcher found that value added services and quality of service are major factors because of which current consumer may switch to another operator.

Khushboo Makwana, Nidhi Sharma and Swarnjeet Arora (2014) in their research paper titled 'Factors influencing consumer brand switching behaviour In Telecommunication Industry' consists of 100 sample size from Indore City and the study finds that parameters related to value added services and pricing can cause customer switching.

Kobra Veisi and Muralidhar (2015) studied the customer satisfaction with reference to mobile service providers in Hyderabad. The objective of the study was to compare the satisfaction levels of customers and to identify the parameters of satisfaction. The study found that customer satisfaction was based on independent

service dimensions, viz. Tangibility, Assurance, Reliability, Responsiveness, and Empathy.

Ocloo C. and Tsetse E. (2013) in their research paper titled 'Customer retention in telecommunication industry' consists of 134 respondents and the study reveals that there is relationship between service quality with respect to service satisfaction level and retention.

Prakash P. et. al (2017) in their study titled 'Customer Satisfaction towards Mobile Service Provider: An Empirical Study in Pokhara, Nepal' concluded that call tariffs and good network were the most important factors for choosing a mobile service provider. There also exists an association between demographic factors and customer satisfaction. The study found a strong correlation between service variables and customer satisfaction, except service tariff as a variable.

Vijay P and Krishnaveni (2016) in their study titled 'The customer preferences and satisfaction level towards Mobile Network Providers-Coimbatore city' with sample size of 500 reveal that value added service, customer service and quality of service make significant impact on the customer satisfaction and preferences.

Need for the Study

In mobile network industry there are some cases where in spite of well-established network infrastructure and high technology, companies fail in the market (for e.g., LOOP). This is mainly due to lack of customer satisfaction which depends upon various parameters. Thus, the difference between perceived services and expected services cause the switching from one mobile operator to another. Therefore, it is important for mobile operator to understand preferences of the customer and also the satisfaction level. This study aims to understand the same.

Objectives of Study

- To study the customer's level of satisfaction based upon various parameters towards mobile network service providers.
- To study the attributes which influences the customers in selecting particular mobile network service provider.
- To find the influence of customer satisfaction on the likelihood of them recommending their current network service provider to others.
- To find the influence of customer satisfaction on the

likelihood of continuing with their current network operator.

Research Methodology

Research Design: - Descriptive research. Researcher does not have control over the variables.

Sampling Technique: - Non-Probability convenience sampling method was used.

Nature of Data: -The study is mainly based on primary data i.e.; online structured questionnaire is designed and secondary data is used to understand industry dynamics.

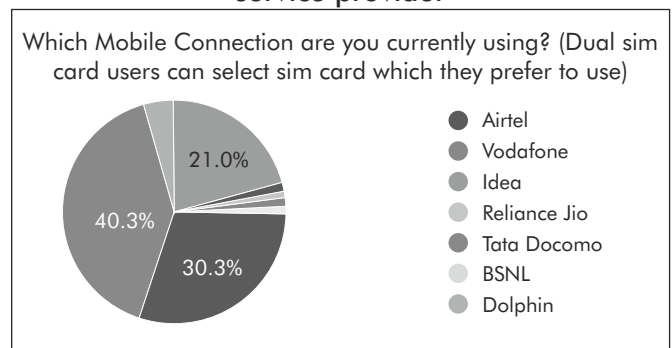
Area of Study: - Greater Mumbai Metropolitan Region

Sample Size: - The sample size of this study is 119 respondents.

Time period of study: - This study was conducted during the nationwide COVID-19 pandemic lockdown during the months of May 2020 to August 2020.

Results and Interpretations

Figure 1. Current status of subscription with service provider

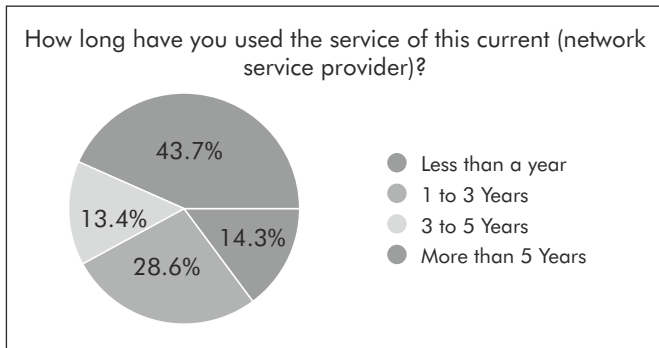


Findings:

Operator	Respondent
Airtel	36
Vodafone	48
Idea	4
Reliance JIO	25
Tata DoCoMo	3
BSNL	1
Dolphin	1

Majority of respondents are using Vodafone (40.3%) whereas 30.3% respondents are using Airtel. 21% respondents are using Reliance JIO. Presence for other mobile operators is negligible.

Figure 2. Duration of subscription since (time period)

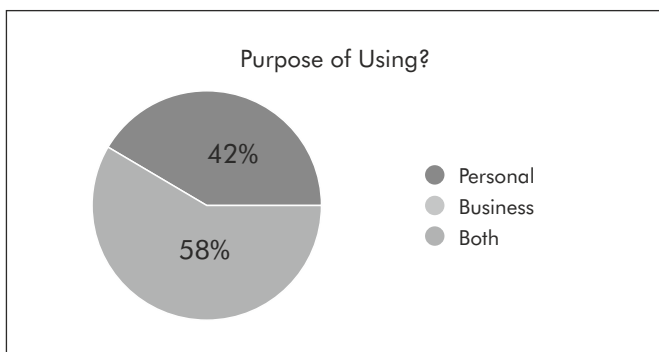


Findings:

Duration of Using	Respondent
Less than a year	17
1 to 3 Years	34
3 to 5 Years	16
More than 5 years	52

In fig. 2 the duration of current service provider, researcher finds that 43.7 % users are using their current service provider for more than 5 years, whereas 28.6 % users are using since 1 to 3 years. Usage of services from 3 to 5 years and less than a year are 13.4 % and 14.3%, respectively.

Figure 3. Purpose of network use and subscription

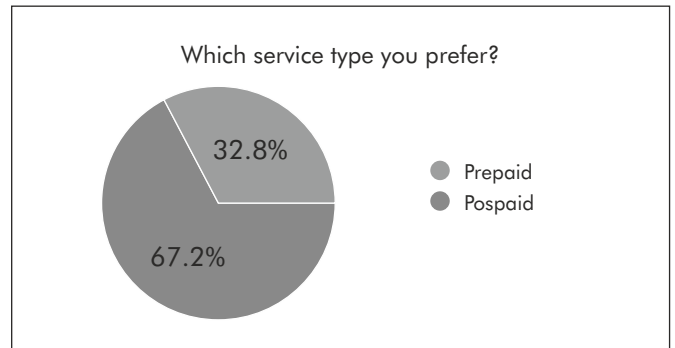


Findings:

Purpose of Using	Respondent
Personal	69
Business	0
Both	50

Respondents are using mobile service for Personal purpose and Both (Personal and Business) Purposes. No one uses mobile service only for business purpose.

Figure 4. Preference for prepaid/post-paid service



Findings:

Type of service	Respondent
Prepaid	80
Post-paid	39

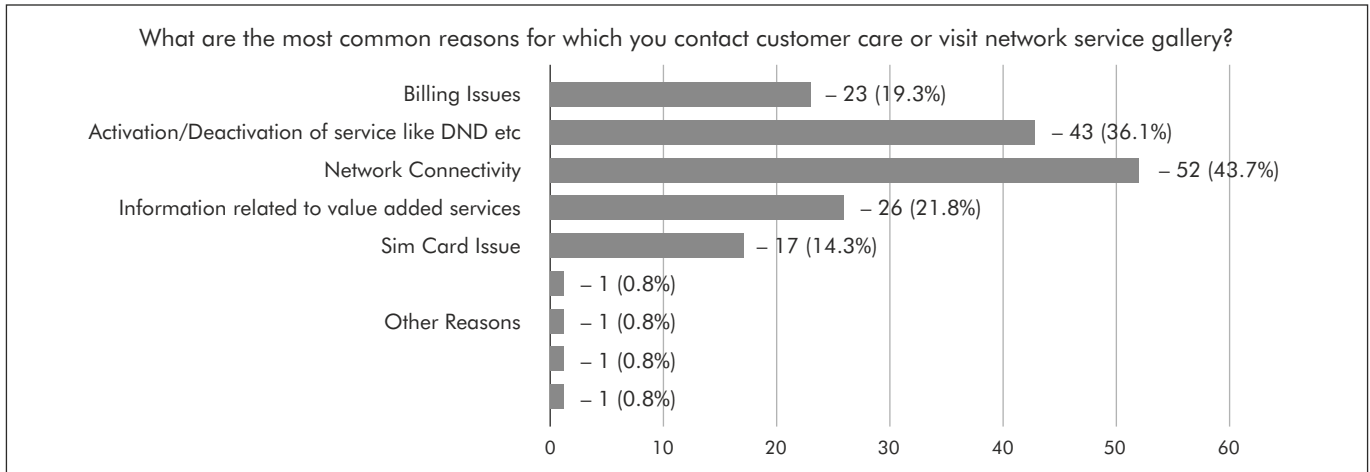
In service type preference, Respondents prefer prepaid mobile services over post-paid mobile.

Table 1. Influencing factors in choosing mobile network provider. (1-5 Scale where 1 is least and 5 is most important factor)

Parameter	1	2	3	4	5
No. of Respondents					
Call Rates	5	20	20	47	27
Message/SMS Rates	15	17	25	37	25
Internet Pack	9	16	16	24	54
Network coverage and Connectivity	10	18	23	29	39
Call Drop Rates	15	17	36	38	13
Special Offers	12	17	24	32	34
Value Added Service	16	25	24	27	27
Brand Name	12	13	23	46	25

Table 1 illustrates the rating given by the respondents to the influencing factor while choosing mobile operator. Rating 1 is least influenced and Rating 5 is highly influenced. Among influencing factors, a greater number of respondents are highly influenced with internet packs i.e., 54. People are also highly influenced by Brand Name and Call Rates.

Figure 5. Reasons for approaching customer service outlet of the service provider



Result: -

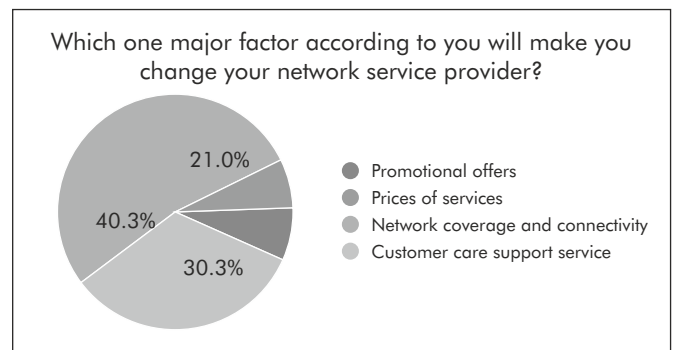
43.7% of respondents called customer care or visited service gallery for network connectivity issues. Whereas for billing issue 19.3% and for activation/deactivation of services 36.1 % respondents contacted customer care or gallery. For information related to VAS 21.8 % and some SIM card issue (like replacement of damage SIM) 14.3% respondents contacted customer care or visited service gallery.

Table 2 is illustration of the rating given by the respondents on the various parameters of satisfaction. Rating 1 is least satisfied and Rating 5 is highly satisfied. More number of respondents are highly satisfied with internet scheme i.e., 38. Whereas 49 and 39 respondents are satisfied with overall value for money and call rates, respectively. Respondents are moderately satisfied with time taken to reach customer care and efficiency of customer care executive in handling an issue.

Table 2. Level of customer satisfaction based on indicated parameters (1-5 Scale where 1 is least and 5 is most satisfied)

Parameter	1	2	3	4	5
No. of Respondents					
Time to reach customer service executive	9	20	44	32	14
Customer service executive efficiency in handling the issue	10	13	46	39	11
Network coverage and connectivity	13	16	32	36	22
Call Rate	15	11	33	39	21
Message/SMS Rates	14	12	40	34	19
Internet Schemes	12	13	24	32	38
Value Added Service or special offer	12	21	32	34	20
Call Drop	15	21	35	35	13
Overall value for Money	14	12	31	48	14

Figure 6. Reasons for switching service provider

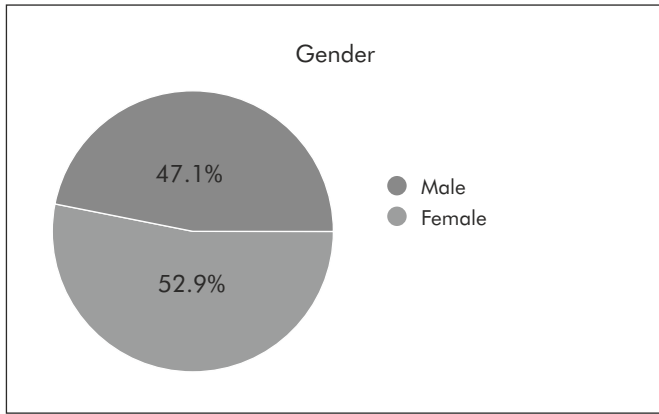


Findings:

Factors	Respondent
Promotional Offers	07
Prices of services	41
Network coverage and connectivity	63
Customer care support services	05
Other	03

Prices of service and Network coverage and connectivity are two major factors because of which respondents may think to change current service provider.

Figure 7. Gender of respondents

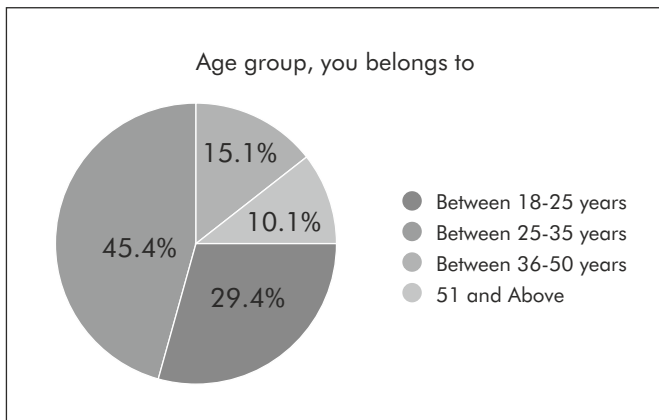


Findings:

Gender	No. Respondents
Male	63
Female	56

Majority of respondents are Male i.e.; 52.9% whereas female respondents are 47.1%.

Figure 8. Age of respondents

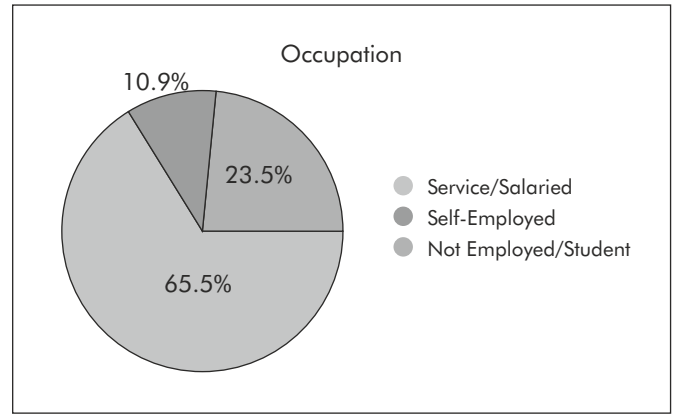


Findings:

Age Group	No. Respondent
Between 18-25 Years	35
Between 26-35 Years	54
Between 36-50 Years	18
52 and Above	12

Majority of respondents belong to the group of 26-35 years (45.4%). Contribution of age group 18-25 years and 36-50 years are 29.4% and 15.1%, respectively. 10.1% respondents belong to more than 51 and above year category.

Figure 9: -



Findings:

Occupation	No. Respondents
Service/Salaried	78
Self-Employed	13
Not Employed/Student	28

Majority of respondents are service/salaried persons i.e., 65.5%. Whereas contribution of Self-employed people is 10.9% and not employed/students is 23.5%.

Data Analysis

Research Question 1: -

Is there an Impact of customer satisfaction on the likelihood to recommend current service providers to others?

Hypothesis: -

Null Hypothesis (H0a): There is no Impact of customer satisfaction on the likelihood to recommend current service providers to others

Alternative Hypothesis (H1a): There is an Impact of customer satisfaction on the likelihood to recommend current service providers to others

Table 3. Correlation and regression results based on customer satisfaction and likelihood to recommend current service provider

Correlation :-

Correlation	satisfaction (X)	Recommendation (Y)	
satisfaction (X)	1		
Recommendation (Y)	0.833109625	1	Highly Correlated

Regression: -

REGRESSION					
Regression Statistics					
Multiple R	0.833109625	High Correlation			
R Square	0.694071647	69% of variance in the recommendation explain by the level of satisfaction			
Adjusted R Square	0.691456874				
Standard Error	0.575440042				
Observations	119				
ANOVA					
	<i>Df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	87.89630012	87.89630012	265.442486	7.13472E-32
Residual	117	38.74235534	0.331131242		
Total	118	126.6386555			
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	
Intercept	0.29386859	0.209469225	1.402920122	0.163288783	
satisfaction (X)	0.905598244	0.055584071	16.29240578	7.13472E-32	Statically Significant

Interpretation: - P value (7.13472E-32) is less than 0.05 (5%), hence we reject null hypothesis.

Result: - There is an Impact of customer satisfaction on the likelihood to recommend current service providers to others.

Research Question 2: -

Is there an Impact of customer satisfaction on the likelihood to continue with current service provider?

Null Hypothesis (H0b): There no Impact of customer satisfaction on the likelihood to continue with current service provider

Alternative Hypothesis (H1b): There Impact of customer satisfaction on the likelihood to continue with current service provider

Table 4. Correlation and Regression results for impact of customer satisfaction and likelihood to continue with current service provider

Correlation: -

Correlation	satisfaction (X)	Continue Service (Y)	
satisfaction (X)	1		
Continue Service (Y)	0.816222751	1	Highly Correlated

Regression: -

SUMMARY OUTPUT					
Regression Statistics					
Multiple R	0.816222751	High Correlation			
R Square	0.666219579	66% of variance in the continue service explain by the level of satisfaction			
Adjusted R Square	0.663366755				
Standard Error	0.580035739				
Observations	119				

ANOVA					
	<i>Df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	78.56912249	78.56912249	233.5298476	1.19059E-29
Residual	117	39.36365062	0.336441458		
Total	118	117.9327731			
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	
Intercept	0.63368355	0.21114213	3.001217942	0.00328745	
satisfaction (X)	0.856201976	0.056027988	15.2816834	1.19059E-29	Statically Significant

Interpretation: - P value (1.19059E-29) is less than 0.05 (5%), hence we reject null hypothesis.

Result: - There is an Impact of customer satisfaction on the likelihood to continue with current service provider.

Discussion and Implications

Only few big players are present in the market. Reliance Jio is a relatively new entrant in the market. Airtel and Vodafone are the major players existing before Reliance Jio. As per Chintan Shah's (2012) research, brand image, service charges, plan and Network quality play an important role in preferring mobile service provider. This research finds that Internet Schemes play vital role while selecting the particular mobile service operator. As per Zohaib Ahmad and Junaid Ahmad (2014) in their research "Customer Purchase Behaviour in Cellular Service Sector" say 'that Social factor is dominating factor while selecting operator' but they also state that "Internet Schemes" are most dominating factors in peoples' lives in Mumbai city. The respondents are 'highly satisfied' with various internet schemes offered by the cellular companies. The respondents are 'satisfied' with Call Rates, Overall value for money and Special offers or value-added services. People are 'moderately satisfied' with Time taken to reach customer service executive and executive efficiency in handling the call.

52.9 % respondents have reason for willingness to change the present mobile connection because of Network Coverage and Connectivity. Also, price is major influencing factor for 34.5% respondents. Hence, if company fails to provide network coverage and connectivity as per expectations then there is a chance that the customer may switch to other service operator. There is a relation between satisfaction level of respondents and likelihood to recommend the service brand to others. Also, there is relation between

satisfaction level of respondents and likelihood to continue with current service provider.

This study finds the influencing factors which affect the customers to choose the particular mobile operator. This would help companies to develop their marketing strategy including pricing and promotions and various offers and schemes as per customer needs. It will also help them to understand changing choice pattern and how best they can cater to the needs of the customer in order to survive the competition. This study also brings out the customer satisfaction level with respect to current service provider. This study also throws light on the factors because of which customer may switch to another mobile operator. Highly satisfied customer base help companies to earn high profit and increase market share. If companies know what improvement the existing customers are expecting from them, then this will help them to provide high customer satisfaction.

Majority respondents are moderately satisfied with the level of support they get from the customer care executive. Mobile service companies need to provide quality of training to their customer care executives for effectively handling the customer complaints and query. In telecommunication industry, network coverage and connectivity play an important role and this completely depends upon the network infrastructure. To provide high quality of network, mobile service providers should consider improving their infrastructure quality.

Conclusion

This study concludes that many respondents are highly influenced by internet pack while choosing particular mobile service operator and they are highly satisfied with their current mobile operator's internet scheme. Customers are moderately satisfied with customer care support and service. Hence companies need to improve their customer service operations. Internet packs and

network coverage are major factors for mobile service industry. There are possibilities that customers may switch to other brands because of better internet packs or quality of network coverage and connectivity. This study also reveals that there is a relationship that exists between level of satisfaction of customer and likelihood to continue with current service provider. Also, there is a relation between level of satisfaction and recommendation to others.

Limitations

The area of the study is limited to Greater Mumbai Metropolitan Region only. By using a structured online questionnaire, the data collection is done from respondents during the COVID-19 pandemic, it may have disadvantage of not being able to probe deep into respondent's thoughts. Validity and reliability of collected data is dependent upon the respondent's experience of services and those with their service provider during the pandemic lockdown period only.

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A STUDY ON THE IMPACT OF CAREER DEVELOPMENT ON THE QUALITY OF WORK LIFE OF WOMEN BPO EMPLOYEES IN THANE

***Dr. Kiran Naik, **Ms. Ashwini Arte**

ABSTRACT

Quality of Work Life (QWL) has been studied as a factor that has an impact on the overall life of an employee. Research has revealed that there are various factors that have an impact on the QWL of an employee. Among the various factors, the opportunities for development of career of an individual are considered critical. Various elements of career development like training, opportunities to apply individual employee's talent, opportunities for personal development, the process of performance appraisal, promotions from within the organization to take up leadership positions which give opportunities for career advancement are considered for this study in an effort to find out whether the women BPO employees in Thane perceive that career development opportunities affect their QWL

Keywords: QWL, BPO, Career Development, women, Thane

Introduction

The well-being of an individual is essential for the well-being of the society. An employed individual spends at least eight waking hours in the organization. The experiences in the organization have an impact on the life of an individual. The quality of work life (QWL) of an individual impacts the quality of life. Hence, it is essential for organizations to understand the various factors that have an impact on the QWL of an employee.

Review of literature

Various studies have shown that the QWL of employees is influenced by various factors.

Karaaslan et al., (2019), studied the nurses working in various prisons in Turkey. They studied 224 nurses in order to find if organizational commitment and QWL has a relationship. The study was done with the help of structured questionnaire. An important finding of this study was that career development opportunities should

be provided in order to enhance the QWL of employees and thus increase their organizational commitment.

Md. Baitul Islam (2012) studied the QWL of employees working in private organizations in Bangladesh. Various factors like work load, time for family life, facilities for transportation, compensation and benefits, colleagues and supervisor relationship, environment at the work place and career growth and development were considered. The study was based on responses given by 100 employees. It concluded that except colleagues and supervisors, all other factors have an impact on QWL.

Chandranshu Sinha (2012) conducted a study of the various factors that have an impact on the QWL of employees of Indian organizations. This was an empirical study based on 100 employees. Career growth and development was an important factor in this study in addition to culture in the organization, support of supervisors, flexibility in work, motivation, compensation, commitment, job satisfaction and rewards and benefits. The study concluded that along

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with career development, all these factors are essential for a good QWL.

Shahanur Islam (2011) conducted a study on the factors that affect the QWL of ICIC Pru life employees. The employees working in the sales department were chosen for this study. Various factors viz., employment conditions, rewards, self-esteem of employees, participative climate, constitutionalization of work, importance/eminence, social relevance of work and career development were found to be important and could have an impact in lowering the attrition rates in insurance sector.

Sengupta (2011) conducted a research which concentrated on the issues faced by the BPO employees. 500 employees working at the middle level in BPOs were chosen for this study. Due to issues like irregular work shifts, repetitive work activities and low salaries, there is a high rate of attrition in this industry. Retaining employees is a big challenge. This study stresses on demographic variables and other factors that will be helpful in taking care of this problem.

The various tests conducted revealed that interpersonal relationships, salaries that employees draw, the policies of the organization, the career development of the employees, conditions of work and the authority that they have are factors which have a very significant positive relationship with employee satisfaction.

Research Objective

The present study falls under the category of descriptive research. The population under consideration is women employees working in the BPO industry, located in Thane region of Maharashtra, India.

The objective of the study is: - To understand the relation between career development and QWL of women employees from the BPO industry in Thane.

Research Methodology

Hypothesis

H_0 - There is no significant impact of career development on quality of work life of employees.

H_1 - There is a significant impact of career development on quality of work life of employees.

Methodology

For the present study, 150 women employees from 5

BPOs across Thane were chosen. These employees were from various designations and departments. Structured questionnaires were administered in order to gather data about the relation between career development and quality of work life of employees. 100 completed responses were received.

Limitations of the study

This study has a few limitations. The sample size is small. Only women employees are considered for the study. The results may vary across genders. The results are from the BPO industry in Thane only and do not consider data from any other geographical location. Study of employees from other industries may provide different results.

Analysis

Regression analysis for Career development and QWL

Table No.1 Analysis for Career development and QWL

Model	R	R Square	Adj. R Square	Std. Error of the Estimate
1	.910	.828	.817	.537

The current model, as examined in the table above shows a remarkably high adjusted R^2 (0.817). The adjusted R-squared is a modified version of R-squared for the number of predictors in a model. The adjusted R-squared is the best estimate of the degree of relationship in the basic population. The adjusted R square indicates that the model is fit at 82%.

Table No. 2 QWL and Career development

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	131.048	6	21.841	780.035	.000
	Residual	27.194	94	.0289		
	Total	158.242	100			

From Table it is observed that with a higher F value of 780.035 at Sig. value of $p = 0.000$ for 5% level of significance, the whole model is significant and thus stable.

Coefficients

Table No 3. Coefficients Table for Career development and QWL

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.331	.086		3.844	.000
	I am satisfied with the job-related training that my organisation offers	.338	.041	.359	8.162	.000
	I have opportunities to apply my talents and expertise	.377	.044	.393	8.539	.000
	My organisation is dedicated to my personal development	.032	.012	.052	2.747	.006
	I am happy with the current appraisal process	.133	.030	.137	4.499	.000
	The organisation develops and selects leaders within the enterprise	.023	.008	.055	2.969	.003
	I am pleased with the career advancement opportunities available to me	.040	.012	.057	3.309	.001

Hypothesis Testing Results

H₀- There is no significant impact of career development on quality of work life of employees.

It was observed from the results of the Table no. 3 that:

- The beta coefficient for satisfaction with the job-related training offered by the organization is 0.338 and it is significant at $p = 0.000$.
- The beta coefficient for opportunities received to apply talents and expertise is .393 and it is significant at $p = 0.000$.
- The beta coefficient for organisation's dedication to employees' personal development is .052 and it is significant at $p = 0.006$.
- The beta coefficient for employees' happiness with the current appraisal process is 0.137 and it is significant at $p = 0.000$.
- The beta coefficient for the development and selection of leaders within the enterprise is .055 and it is significant at $p = 0.003$.
- The beta coefficient for the employee being pleased

with the career advancement opportunities available to her is .057 and it is significant at $p = 0.001$

The variables are significant at p value < 0.05 . Hence the null hypothesis has to be rejected. Thus, "There is no significant impact of career development on quality of work life of employees" is rejected, which means there is a significant impact of career development on quality of work life of employees.

Findings and Conclusions

This study was undertaken in order to look into the impact that the opportunities of career development provided by an organization have on the quality of work life of employees, particularly women working in a BPO. On the basis of this study, we can conclude that career development opportunities offered to women employees will help in enhancing their QWL.

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IMPACT OF TOURISM ON INDIAN ECONOMY

***Dr. Simeon S Simon**

ABSTRACT

The travel and tourism industry in India has an enormous potential to influence Indian economy. Tourism has always been a significant contributor to employment generation and a huge source of foreign exchange earnings for any country. The tourism sector not only employs people in Metros but also provides livelihood to people across all social strata in rural areas. Hence, the pursuit of this research work is to gain a deeper understanding on the impact of tourism on the Indian Economy in the emerging scenario. Indeed, travel and tourism has been significantly impacting Indian economy in an integrative manner. This paper identifies several contributors influencing economic growth and the role of tourism in GDP, and inflow of foreign tourists versus domestic visitors. An extensive literature review has been done on concepts related to tourism including review of research papers and articles related to tourism and its effects on the economy. This research has been conducted by a secondary data method. The objective of this research is to study and understand the opportunities of tourism in India, several Government initiatives taken towards development of the tourism sector and to get deeper insight on impact of tourism on the economy of India.

Keywords: *Tourism industry, GD, contributors to economic growth, recent impact of economy.*

Introduction

Tourism has become the key sector of Indian as well as global economy contributing to its growth significantly. Tourism industry acts as a powerful catalyst with low investment and low capital but significantly contributes to the exponential growth of foreign currency, GDP and employment with a multiplier effect to the national and global income leading to build a powerful economy. It serves as one of the key service sectors in India with possible expansion and diversification. India is a nation known for its hospitality, regardless of wherever the tourists come from. Different attractions for tourists include excellent sea shores, timberlands, mountain tops experience, mechanical parks and science exhibition halls for science. Yoga, Ayurveda and regular wellbeing resorts and slope stations additionally attract more visitors. The Indian handiworks especially, adornments, floor coverings, cowhide products, ivory and metal works are the frequent shopping items

demanding by outside visitors. It is assessed through study that about 40% of the travellers during shopping spent money on such things. Notwithstanding, the therapeutic industry in India is the fastest developing segment of the travel industry, as indicated by the statistical surveying report "Blasting Medical Tourism in India". The report states that India offers an extraordinary potential towards the medicinal segment of the travel industry. Some of the ongoing activities taken by the Government to support the travel industry include award of fare house status to the travel industry segment and impetuses for advancing private interest as Income Tax exemptions, intrigue endowment and diminished import obligation.

Developments of tourism in India

The main cognizant and sorted out endeavours to advance the travel industry in India were made in 1945 when a board of trustees was set up by the Government

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under the Chairmanship of Sir John Sargent, then Educational Adviser to the Government of India (Krishna, A.G., 1993). From that point, the improvement of the travel industry was taken up in a systematic way concurring with the Second Five Year Plan. In 1952, the administration of India opened a traveller office at New York, and this started a close relationship between the Department of Tourism and Air India in elevating air traffic to India. In 1955, Air India built up a 'Travel Industry Cell' in its base camp at Bombay and a legislature of India Tourist Office was opened at London. The improvement of visitor offices was taken up in an organized way in 1956 in line with the Second Five Year Plan. Another critical improvement was the extension of 'Travel Industry Section' in the Ministry of Transport into an undeniable 'Directorate of Tourism' in 1958. National Policy on the travel industry was reported in 1982. Later in 1988, the National Committee on Tourism made an exhaustive arrangement for accomplishing a maintainable development in the travel industry. In 1992, a National Action Plan was prepared and in 1996 the National Strategy for Promotion of Tourism was drafted. The requirement for association of Panchayati Raj establishments, neighbourhood bodies, non-administrative associations and the nearby youth in the formation of the travel industry offices have additionally been perceived to be important. It was during the Sixth Plan that the travel industry started being viewed as a significant instrument and financial improvement (Sharma, 2014). During the 1980s, the travel industry picked up momentum as the administration made a few critical strides. A National Policy on the travel industry was reported in 1982. Later in 1988, the National Committee on Tourism planned an extensive arrangement for accomplishing a maintainable development in the travel industry. In 1992, a National Action Plan was prepared and in 1966 the National Strategy for Promotion of Tourism was drafted. In 1997, a draft for another travel industry strategy, on top of the financial approaches of the administration and the patterns in the travel industry improvement, was distributed for open discussion.

Role of tourism industry in Indian GDP

The travel industry in India is significant for the nation's economy and is developing faster. The World Travel and Tourism Council determined that the travel industry contributed 16.91 lakh crore (US\$240 billion) or 9.2% of India's GDP in 2018 and bolstered 42.673

million occupations, 8.1% of its all-out business. This sector is anticipated to develop at a yearly pace of 6.9% to 32.05 lakh crore (US\$450 billion) by 2028 (9.9% of GDP). In October 2015, India's medicinal and travel industry division was evaluated to be worth US\$3 billion, and it is anticipated to develop to US\$7–8 billion by 2020. In 2014, 184,298 foreign patients made a trip to India to look for restorative treatment. Hyderabad International air terminal is the main air terminal in India to be positioned among the best ten air terminals on the planet. More than 10 million remote visitors landed in India in 2017, 8.89 million 2016it is an evidence of development of 15.6%. In 2014, Tamil Nadu, Maharashtra and Uttar Pradesh were the most famous states for sightseers. Delhi, Mumbai, Chennai, Agra and Jaipur were the five most visited urban communities of India by outside visitors during the year 2015. Around the world, Delhi is positioned 28th by the quantity of outside vacationer appearances, while Mumbai is positioned 30th, Chennai 43rd, Agra 45th, Jaipur 52nd and Kolkata 90th.

The Travel and Tourism Competitiveness Report 2019 positioned India 34th out of 140 nations by and large. The country has numerous lodgings per capita by worldwide examination and low ATM entrance. The World Tourism Organization revealed that India's receipts from the travel industry during 2012 is positioned sixteenth on the planet, and seventh among Asian and Pacific nations. The Ministry of Tourism plans national arrangements for the improvement and advancement of the travel industry. All the while, the Ministry counsels and teams up with different partners in the division including different focal services/offices, state governments, association regions and private segment delegates. Deliberate endeavours are being made to advance the speciality of the travel industry. The Ministry of Tourism keeps up the Incredible India battle concentrated on advancing the travel industry in India.

Recent initiatives tourism industry

In the present context of tourism industry, Indian Government has taken several initiatives recently with upcoming proposals in the union budget 20-21. In an effort to make India an attractive destination for both international and domestic tourists, the Government of India proposed to allocate Rs 2,500 crores in 2020-21 for the tourism sector. Besides tourism, the Finance Minister also proposed to allocate Rs.3,150 crores for the Ministry of Culture while presenting the Union

Budget 2020-21 in Parliament on February 1, 2020. Various announcements during the budget presentation for different sectors will, directly and indirectly, benefit tourism and related sectors, especially through the major road, rail, inland waterways and civil aviation infrastructure developmental measures throughout the country. The Government has announced that 100 more airports would be developed by 2024 to support the Udaan scheme and it was remarked in the Budget presentation that India's Air traffic has grown rapidly as compared to the global average and the Air fleet number was expected to go up from the present 600 to 1200 during this time. India had moved up from rank 65 in 2014 to 34 in 2019 in the Travel & Tourism Competitive Index (World Economic Forum). Foreign Exchange earnings grew 7.4% to Rs.1.88 lakh crores for the period January 2019 from Rs.1.75 lakh crores.

In a major bid to revitalize tourism, Government proposed eight new museums, which includes building infrastructure around five Iconic Sites, besides proposing renovation of 5 major museums across the length and breadth of India. When recognizing the role of States in the proposed scheme for growth and employment generation, Growth of tourism directly relates to growth in employment. States have a critical role to play. Govt. also announced that the "Jal Vikas Marg" on National Waterway-1 will be completed and further the 890 Km Dhubri-Sadiya connectivity will be done by 2022". A National Logistics Policy is going to be released soon clarifying the roles of the Union Government, State Governments and key regulators and create a single-window e-logistics market and focus on the generation of employment, skills and making MSMEs competitive. The Union Finance Minister proposed the following projects under the Ministry of Culture: 5 Archaeological sites to be set-up/developed as Iconic Sites with on-site Museums at the following locations: Rakhigarhi (Haryana), Hastinapur (Uttar Pradesh), Shivsagar (Assam), Dholavira (Gujarat) and Adichanallur (Tamil Nadu); Maritime Museum to highlight Harappan Age at Lothal, Ahmedabad, by Ministry of Shipping. Tourism industry leaders welcomed the budget announcement with positive notes. The Union Budget has seen encouraging focus intended to give impetus to the Travel & Tourism sector with the allocation of Rs.2,500 Cr, equally critical allocation of Rs.1.7 lakh crore towards transportation infrastructure in 2020-21; setting up of 100 additional airports by 2024 and doubling of aircraft as part of the

unique Udaan scheme to further boost regional connectivity and ensure affordability; 2000 km of strategic highways and Tejas equivalent trains to connect iconic tourist destinations. Significant focus of the Budget towards cultural tourism was manifest in the Rs.3,150 crore allocation for the ministry of culture and announcements including developing five archaeological sites at iconic sites with on-site museums at Rakhigadi (Haryana), Hastinapur (UP), ShivSagar (Assam), Dholaveera (Gujarat) and Adichanallur (TN); setting up of a Tribal Museum in Ranchi and a Maritime Museum at Lothal, the dockyard of the Harappan Civilisation of 3000 BC-2000 BC.

Indian Institute of Heritage and Conservation will be set up with the status of a deemed university, and this is an imperative impetus towards education and skill development of the sector that contributes a significant 10% to India's GDP; additionally, playing a critical force-multiplier role in job creation-accounting for 26.7 million jobs in 2018 and expected to provide employment to nearly 53 million people, directly and indirectly by 2029. India's Foreign Exchange Earnings (FEE) grew by 7.4% to Rs.1.88 lakh crore during 2020-21. The allocation of Rs 1.7 lakh crore for transport infrastructure and the announcement of setting up 100 new airports under UDAN is a big booster for travel and tourism in the country. At the same time, allotment of Rs 4,400 crore for clean air policies is a step in the pursuit of sustainable development. The scheme to boost electronic manufacturing in the country will also support the electric vehicle ecosystem in the country. Government's proposal to develop 100 more airports as well as the doubling of the airline fleet by 2024 is also a positive sign of progress. This calls for skilled manpower development parallelly. The aim to double the fleet to 1200 in the next 3 years will certainly accelerate the passenger growth rate. Government proposals to develop 100 more airports as well as the doubling of the airline fleet by 2024 calls for skilled manpower development in parallel. The aim to double the fleet to 1200 in the next 3 years will certainly accelerate the passenger growth rate. With this budget, the Indian tourism sector is set to witness multi-fold growth, especially with GOI's substantial investment plans of about Rs.3,150 crore towards the ministry of culture. India and its beauty of highly diversified culture will gain tremendous traction at the domestic level as well, as this will drive religious and cultural tourism from different parts of the country besides foreign countries.

Tourism Statistics:

Foreign exchange earnings from tourism in India (1997–2018)				
Year	Earnings (US\$ million)	% change	Earnings (crores)	% change
1997	2,889	2.0	10,511	4.6
1998	2,948	2.0	12,150	15.6
1999	3,009	2.1	12,951	6.6
2000	3,460	15	15,626	20.7
2001	3,198	-7.6	15,083	-3.5
2002	3,103	-3.0	15,064	-0.1
2003	4,463	43.8	20,729	37.6
2004	6,170	38.2	27,944	34.8
2005	7,493	21.4	33,123	18.5
2006	8,634	15.2	39,025	17.8
2007	10,729	24.3	44,360	13.7
2008	11,832	10.3	51,294	15.6
2009	11,136	-5.9	53,700	4.7
2010	14,193	27.5	64,889	20.8
2011	16,564	16.7	77,591	19.6
2012	17,737	7.1	94,487	21.8
2013	18,445	4.0	107,671	14
2014	20,236	9.7	123,320	14.5
2015	21,071	4.1	135,193	8.8
2016	22,923	9.1	154,146	14.3
2017	27,310	19.1	177,874	15.4
2018	28,585	4.7	194,882	9.6

Foreign and domestic tourist visits by state

Share of top 10 states/UTs of India in number of foreign tourist visits in 2017			
Rank	State/Union Territory	Number	Share in %
1	Maharashtra	5,078,514	18.9
2	Tamil Nadu	4,860,455	18.1
3	Uttar Pradesh	3,104,062	13.3
4	Delhi	2,379,169	10.2
5	Rajasthan	1,489,500	6.4
6	West Bengal	1,475,311	6.3
7	Kerala	977,479	4.2
8	Bihar	923,737	4.0
9	Karnataka	636,502	2.7
10	Goa	541,480	2.3
Total of top 10 states		20,620,863	88.4

FTAS in India from different regions of the world, 2016-2018

Region	Number of arrivals			Percentage share				
	2016	2017	2018	2016	2017	2018	2017/16	2018/17
South Asia	2194555	2951665	3104422	24.93	29.41	29.40	34.5	5.2
Western Europe	2029412	2133673	2243635	23.05	21.26	21.25	5.1	5.2
North America	1614178	1712358	1807718	18.33	17.06	17.12	6.1	5.6
South East Asia	746069	824575	887088	8.47	8.22	8.40	10.5	7.6
East Asia	617563	663295	724568	7.01	6.61	6.86	7.4	9.2
West Asia	451842	457760	449548	5.13	4.56	4.26	1.3	-1.8
Eastern Europe	406002	472872	466049	4.61	4.71	4.41	16.5	-1.4
Australasia	348908	386059	412628	3.96	3.85	3.91	10.6	6.9
Africa	302164	318023	351198	3.43	3.17	3.33	5.2	10.4
Central & S. A	78730	92067	101085	0.89	0.92	0.96	16.9	9.8
Not Classified	14988	23456	10037	0.17	0.23	0.10	56.5	-57.2
Grand Total	8804411	10035803	10557976	100	100	100	14	5.2

Source: Bureau of Immigration, India

Domestic & Foreign Tourist Visits to States / UTS (1991 – 2018)

Year	Tourist visits		Annual Growth rate	
	Domestic	Foreign	Domestic	Foreign
1991	66670303	3146652	Nil	Nil
1992	81455861	3095160	22.18%	-1.64%
1993	105811696	3541727	29.90%	14.43%
1994	127118655	4030216	20.14%	13.79%
1995	136643600	4641279	7.49%	15.16%
1996	140119672	5030342	2.54%	9.34%
1997	159877208	5500419	14.10%	9.34%
1998	168196000	5539704	5.20%	0.71%
1999	190671034	5832015	13.36%	5.28%
2000	220106911	5893542	15.44%	1.05%
2001	236469599	5436261	7.43%	
2002	269598028	5157518	14.01%	-5.13%
2003	309038335	6708479	14.63%	30.07%
2004	366267522	8360278	18.52%	24.62%
2005	392044495	9949671	7.04%	19.01%
2006	462439634	11747937	17.96%	18.07%
2007	526700493	13267612	13.90%	12.94%
2008	563034107	14380633	6.90%	8.39%
2009	668800482	14372300	18.79%	-0.06%
2010	747703380	17910178	11.80%	24.62%
2011	864532718	19497126	15.63%	8.86%
2012	1045047536	18263074	20.88%	-6.33%
2013	1142529465	19951026	9.33%	9.24%
2014	1282801629	22334031	12.88%	11.94%
2015	1431973794	23326163	11.63%	4.44%
2016	1615388619	24714503	12.81%	5.95%
2017	1657546152	26886684	2.61%	8.79%
2018	1854933384	28872384	11.91%	7.39%

Foreign Exchange Earnings from Tourism in India During 1991-2018

Year	FEE in ` terms of Crores.		FEE in US\$ terms	
	Change	% change over previous year	US \$ Million	% change over previous year
1991	4318	Nil	1861	Nil
2001	15083	-3.5	3198	-7.6
2002	15064	-0.1	3103	-3.0
2003	20729	37.6	4463	43.8
2004	27944	34.8	6170	38.2
2005	33123	18.5	7493	21.4
2006	39025	17.8	8634	15.2
2007	44362	13.7	10729	24.3
2008	51294	15.6	11832	10.3
2009	53754	4.8	11136	-5.9
2010	66172	23.1	14490	30.1
2011	83036	25.5	17707	22.2
2012	95607	15.1	17971	1.5
2013	107563	12.5	18397	2.4
2014	120367	11.9	19700	7.1
2015	134844	12.0	21013	6.7
2016#2	154146	14.3	22923	9.1
2017#2	177874	15.4	27310	19.1
2018#2	194881	9.6	28586	4.7

Revised estimates (based on final FTA received from BOI)

Domestic and Foreign Visitors at 10 Most Popular Centrally Protected Ticketed ASI Monuments During FY 2018-19

10 Most popular Centrally Protected Ticketed Monuments for Domestic Visitors in 2018-19				10 Most popular Centrally Protected Ticketed Monuments for Foreign Visitors in 2018-19			
Rank	Name of Monument	No. of Domestic Visitors	Percentage Share	Rank	Name of Monument	No. of Foreign visitors	Percentage Share
1	Taj Mahal	5653589	11.45	1	Taj Mahal	878777	23.18
2	Red Fort	3430264	6.95	2	Agra fort	527534	13.92
3	QutbMinar,	2645070	5.36	3	QutbMinar,	334869	8.83
4	Sun Temple Konark	2461359	4.99	4	Red Fort	126093	3.33
5	Agra fort	1970202	3.99	5	Mamallapuram	57754	1.52
6	Charminar	1249039	2.53	6	Bibi kaMaqbara	12145	0.32
7	Shanirwada	1247322	2.53	7	Shanirwada	9883	0.26
8	Bibi kaMaqbara	1206687	2.44	8	Charminar	8947	0.24
9	Mamallapuram	1044091	2.12	9	Sun Temple Konark	5490	0.14
10	Gol Gumbaz	93917	0.19	10	Gol Gumbaz	2133	0.06
	Others	28359849	57.45		Others	1827409	48.20
	Total	49361389	100.00		Total	3791034	100.00

India Tourism Statistics, 2019: World Tourism Scenario and India's Position in World

Countries above India in Terms of Tourism Receipts, 2016-2018

Rank	2016 (US\$ billion)		Rank	2017 (US\$ billion)		Rank	2018*	
	Nationality receipts	Tourism		Nationality receipts	Tourism		Nationality receipts	Tourism
1	USA	206.9	1	USA	210.7	1	USA	214.5
2	Spain	60.5	2	Spain	68.1	2	Spain	73.8
3	France	55.2	3	France	58.9	3	France	65.5
4	Thailand	48.8	4	Thailand	56.9	4	Thailand	63.0
5	UK	47.9	5	UK	49.0	5	UK	51.9
6	China	44.4	6	Italy	44.2	6	Italy	49.3
7	Italy	40.2	7	Australia	41.7	7	Australia	45.0
8	Germany	37.5	8	Germany	39.9	8	Germany	43.0
9	Australia	37.0	9	China	38.6	9	Japan	42.1
10	Hong Kong	32.8	10	Macao (China)	35.6	10	China	40.4
11	Japan	30.7	11	Japan	34.1	11	Macao (China)	40.2
12	Macao (China)	30.4	12	Hong Kong	33.3	12	Hong Kong	36.8
13	India	22.9	13	India	27.3	13	India**	28.6

Source: UNWTO Barometer, September 2019

Share of Major Countries of The World in International Tourist Arrivals in 2017 & 2018

S.No.	Country	International Tourist Arrivals in million		Percentage (%) Share	
		2017	2018*	2017	2018
1	France	86.9	89.4	6.54	6.38
2	Spain	81.9	82.8	6.16	5.91
3	USA	76.9	79.6	5.79	5.68
4	China	60.7	62.9	4.57	4.49
5	Italy	58.3	62.1	4.39	4.43
6	Turkey	37.6	45.8	2.83	3.27
7	Mexico	39.3	41.3	2.96	2.95
8	Germany	37.5	38.9	2.82	2.78
9	Thailand	35.6	38.2	2.68	2.73
10	UK	37.7	36.3	2.84	2.59
11	Japan	28.7	31.2	2.16	2.23
12	Austria	29.5	30.8	2.22	2.20
13	Greece	27.2	30.1	2.05	2.15
14	Hong Kong	27.9	29.3	2.10	2.09
15	Malaysia	25.9	25.8	1.95	1.84
16	Russia Fed	24.4	24.6	1.84	1.76
17	Portugal	21.2	22.8	1.60	1.63
18	Canada	20.9	21.1	1.57	1.51
19	Poland	18.4	19.6	1.38	1.40
20	Netherlands	17.9	19.0	1.35	1.36
21	Macao (China)	17.3	18.5	1.30	1.32
22	India	16.8	17.4	1.26	1.24

Source: UNWTO Barometer September 2019.

Highlights of statistics and interpretations

India held 22nd place with respect to international Foreign Tourist arrivals with France securing the first place during 2017 and 2018. The number of Foreign Tourist Arrivals (FTAs) in India during 2018 increased to 17.4 million as compared to 16.8 million in 2017. The percentage of share in 2018 was 1.24% with respect to FTAs arrivals. In terms of Tourism receipts, India obtained 28.6 billion, holding 13th rank at global level, whereas in 2017, it obtained only 27.3 billion, whereas USA held 214 billion in terms of foreign receipts. Number of Domestic visitors in India during 2018-19 was 49,361,381 people, whereas foreign visitors accounted for 37,91,034 in visiting popular monuments of India. Foreign exchange earnings in 2018 was 194882 crores with 9.6% of increase in change over previous year, whereas in the year 2017 was 177874 crores with the 15.4% increase in change over the previous year. Domestic and foreign tourists visit during 2018 displayed 11.1% and 7.39% as annual growth rate

- The share of India in international tourist arrivals in 2018 was 1.24%. The Share of top ten states in India in number of foreign tourists in 2017 was 2,06,20,863 with the percentage of 88.4
- Total number of Foreign Tourists arrival in India in 2016 was 8804411, while 2017 being 10035803, and 2018 being 10557976. According to tourism of India research, about 79.6% of the FTAs entered India through air routes followed by 19.6% by land routes and 0.8% by sea routes. Delhi and Mumbai airports accounted for about 44.5% of the total FTAs in India. The top 15 source markets for FTAs in India in 2018 were Bangladesh followed by the United States, United Kingdom, Sri Lanka, Canada, Australia, Malaysia, China, Germany, Russia Federation, France, Japan, Singapore, Nepal and Thailand. The top 15 countries accounted for 75.33% of total FTAs in India in 2018.
- Tourism continues to play an important role as a foreign exchange earner for the country.

According to Tourism of India research data, in 2018, foreign exchange earnings (FEE) from tourism was US\$ 28586 million as compared to US\$ 27310 million in 2017, registering a growth of 4.7%.

- Number of domestic tourist visits in India during 2018 was 1854 million (revise) as compared to 1657 million in 2017, with a growth rate of 11.9 %.
- More than 10 million remote visitors landed in India in 2017, and 8.89 million in 2016, this is an evidence of development of

15.6%. USA topped in tourism receipts in 2018 with 214 billion. With respect to FTAs in visiting Indian monuments, Taj Mahal accounted for 23.4% share, holding first place in comparison with other monuments in India and Red Fort in second place (13.9%).

FTAs in India from Different Regions of the World

As per the research data of Tourism of India, during last three years, it can be observed clearly that the FTAs in India have been increasing from all regions. The number of FTAs were maximum from the region of South Asia totalling about 3104422, with percentage share of 29.4, next being western Europe 21.25% and North America 17.12%.

Mode of travel

As per the research data findings of India Tourism, tourists travel by 'air' has been found to be the most preferred mode of transport. In 2018, out of the 10.56 million foreign tourist arrivals in India, majority (79.6%) arrived by air, followed by land (19.6%) and sea (0.8%). The corresponding figures for 2017 were 79.6%, 19.7% and 0.8%, respectively. Arrivals through land routes comprised tourists mainly from Bangladesh and Pakistan.

Domestic and Foreign Tourist Visits

As per the statistics interpretations of India Tourism research, concerning domestic and foreign tourist visits to various States and UTs during the years 1991 to 2018, there has been a continuous increase in domestic tourist visits, with the compound annual growth rate (CAGR) of domestic tourist visits to all States/UTs from 1991 to 2018 being 12.61%. The foreign tourist visits too have been increasing over the years, despite a decline in the years 1992, 1998, 2001, 2002, 2009 and 2012. Annual growth rate witnessed very high rise during 2003-2006. The foreign tourist visits to all States/UTs during 1991 to 2018 witnessed a CAGR of 8.6%. The year 2018 witnessed a growth of 11.9% in domestic tourist visits over the year 2017 whereas the visits by foreign tourists registered a growth of 7.4% over 2017.

Global impact of tourism during COVID19

Millions of jobs in the global tourism industry could be

lost due to the COVID-19 pandemic, which has impacted travel like no other event in history and caused 96 per cent of all worldwide destinations to introduce restrictions in response to the outbreak, according to World Tourism Organization (UNWTO). Over recent years, as the United Nations specialized agency for tourism, UNWTO has been regularly monitoring travel facilitation and observing a continuous trend towards more openness. However, COVID-19 has dramatically interrupted this, as per the UNWTO new report. Almost all global destinations have imposed restrictions on travel since January 2020, including complete bans on all travel as they work to contain the pandemic, it noted. "According to research carried out for the new report, as of April 6, 96% of all worldwide destinations has introduced travel restrictions in response to the pandemic. Around 90 destinations have completely or partially closed their borders to tourists, while a further 44 are closed to certain tourists depending on country of origin," it said. COVID-19 has impacted travel and tourism like no other event before in history. Governments have put public health first and introduced full or partial restrictions on travel. "With tourism suspended, the benefits the sector brings are under threat: millions of jobs could be lost, and progress made in the fields of equality and sustainable economic growth could be rolled back," UNWTO Report. The UNWTO called on all governments to continuously review travel restrictions and ease or lift them as soon as it is safe to do so. The UNWTO world review shows that the global regions are largely consistent in their response to COVID-19. In Africa, Asia and the Pacific and the Middle East, 100% of destinations have adopted COVID-19-related restrictions since January 2020. In the Americas, 92% of destinations have taken similar steps, while in Europe, the proportion is 93%. The analysis identified four key types of restrictive measures, namely complete or partial closure of borders to tourists, destination-specific travel restrictions, total or partial suspension of flights and different measures, including requirements for quarantine or self-isolation, medical certificates, invalidation or suspension of visa issuances.

Impact on Indian tourism due to COVID 19

The world travel and tourism council calculated that tourism generated 16.91 lakh crore (US\$240 billion) or 9.2% of India's GDP in 2018 and this sector is

predicted to grow at an annual rate of 6.9% to 32.05 lakh crore (US\$450 billion) by 2028 (9.9% of GDP), a large percentage of total tourism business activity of India, which is estimated at \$28 billion-plus in Forex and upwards of Rs 2 lakh crore in domestic tourism activity would be at economic risk through the year, (according to FAITH), around 70% out of a total estimated workforce of 5.5 crore (direct and indirect) could get unemployed (around 3.8 crore). This effect of job losses and layoffs has already begun throughout the country. Travel and tourism industry has been hit economically globally and in India due to the outbreak of Coronavirus with many prospective domestic and foreign tourists cancelling their travel plans.

This global pandemic has prompted the Indian government to impose increasingly tougher restrictions on travel resulting in further drop in hotel occupancies since the imposition of the ban. A large percentage of total tourism business activity of India, which is estimated at \$28 billion-plus in forex and upwards of Rs 2 lakh crore in domestic tourism activity will be at economic risk through the year. Thus, in excess of Rs 5 lakh crore of direct tourism industry and almost double that of total economic activity is at risk, it said. Among a slew of demands, it has been urged FAITH) that there should be a twelve-month moratorium on EMIs of principal and interest payments on loans and working capital from financial Institutions (both banking & non-banking), double working capital limits and on interest free and collateral free terms, which will prevent all the tourism businesses from going bankrupt.

Future Potential

According to World Travel and Tourism, Indian tourism generated 16.91 lakh crore (US\$240 billion) or 9.2% of India's GDP in 2018 and supported 42.673 million jobs, 8.1% of its total employment. The sector is predicted to grow at an annual rate of 6.9% to 32.05 lakh crore (US\$450 billion) by 2028 (9.9% of GDP). India as a tourist centre exhibited significant improvement, rising by 25 places from 2013 to reach the 40th position globally in 2017. India continues to attract international tourists with its vast cultural and natural resources and its price competitiveness advantage. The country continues to enrich its cultural resources, protecting more cultural sites and intangible expressions through UNESCO World Heritage lists, and via a greater digital presence. International openness and stronger visa policies, has established India to rise up to the greater heights.

The Indian T&T sector presents significant opportunities that are yet to be tapped, especially in the provision of tourist service infrastructure and in terms of additional accommodation capacity, entertainment facilities and related services. The Tourism business in India gives openings in differing fields, for example, visits and travel circuit, hospitality and lodging segment, therapeutic travel industry, provincial travel industry, golf travel industry, voyage travel industry, experience travel industry, ecotourism, and health travel industry. The travel industry created 40 million occupations in India and contributed 7.2 percent to the GDP in 2015 and there is a gigantic potential for this organization in the travel industry of India in the future. Since there is a tremendous increase in youngster's population with reasonably good income, there will be great opportunities for the domestic tourism industry and no wonder, India will be one of the world's greatest markets in the future.

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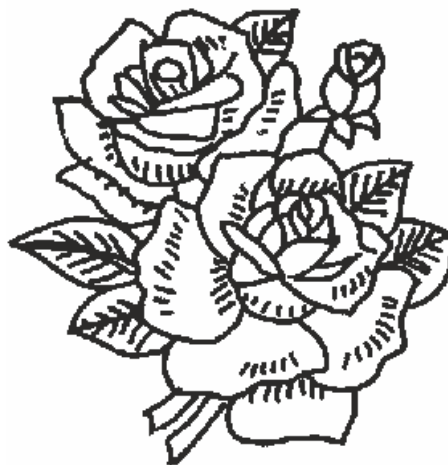
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A STUDY ON DIGITAL HUMAN RESOURCE MANAGEMENT- ITS IMPACT ON EMPLOYEE TURNOVER

***Dr. (Mrs) Babita A. Kanojia**

ABSTRACT

Here we are going to study Digital Human Resource Management and its impact on the employee's turnover. In this study we have used cervical method to understand what is the impact of digital Human Resource Management in today's digital world organisations and businesses and to understand how digital era has helped businesses form an organisation to maintain their Human Resource Management in a developed way. By the cervical method we are also going to know the reasons for employee turnover advantages and disadvantages of digital Human Resource Management and so on. There are many aspects of Human Resource Management, which are covered in this research paper. The present study is based on primary as well as secondary sources of data collection and it will be analyzed with simple statistical tools such as percentage, median and mode.

Keywords: HRM, Digital HRM, Employee Turnover.

Introduction

Human Resource Management is a group of people in an organisation who helps in effective and efficient management. The basic aim is to gain competitive advantage in their fields. A Human Resource Department is focused to increase the working efficiency of employees in their service and so on. Digitalization is very important for the growth of any sector and HR Department is very important in a Company or an Organization. The main function of the HRM Department is to monitor, implement and execute the policies and procedures decided by the authorities regarding achievement of the stated goal. Now-a-days digitalization plays a key role in every sector irrespective of nature, size and level of an organization. Similarly, HRM also cannot be excluded from digitalization. Hence, the present study is focused on Digital Human Resource Management and its impact on Employee Turnover. The researchers have tried to gauge on how the implementation of digitalization affects Employees Turnover and to what extent. With this intention the following objectives has been set up.

Objectives of the study

1. To study the concept of Digital HRM.
2. To study the impact of Digital HRM on employee turnover.
3. To study the view of HR and Employees on Digitalization of HRM.

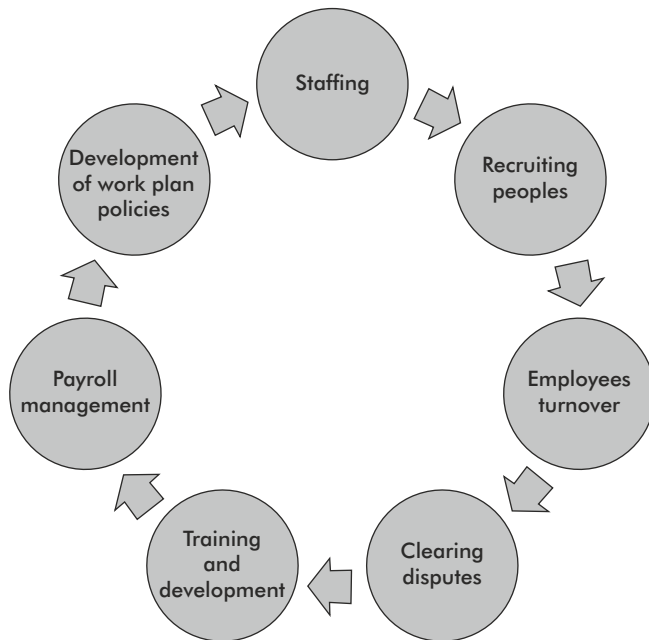
Digital Human Resource Management

Digital Human Resource Management means to use digital means of technology and software to improve the working abilities. Nowadays Artificial Intelligence i.e., AI technologies are used in Human Resource Management. Digital HR is a process optimization in which social, mobile, analytics and cloud (SMAC) technologies are leveraged to make HR more efficient, effective, and connected. In other words, it is a tectonic shift in the way Human Resources function.

It has been found that the human resource management department is found in big business companies and not small companies.

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HR department involved in several activities such as:



Staffing:

Staffing means placing right person for the right job. This is the main job that the Human Resource Department manager have to perform.

Recruiting peoples:

Recruiting people means the Human Resource Department manager has to find the right persons for all kinds of jobs in a company. In short whenever the higher authority or the Boss needs some new person for a new job then it is the responsibility of Human Resource Management to find the person for that particular job.

Employee turnover:

Employee turnover is one of the important aspects that human resource manager has to deal with. The human resource manager has to calculate the annual turnover rate which helps the organisation to know how many employees have been working for how long time. Finding employee turnover rate is necessary for an organisation so that it can know the number and duration of employees working in an organisation.

Clearing disputes:

Resolving disputes means whenever there is some sort of misunderstanding between two employees of an organisation whether its higher or lower authority peoples, the human resource management work is to

clear the dispute between them and make sure that the work goes on smoothly. They indeed eliminate any sort of misunderstanding going on between any employees.

Training and development:

It is the responsibility of HRM to give training for new Technology or the way of working to the Employees and develop their skills so that they can work with new technologies. All the training process that is needed to increase the efficiency of an employee is managed by the HRM.

Payroll management:

Payroll management means all the entries or the distribution of salaries and wages is managed by the Human Resource Department. All the employees' salaries distribution is done by the HR manager.

Development of work plan policies:

Development of work plan policies is done by the HRM. Any changes in the policies of workers or employees should be first informed by the human resource management.

Review of literature

Iveta Ozolina-Ozola in her research, 'The impact of human resource management practices on employee turnover' stated that, there is a connection between management practices and employee turnover. She further said that it is necessary to link management practices and performance outcomes including employee turnover. She concluded that it is necessary to know the potential of specific human resource management practices and its various facilities to reduce turnover among various types of employee in an organization.

Muhammad Aminu Bawa and Muhammad Jantan in their research, "Human resource practices as determinants of employee turnover: An empirical investigation". In their research they have stated that staffing process and employee monitoring is effective in reducing involuntary turnover. They have concluded that an economic factor such as availability of alternate jobs is responsible for the turnover process.

Ruwan Abeysekera, in his research 'The impact of human resource management practices on marketing executive turnover of leasing companies in Sri Lanka.' They stated that all 6 HR practices are significantly correlated with employee turnover. The researcher

concluded that compensation and job analysis are the most critical HRM practices to be implemented by leasing companies to reduce employee turnover.

Research Methodology

The research is descriptive. In order to make the study effective the research methodology covers the following aspects of research.

Source of data collection:

The study is based on Primary and secondary sources of data. Primary sources of data will be collected through questionnaire and the secondary source of data collection will include books, journals, newspapers and relevant websites.

Sample size:

For the primary data the researchers have selected random method of sampling. The sample size will include HR and employees of an organisation of Mumbai city covering the region from Andheri to Bandra. The sample size would be 100 respondents.

Tools of data analysis:

The researchers will attempt to analyse the available data with percentage or suitable statistical tools.

Scope and significance of the study

The present study will cover the following aspect such as:

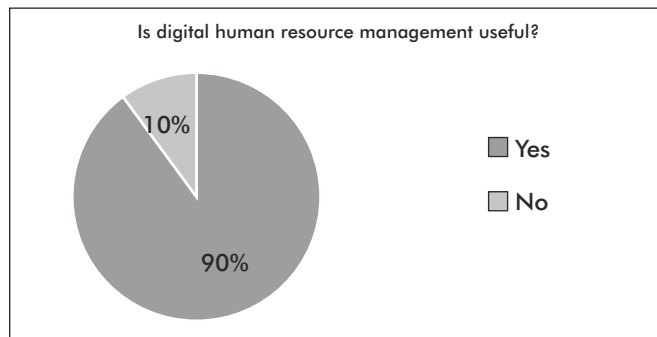
1. It will highlight the concept of digital HRM.
2. It will be focused on impact of Digital HRM on employee turnover.
3. It will view of HR and Employees on Digitalization of HRM.

Limitation of the study

Digital Human Resource Management its impact on Employee Turnover is complicated task for researchers. Hence, the researchers considered the following limitations:

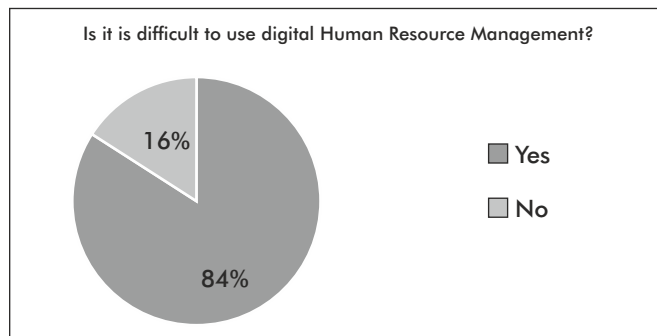
1. Availability of information, as it is secondary of source of data.
2. Authentication of collected data.
3. Geographical area will be from Andheri to Bandra.

Is digital human resource management useful?



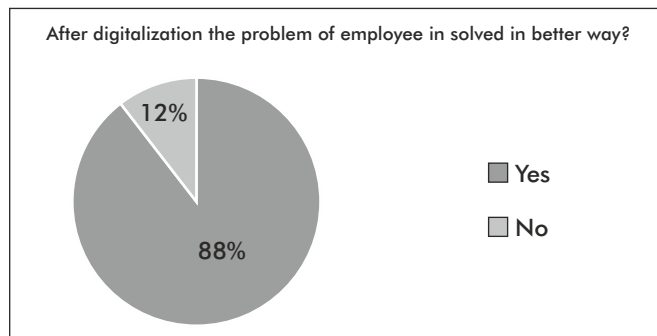
From the above chart it can be observed that out of hundred respondents 90 of them have agreed that digital human resource Management is useful and the remaining have disagreed to the statement.

Is it difficult to use digital Human Resource Management?



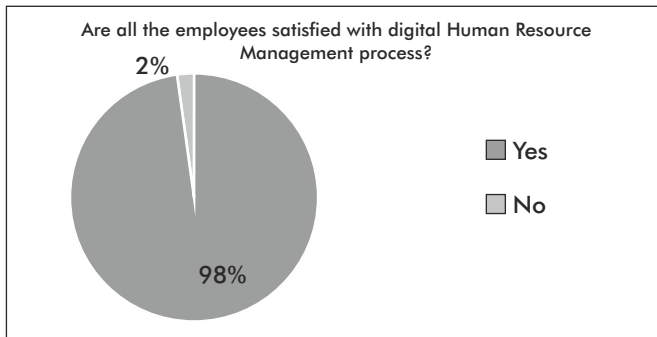
From the above data it can be seen that majority of the respondents that is 95% have said it is easy to use digital human resource Management and the remaining 5% have said that it is difficult.

After digitalization is the problem of employee solved in better way?



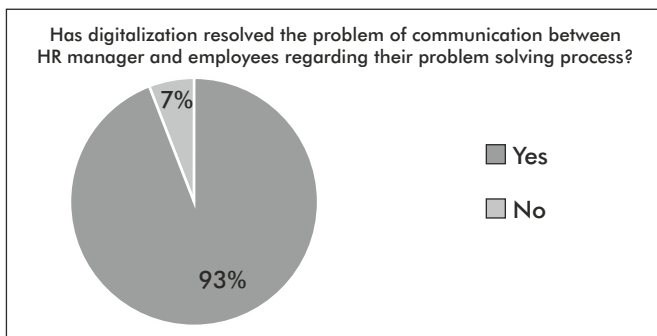
From the above chat it can be observed that majority of the respondents, that is 88% have said yes that after digitalization the problem of employee is solved in a better way and the remaining 12% have disagreed to the statement.

Are all the employees satisfied with digital Human Resource Management process?



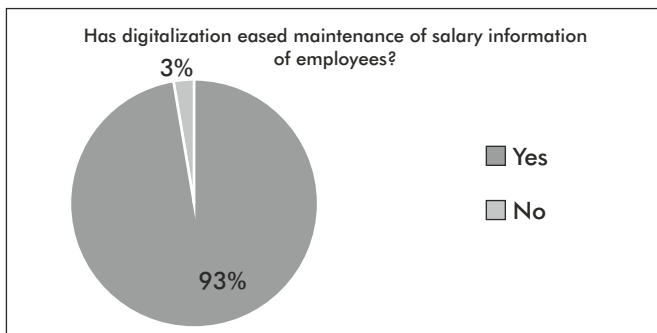
From the above chart it can be seen that majority of the respondents that is 98% have said that all the employees are satisfied with the digital human resource management process and the remaining two percent of the respondents are dissatisfied with the process.

Has digitalization resolved the problem of communication between HR manager and employees regarding their problem-solving process?



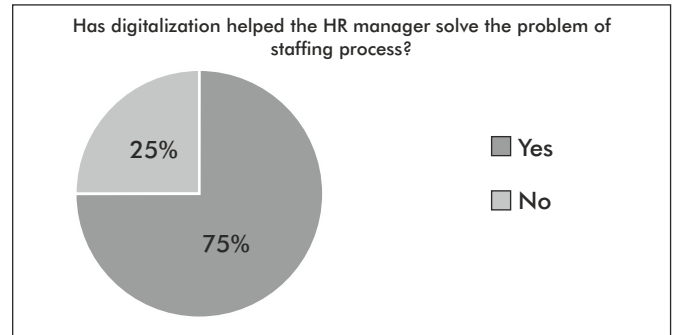
From the above chart it can be seen that majority of the respondents have agreed that digitalization resolves the problem of communication between HR manager and employees and the remaining 7% of the respondents have disagreed to the statement.

Has digitalization eased maintenance of salary information of employees?



From the above chart it can be seen that majority of the respondents have agreed that digitalization has made it easy to maintain salary information of employees and the remaining three of the respondents have said that it is not as simple as that.

Has digitalization helped the HR manager solve the problem of staffing process?



From the above data it can be observed that majority of the respondents have agreed that digitalization helps the HR manager to solve the problem of staffing and the remaining 25% of respondents have said that it does not help to solve the problem completely.

Findings:

- a. It has been seen that digitalization has a lot of impact on HRM department to maintain their relationship with employees in a better way.
- b. But it can be further improved with new technologies and innovations which are going to come in upcoming years.
- c. Digital HRM helps to improve the skills of employees and HRM to maintain their relationship and make the employees more loyal towards a particular business company or organisation.
- d. Human Resource Manager and Human Resource Department have many functions including regular checking on the satisfaction of the employees with the environment of business and their working environment.
- e. There are many aspects that human resource manager has to take care of in the interest of employees because humans are very complicated by nature. They have to take care of internal environment, infrastructure development, food facilities, safety, security, etc. these that an employee should feel safer in a business company or organisation because of digitalization.

- f. It helps the manager to give a helping hand to understand employees better in a smart and easy way.

Suggestions

- a. Suggestions after this whole research for the companies and human resource managers is that the adaptation of new technology and using AI in today's corporate life will help the business company and organisation to gain more loyalty of employees and Goodwill in the market.
- b. Given the new emerging technology it is very easy to maintain a good relationship with employees by usage of mobile phones and other such technologies so that a good contact with employees can be maintained wherever they are.
- c. There are many new technologies that are going to emerge in coming years that will help in controlling employee turnover rate of a company because new technology facilitates new ways to manage a particular problem.
- d. Although keeping up with technology is a little bit complicated in nature, things are going to be easy if employees and human resource manager are going to get training of using a particular Technology.
- e. This will help them keep pace with immune Era that is technologically adaptable.
- f. In the current digital Era, it is very important to gain a good profit as well as Goodwill in the market. The world is surviving in a competitive world which is changing faster without leaving any time for an error so, every company should adopt new technologies and make their employees and HR managers use new technologies to make them more advanced and increase their working efficiency. This will enable decline in the employee turnover rate.

Conclusions

From the above data we can conclude that-

Digital impact is good on Human Resource

Management but still there are many difficulties faced by employees and the HR Management can be improved in future with new technologies.

Digitalization is helpful in managing the employees and it also takes care of employee turnover.

However, morals do help HRD to manage employees in a better way. This is going to improve in next few years with the help of new technologies and innovations using AI in HRM. Till now it has improved efficiency of HR manager to take care of the employees' interest towards the organisation and the company in a better way.

Human resource Department is an important division of any company or an Organisation because the employees are key resource of its success. It is imperative that during their time in the organisation they feel good and their needs are satisfied so that they get more interested in the work. Digitalization has helped the companies and organisations to gain the loyalty of employees and make their working process smooth. It helps in tapping the full capabilities of employees and make them work willingly.

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IMPACT OF MAINTENANCE PRACTICES ON PLANT SERVICE QUALITY

***Dr. Nitin Godse, **Dr. D. Henry**

ABSTRACT

Today's world is highly competitive, like never before. New technologies, machines, human beings are getting increasingly productive to sustain and survive in the world. In today's globalized world, India's position as a manufacturing force is getting noticed. Hence, the scale of efficiency has become global benchmark.

Maintenance of engineering equipment and machines has become a challenge due to size, cost, complexity and competition. Although progress has been made in maintaining equipment in reasonable manner, there is a definite need for effective asset management and maintenance practices that will positively influence critical success factors such as safety, product quality, speed of innovation, price, profitability, technical obsolescence, and reliable delivery.

In competitive world there is a need to reduce manufacturing cost. Also, there is humungous pressure on manufacturing function to adopt new technologies methods to improve productivity. One of the ways to gain competitive advantage is to pursue lean manufacturing. There are only a few companies addressing the significant synergies of various management practices and maintenance excellence. Many industries do not understand or not aware of one big opportunity area. The huge opportunity to reduce the manufacturing cost especially, in a plant where there is a capacity crunch is not appreciated by all. 'Management practices' is not just a buzz word but is a reality today and these practices can bring about huge savings in manufacturing costs. In industrial world the awareness of these important practices is rapidly increasing. However, the effectiveness and result orientation towards these activities varies a lot. Hence, this has become a topic of research and efforts are made to understand the practices, factors, actions and their impact and results. Objectives like achieving zero breakdowns, enhancing life of critical assets, analysing the breakdowns using appropriate tools and reducing the cost of maintenance is a science now. The science of maintenance is ever developing, and it is important to know the latest developments in the field of maintenance in order to sustain the results.

Keywords: Maintenance, service quality, plant equipment, performance

Introduction

The sustenance of results is dependent on the maintenance management practices that are being followed. There are technology-based techniques which facilitate the improved performance of plant equipment and resulting in sustainability of assets. Such

maintenance management practices, and maintenance techniques impact the quality of service and sustainable life of assets.

Every manufacturing facility wants production systems and equipment to be operated reliably. When the equipment does what it needs to do in precision, then

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plant output and profitability is maximized. Everyone wants production systems or processes to work without breakdown and produce consistent quality of products or to operate efficiently and perfectly. There is no ideal world, and no physical asset can be operated flawlessly forever. In organization where there are surprises and breakdowns, the quality and productivity losses are high. In such organizations the maintenance function is blamed for all problems in the plants, facilities. Only the time when attention paid for maintenance is when production required to get the things working efficiently and quickly. The role of maintenance is not limited to immediate reaction for emergencies but to overpower problems. If right systems, infrastructure, manpower, processes, and procedures are in place and consistently executed well, losses can be minimized. The operations when they turn to be stable and predictable and of consistent high quality is called a state of maintenance excellence. This allows us to get the most out of the assets we have. This way one can redefine the role of maintenance, as a part of total plant reliability program. This can result in right infrastructure, processes and employee involvement throughout, thereby lowering total cost of goods sold. This in turn results in lowering per unit production cost, reduced maintenance cost and better process stability.

Maintenance Management Practices

The below mentioned are the popularly established maintenance management practices that are drawn in line with business management practices:

1. Computerised Maintenance Management Systems (CMMS)

Successful maintenance practices depend a great deal on a robust information system that can track equipment histories and help manage the inventory levels. An exciting trend in the world of CMMS is increasing sophistication of enterprise asset management (EAM). EAM is being incorporated into CMMS programs in several ways.

2. Maintenance planning and scheduling

Maintenance scheduling is as important as job planning. Scheduled effectiveness is based on the reliability of the planning function. In case of large jobs, where they require multi-discipline coordination, serious consideration must be given to method used.

The scheduled routine inspection and service will minimize problems. Frequency of routine service depends upon the application. If a breakdown could cause health or safety problems, severe loss of production, damage to equipment, or other serious losses, a more frequent maintenance schedule should be adopted. Also, the maintenance schedules are integrated into the production schedule to avoid schedule conflicts.

3. Schedule for adherence to Preventive Maintenance Program

A listing of all work in the computerized maintenance management system (CMMS) is required, if it is not done, it can result in non-availability of machines, spares, bad planning, manufacturing pressures etc. Computerization can provide backlog information for various types of work, availability of materials, costs by job, facility, or type of work and so on, easily. Effectiveness of preventive maintenance program can be achieved with good planning, scheduling, and cost tracking by as much as 50 percent. Preventive maintenance plans contain information very similar to a work order. These are work plans that are associated to equipment/asset records and have a defined frequency for when they are to be executed.

4. Classification of Machines for Maintenance

In order to carry out priorities for attending breakdown/preventive maintenance calls, machines are classified into categories based on importance and criticality.

The breakdown of machine is attended immediately based on occurrence of faults. However, if there are priorities to be decided, then machines may be classified. Typical classification includes Bottleneck, Standalone, Critical, Non-critical and so on. Bottleneck machines are those, which can affect the main production lines if there is failure. Such failures can affect the production lines outputs. Critical machines are those which affects the quality, customer norms and critical for customer delivery targets.

5. Predictive Maintenance Management

One of the approaches of maintenance management is to conduct the time-based maintenance. One approach could be knowing the time factor of reliability of component and just go and replace the component. This time factor is supposed to be an assumption to create replacement schedule. However,

in practice it is hard to find the availability of equipment for the time-based replacement. Thus, the predictive maintenance is becoming popular. Predictive maintenance system is such that it directs the diagnostics for component that can fail. Accessing component condition and remaining life of the components or equipment can be determined. Once determination of threshold is done, the work order will be placed automatically in the work order backlog. The work order has the indication of required parts replacements, its threshold, measurable parameters etc.

6. Corrective Maintenance by Rebuild, Overhaul

This is a major cost and time-consuming activity concerned with restoring an item to a standard as close as possible to original state in performance, life expectancy, and appearance. This is achieved through complete disassembly, examination of all components, repair and replacement of worn out ageing and unserviceable parts as per original specifications and tolerances. The case when there is no possibility that manufacturing guidelines can be followed for the testing and reassembly, one can resort to rebuilding of asset.

7. Training skills and Multitasking of workforce

Well trained workforce is always an asset to the organizations maintenance department. It is essential as a part of progressive organizations' culture that time spent in training and re-training of maintenance teams is requisite. There is a need of multiskilling of teams. The equipment has challenges to maintain and hence multidiscipline approach is essential. Modern equipments are now complicated with mechanical assembly, electrical and electronic computer controls. As a result, maintenance technicians should be able to identify the correct problem area and take necessary action in any of the elements of machine. This means the maintenance engineers / technicians should be trained in multidisciplinary approach to solve the machine's problems.

Literature Review

In a paper published in American Society for Engineering Management 2018 Annual conference B. Nepal, E. Scott talks about optimum task scheduling in industry. The paper claims it to be a measure of cost reduction in maintenance and better spare parts control. The paper emphasizes on statistical model of

available data bases. The proceedings of Seminar conducted by CII on Predictive and Preventive Maintenance in Sept 2015 attended by researcher, has described the approach for the topics. The emphasis is on condition monitoring and various tools. The topics are Vibration Analysis, Vibration Signature analysis, Vibration monitoring system in large machine and Ultrasound techniques for the leak detection of flow of liquids and gases. The means of analysis for Viscosity, Contamination, Solids contents, Oxidation, Nitration, Total Acid Number (TAN) Total base number (TBN), Particle count tests, Spectrographic analysis, Oil and Wear particle analysis are mentioned.

In World Class Maintenance (N.K Sivananda 2015) the author has discussed various approaches for world class maintenance. The discussion begins with the requirements of world class company and their customers. World class organizations consistently deliver superior product quality as compared to their competitors. They enjoy good customer confidence as a result of consistent quality and delivery. World class means removing the wastes in manufacturing on continuous basis, also increase the value-added activity for which customer pays and for those, which customer is not ready to pay. The book discusses that as a part of manufacturing cost, various costs are required to consider. For example, Cost to replacement of Die sets, Jigs, Cost of annual maintenance contracts, Training and development, Indirect labour, energy costs apart from Maintenance related costs are included.

The other known book in maintenance management reviewed was 'Engineering Management A Modern Approach by B. S. Dhillon (2006)'. The book deals with some of the approaches not covered effectively as Human error in Management, Quality and Safety in Management, software maintenance and reliability centered maintenance, the maintenance costing and reliability and maintainability aspects

'A SWOT analysis of reliability centered maintenance framework' published in the Emerald Insight www.emeraldinsight.com/1355-2511.htm by Gajan and Gupta and Rajesh Mishra of Department of Mechanical Engineering Birla Institute of Technology and Sciences, Pilani, India.

The paper discusses the reliability centered maintenance, a SWOT analysis for different frameworks of RCM to make strategic decision for implementing in different organizations. The basic idea of RCM is to function the operating system to recognize

the consequences of the failure-by-failure analysis and system function.

A Review of Effective Maintenance strategies and Management for optimizing equipment systems by Arnesh Telukdarie and Leonard Ndiouvu University of Johannesburg -Proceedings of the American Society for Engineering Management 2018 International Annex Conference.

The industries right from process to mining engineering have goal of sustainability in delivering the output of a product. This is possible with effective maintenance management system with high reliability, availability, with adequate safety and quality compliance. The study has observed the type of maintenance practices RCM (Reliability Centered Maintenance), Time based Maintenance (TBM), Condition Based Maintenance (CBM).

Research Methodology

Research Objective

To study the impact of Maintenance Practices on Plant Service Quality.

Research Design

The research design used in this study is descriptive, using the survey method. Descriptive research accurately and systematically describes the characteristics or behaviours of an observed phenomenon or a particular population. It also aids in exploring the correlations which may exist between various phenomena. Survey research gathers data about people’s experiences, priorities, knowledge and beliefs through the use of interviews and questionnaires.

Target Population: For the purposes of this study, the researcher collected data from maintenance personnel, maintenance experts, and consultants across companies in Maharashtra, Gujarat and Karnataka.

Sampling Unit: The sampling unit for the present study are the people working in the maintenance department who are above 30 years and having minimum of 2 years of experience.

Sampling Technique: Stratified Random Sampling.

Sample Size: A total sample size of 53 maintenance personnel, - maintenance experts, maintenance consultants, manufacturing managers have been considered.

Analysis of Data: For analysis the Statistical Package for the Social Sciences (SPSS) 24 version has been used. The techniques used are: Correlation, factor analysis and average ratings. The interpretation is based on analysis, tables, charts and other statistical tools.

Research Tool: The study was designed to collect information on views, opinions, experiences of maintenance personnel through a questionnaire. The research tools - structured questionnaire and interview guide were used for maintenance personnel. The study was conducted across the companies.

Pilot Testing

A pilot study was undertaken, and the questionnaire was administered to 15 respondents. The responses gained from the pre-test confirmed the content of the statements, identified new items for future inclusion, and also identified common answer categories that were later made into fixed response statements. The questionnaire was amended by dropping some statements, as in its present form it was too long. The final questionnaire consisted of a total of 60 items, and orally confirmed demographic questions.

Data Collection

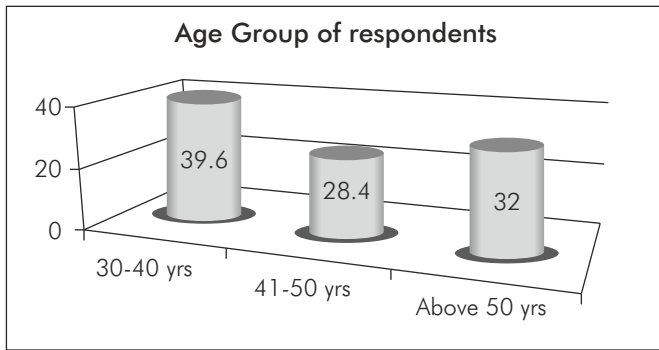
Once the questionnaire was found suitable for its purpose, its administration and data collection were undertaken. The rationale and justification behind the study was explained to maintenance personnel, who whole-heartedly provided their assistance. The survey was thus group-administered personally by the researcher with an introduction into the background and rationale of the survey, and the completed questionnaires collected directly. total of 62 completed questionnaires were collected. Out of these, 9 were rejected based on incomplete data, providing 53 responses for further analysis.

Data Analysis

Table 1 - Age wise distribution of respondents

Sl. No.	Age Group in years	No. of respondents	Percentage
1	30-40 Years	21	39.6
2	41-50 Years	15	28.4
3	Above 50	17	32.0
Total		53	100

Source: Primary Data

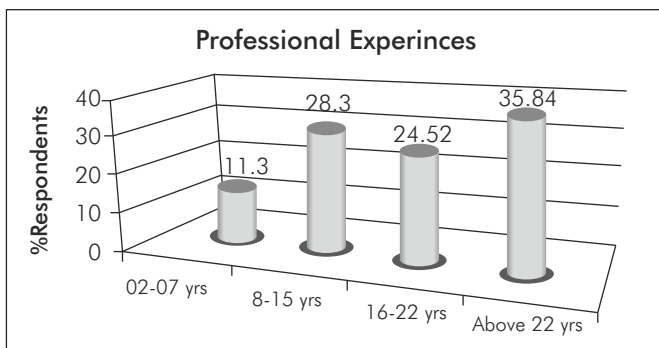


Above analysis shows the age of maintenance personnel. 39.6 percent respondents are in group of 30-40 years, 28.4 percent belong to 41-50 years and 32.0 percent are above 50 years of age. Data reflects spread of maintenance personnel across all age groups and representing all groups

Table 2 – Experience wise distribution of respondents

Sl. No.	Professional experience in Years	No. of respondents	Percentage
1	2-7	6	11.32
2	8-15	15	28.32
3	16-22	13	24.52
4	Above 22	19	35.84
Total		53	100

Source: Primary Data

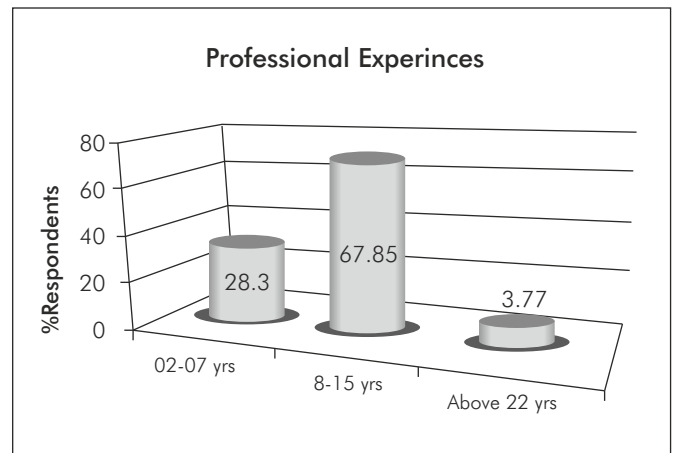


Above analysis shows professional experience-wise sample distribution of the working personnel. The primary data includes 11.32 percent of maintenance personnel having experience of 2-7 years, 28.32 percent having 8-15 years, 24.52 percent having 16-22 years and 35.84 percent having above 22 years of experience, sample representation is given to all personnel with different levels of experience. The estimated wisdom of experience, of all respondents is over 1000 years.

Table 3 - Nature of Organisation wise distribution of respondents

Sl. No.	Nature of Organisations	No. of respondents	Percentage
1	Multinational Companies	15	28.30
2	Indian origin Private Companies	36	67.85
3	Public Sector Units	2	3.77
Total		53	100

Source: Primary Data

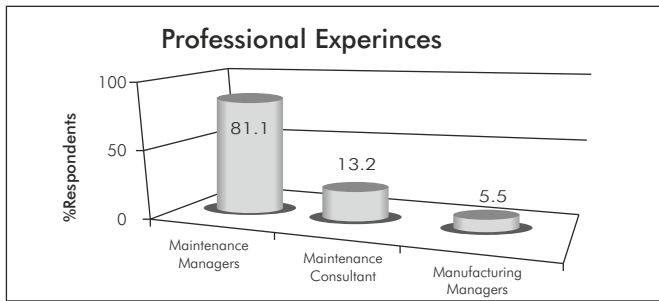


Above analysis shows the type of organisations. The primary data includes 28.3 percent of respondents belong to multinational companies, 67.85 percent belong to Indian privately-owned organizations and 3.77 percent from Indian Public sector engineering “Navratna” organisations. The organisations selected are all reputed organization who have maintenance function as culture and are progressive companies.

Table 4 - Functional Roles wise distribution of respondents

Sl. No.	Functional Role	No. of respondents	Percentage
1	Maintenance managers	43	81.1
2	Maintenance Consultants	7	13.2
3	Manufacturing Managers	3	5.6
Total		53	100

Source: Primary Data



Above analysis shows the function-wise roles in sample distribution of the respondents in different companies. The primary data includes 81.1 percent of maintenance managers respondents and 13.2 percent of maintenance consultants who have handled more cases and plants of various nature. The other category is manufacturing managers at 5.6 percent who view maintenance function differently and are also concerned respondents. The data reflects that the sample distribution is almost all representative of population under study.

Hypothesis

There is a significant impact of Maintenance Practices on Plant Service Quality.

Data Analysis

Table 5: Impact of Maintenance Practices on Plant Service Quality

Sr. No.	Maintenance Management Practices	Relationship with Service Quality
1	Computerised Maint. management Equipment, Results, Analysis	$r = 0.642, p < .05$
2	Maintenance activities Planning and Scheduling	$r = 0.621, p < .05$
3	Schedule and Adherence of Preventive Maintenance Program	$r = 0.691, p < .05$
4	Breakdown Maintenance by Classification of machines	$r = 0.682, p < .05$
5	Predictive Maintenance methods management	$r = 0.522, p < .05$
6	Corrective Maintenance by Rebuild, Overhaul, Servicing of machines	$r = 0.514, p > .05$
7	Machines Spares, & Consumables inventory Management	$r = 0.502, p > .05$
8	Training, Skills Multitasking of workforce	$r = 0.513, p < .05$
9	Maintenance Organization structure, Control, Budgets	$r = 0.468, p < .05$
10	Safety practices in Maintenance Management	$r = 0.414, p < .05$

Based on the analysis the hypothesis ‘There is a significant impact of maintenance practices on plant service quality’ that has been accepted.

Findings

The responses clearly show that, the information is latest in all forms of maintenance, and it is proved that there is a significant impact of maintenance practices on service quality, all factors except two - Corrective Maintenance by Rebuild, Overhaul, Servicing of machines, and Machines Spares, & Consumables inventory Management show statistical significance with high degree of positive correlation at 5 % level of significance.

Conclusion and Recommendations:

- It is recommended as a mandatory requirement to have dedicated Computerised maintenance management system to gauge the maintenance performances. The rule is, what can be measured is what can be improved. The dedicated maintenance software or ERP with Maintenance Management module has all the advantages to improve productivity of the team and eliminates wastage.
- It is essential that the maintenance team may be given time horizon to improve themselves and get competences. More the team spends time on machines, better the team can deliver. The performances can be improved as time passes by, as seen in the case study . Training and on-the-job expertise can be achieved over a time frame.
- It is recommended that the performance improvement targets are to be set for the maintenance teams. These can be such as reduction in MTTR, Increase of Uptime and MTBF. The increasing adherence in PM may also be as a target for the teams.
- Budget control target for maintenance function is recommended, to be set by management. The target with reduction in amount on YOY basis is recommended. The rationale is that the effectiveness of team performances should benefit the asset owners (organisations). The budget also brings the discipline to curtail the unnecessary wastage. Then there is optimum utilisation of resources.

Limitations of the study

This study has a few limitations. It is a study of a small sample size and is related to the Light and Heavy Engineering industry. Similar study on other industries and regions might produce varied results.

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The Article content should be in the following format
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