

ॐ
अनुसंधान

Anusandhan

NDIM's Journal of Business and Management Research

Vol. IV, Issue 1, February, 2022

ISSN No.: 2581-8120

Parental support perceived in the parent-child dyad

Alina Costin

Determining the Role of FDI in Plummeting the Digital Divide

Jyoti Gupta and Dr. Vivek Sharma

Forecasting SGD-INR Exchange Return: An application of Autoregressive Integrated Moving Average

Dr. Sunil Kumari and Ms. Jaya Gupta

Baldrige Approach: A Tool Of Performance Management

Dr. Tripti Sharma

To Study the Perception of Individual Towards Promotional Approaches by Coaching Institutes in Flexible Work Environment

Tanisha Bindal and Akanksha Upadhyaya

Analysis of Regional Tourists in Bhutan before Covid-19

Shad Ahmad Khan, Hesham Magd, Mohammed Sultan Ahmad Ansari, Purna Prasad Sharma, Indra Prasad Tirwa and Ujjal Bhuyan



Guru Gobind Singh
Indraprastha University



New Delhi Institute of Management

Highlights of NDIM

New Delhi Institute of Management in its journey of attaining several milestones in the areas of research and education, takes pride in sharing with the community its editorial masterpiece, 'Anusandhan-NDIM's Journal of Business and Management Research'.

NDIM, a unit of the Society for Employment and Career Counseling, was established in 1992 by Sh. J.R. Bansal (Member, UPSC, Chairman, PPSC), along with seniormost bureaucrats and secretaries, GoI, as well as top industrial houses of Ambujas and Jindals.

NDIM is affiliated to the Guru Gobind Singh Indraprastha University, an 'A' grade NAAC accredited University. NDIM has consistently been rated A+ by high-powered committees constituted by GGSIP University, Directorate of Higher Education, and the State Fee Regulatory Committee, after qualifying their strict and stringent norms.

Ratings

- Rated A+ by JAC, Directorate of Higher Education and SFRC, Govt. of NCT, Delhi
- Rated A+ by Academic Audit Council of GGSIPU for consistent academic performance
- ISO 9001: 2015 Certified
- Academic Leadership Award in Management Education by Ministry of MSME and Ministry of Social Justice and Empowerment
- Ranked 'Best Management School in India' by Ministry of New and Renewable Energy
- Recipient of the All Round Excellence Award conferred by Deputy Chief Minister, Govt of NCT Delhi

Industry Interface and Placements

- Backed by top industrial houses such as Jindals and Ambujas
- Tie-ups with over 500 MNCs and international institutions
- Record of 100% placements since inception
- Strong alumni network, all placed in various blue-chip companies
- Tie-up with National Entrepreneurship Network (NEN) to promote a spirit of entrepreneurship in students

Institutional Membership

- NICMAN – IIM – Ahmedabad
- All India Management Association (AIMA)
- Delhi Management Association (DMA)
- American Information Resource Center (AIRC)
- National Entrepreneurship Network (NEN)
- National Digital Library (NDL)
- DELNET



New Delhi Institute of Management

Affiliated to Guru Gobind Singh Indraprastha University
61, Tughlakabad Institutional Area, Near Batra Hospital

New Delhi – 110062.

Ph. 011-29962605/6

Website: www.ndim.edu.in

<http://www.ndim.edu.in/anusandhan>



Guru Gobind Singh
Indraprastha University



Recognised by
Govt. of NCT



From the Patron's Desk



Dear Readers,

It is a matter of immense pleasure that we are back with the February 2022 issue of our journal. This time we have received papers from Bhutan, Romania and UAE in addition to Indian contributions. I hope we continue with the spirit that research should have no boundaries and should be used for the welfare of mankind. I appreciate the efforts of the editorial board and the contributors of research articles.

In the present issue, six papers are finally selected after blind peer review, the first paper is by Alina Costin from Aurel Vlaicu" University of Arad, Romania, on *Parental support perceived in the parent-child dyad*.

Second paper is about determining the *Role of FDI in Plummeting the Digital Divide*, Jyoti Gupta, Research Scholar, (Maharaja Surajmal Brij University) about the attempt to identify the average digital divide catered by two categories of the Telecom companies.

Third paper is on *Forecasting SGD-INR Exchange Return: An application of Autoregressive Integrated Moving Average* by Dr. Sunil Kumari from Government college, Meham is a trusted model based on a few observations on ARIMA model to help predictor for forecasting and solving financial forecasting problems for the best and worst possible situations which results in demonstrating the predictive strength and potential but it is still a problematic task.

Fourth paper is *Baldrige Approach: A Tool of Performance Management* by Dr. Tripti Sharma by Guru Kashi University about relevancy of Baldrige model towards performance management, according to the report of current company situation.

Fifth paper, *to Study the Perception of Individual towards Promotional Approaches By Coaching Institutes In Flexible Work Environment* by Tanisha Bindal and Akanksha Upadhyay from RDIAS highlights coaching institutes that are proactive in its approach and are always ready to experiment with new promotional approaches to market their product well.

Sixth paper on *Analysis of Regional Tourists in Bhutan before Covid-19* by Shad Ahmad Khan, Hesham Magd, Mohammed Sultan Ahmad Ansari, Purna Prasad Sharma, Indra Prasad Tirwa, and Ujjal Bhuyan showed increasing number of regional tourists have an impact on hotel industry based on the factors like government policies, e-technology and the capacity of the hotels.

Bindu Kumar

Mrs. Bindu Kumar
Chairperson, NDIM

Editorial Note



Dear Readers,

I am pleased to introduce the February 2022 Issue of Anusandhan, a peer reviewed journal with the latest version. I take this opportunity to acknowledge the contribution of our authors, reviewers, to contribute and review the papers on time.

I pay my gratitude to Dr. Niraj Saxena, Principal, NDIM, without his efforts this issue was unable to come into existence on time.

Calls for Papers for the next issue of August 2022 issue are invited. We hope we will come with a new issue of novel papers. Any suggestions, views, recommendation are welcomed at editor@ndimdelhi.in

A handwritten signature in blue ink that reads "Madhu".

Dr. Madhu Arora
Editor



Anusandhan

NDIM's Journal of Business and Management Research

(Biannual Peer Reviewed Academic Journal)

Patron

Mrs. Bindu Kumar
Chairperson – NDIM

Editorial Advisory Board

Mr. Rajiv Yadav, IAS

Chairman, Brahmaputra Board
Ministry of Water Resources
Secretary- Parliamentary Affairs, GoI (retd)

S. Tarlochan Singh

MP Rajya Sabha (Former)
Chairman, National Commission for Minorities (ex)

Mr. J. S. Maini, IAS

Secretary, GoI(Retd), Ministry of Chemicals &
Fertilizers

Prof. A. S. Khullar, IAS

Secretary, Department of Education (retd)
Inquiring Authority for IIM Lucknow
Ministry of Home Affairs, GoI

Prof. (Dr.) R. K. Mittal

Vice Chancellor
Chaudhary Bansi Lal University, Haryana

Prof. (Dr.) Dilip K Bandopadhyay

Vice Chancellor, GGSIP University (former)

Dr. Nitin Malik

Registrar, Ambedkar University, Delhi

Prof. (Dr.) Harsh Purohit

Professor of Finance and Dean, FMS
Banasthali Vidyapith, Rajasthan

Prof. (Dr.) Sayonara De Fatima Teston

Professor, School of Administration
Santa Catarina West University, Brazil

Prof. (Dr.) Adel M Sarea

Department of Accounting and Economics
Ahlia University, Kingdom of Bahrain

Prof. (Dr.) Anu Singh Lather

Vice Chancellor, Ambedkar University, Delhi

Dr. C. Arvind

Education Secretary, Govt. of NCT Delhi

Prof. (Dr.) Neena Sinha

Professor, USMS, GGSIP University

Prof. (Dr.) Sanjeev Mittal

Director - Academic Affairs, GGSIP University

Prof. (Dr.) Ajeet N. Mathur

Professor, IIM Ahmedabad

Prof. (Dr.) Madhu Vij

Faculty of Management Studies, Delhi University

Mr. Ayush Kumar

Vice - President,
Society of Employment and Career Counseling

Dr. Sandeep Kumar Gupta

Member, Royal Economic Society London

Dr. Serdar Vural Uygun

Faculty of Economics and Sciences
HBV University, Turkey

Prof. Patrick Zawadzki

Professor, School of Administration
Santa Catarina West
University of Brazil

The views expressed by authors in works are entirely their own and New Delhi Institute of Management or the Editorial Board of 'Anusandhan - NDIM's Journal of Business and Management Research' bear no responsibility of the views expressed or information furnished by the authors.

©, the Copyright 2021, New Delhi Institute of Management, New Delhi.

All rights reserved. No part of this journal may be reproduced or utilized in any form or by any means, electronic or mechanical, including photocopying, recording or by any information storage and retrieval system, without the permission of the copyright holders.

Published by : Mrs. Bindu Kumar for and on behalf of New Delhi Institute of Management

Link for details of editorial policy: <http://www.ndim.edu.in/anusandhan>

Contents

S. No.	Title	Pg.No.
1.	Parental support perceived in the parent-child dyad <i>Alina Costin</i>	01-07
2.	Determining the Role of FDI in Plummeting the Digital Divide <i>Jyoti Gupta and Dr. Vivek Sharma</i>	08-15
3.	Forecasting SGD-INR Exchange Return: An application of Autoregressive Integrated Moving Average <i>Dr. Sunil Kumari and Ms. Jaya Gupta</i>	16-22
4.	Baldrige Approach: A Tool Of Performance Management <i>Dr. Tripti Sharma</i>	23-29
5.	To Study the Perception of Individual Towards Promotional Approaches by Coaching Institutes in Flexible Work Environment <i>Tanisha Bindal and Akanksha Upadhyaya</i>	30-38
6.	Analysis of Regional Tourists in Bhutan before Covid-19 <i>Shad Ahmad Khan, Hesham Magd, Mohammed Sultan Ahmad Ansari, Purna Prasad Sharma, Indra Prasad Tirwa and Ujjal Bhuyan</i>	39-58

Parental support perceived in the parent-child dyad

Alina Costin

Aurel Vlaicu University of Arad, Romania
costintalina@gmail.com

Abstract

It has become a certainty that effective parenting requires a high level of control and monitoring. The parental support provided during the pregnancy predicts a good functioning of the child, generates a socially, mentally and emotionally healthy competent child, who functions well under stress (Auerbach et al., 2011).

In this study we investigate the parental support perceived in the parent - child dyad (by including both parents and adolescents rather than relying only on parent reports). The participants were represented by the parent-child couple (adolescent from high schools), so the participants were 86 dyad parent child who completed the questionnaire in google form, Perceived Parental Autonomy Support Scale (P-PASS; Mageau et al. 2015). The applied questionnaire assesses parents' perceptions of supporting their own autonomy (offering choice, recognizing the child's feelings and providing a reason for rules and requirements), parental control (criticisms of guilt, use of threats and performance pressures) and adolescents' perceptions of the same variables.

Results showed that parents' perceived autonomy support from their own parents that is not associated with adolescents' perception of the liberty to make their own choices and providing rationale for rules and demands; the only supportive parenting construct reflected in adolescents' perception being the acknowledgment of their feelings.

Key words: Parents, children, perceived parental support, parental control

Introduction

The harmonious growth of the child is strictly conditioned by the quality of his care; According to Jacob and Leonard (1994), these cares, along with attachment, love, acceptance and cohesion, sum up the qualities of effective or successful parenting. It is already certain that the dimensions mentioned above as well as praise, encouragement and affection are the fundamental ingredients in raising a happy and healthy child. Parental practices related to how we offer affection and when, how we discipline the child, if and how we apply punishments, to what extent we offer him freedom and many other questions that any parent asks himself, can turn the parent-child dyad into a lifelong partnership, or they can throw them into painful and endless conflicts. They can also turn the child into a resilient and competent adult or a dysfunctional and dependent one. Parental control can be intrusive, inconsistent, or declining, and this has significant emotional and behavioral consequences. Indeed, the relationship with the parents is the primary resource, the standard in building the image of self and life, is the deepest and most consistent relationship that a child has.

Positive parenting protects against fear, builds a secure attachment, disciplines by offering respect, limits and rules, monitors and provides predictability; these practices facilitate receptivity, building a solid self, self-regulation, balance, confidence and an optimistic perception of the world in general.

The subject of parenting is strongly related to the theory of self-determination; What are the basic psychological needs that parents should have in mind when educating and raising a child? We now know that there are three basic psychological needs that facilitate the construction of a well-defined self, namely the need for autonomy, the need for competence and the need for relationships. The satisfaction of these needs is achieved or ensured by the parents / primary caregivers of the child at least in the first years of life, continuing then and taking different forms. Numerous studies have identified implications for autonomy in various areas of development; satisfying the need for autonomy, for example, is considered to be the most important for the development and maintenance of activities that are intrinsically motivated. Therefore, the feeling of authenticity, the well-being conferred by the involvement in activities or relationships according to the needs of the individual are conditioned on the one hand by the satisfaction of this need. We refer in this paper to the way that children / adolescents understand parental support, respectively the practices that parents use in their upbringing / education. The area of research on meeting these needs has expanded in the fields of education, sports, health (Miczo, Miczo, & Johnson, 2006), with work showing that they allow for positive outcomes such as well-being (Niemi et al. 2006) or performance (Sheldon, 2001)

Literature review

The concept of autonomy has aroused the interest of psychologists especially considering its importance both in theoretical discussions and in understanding some processes; for Dworkin (1981, 203) the notion of autonomy requires the identification and critical reflection of an agent on his first-order motivations. Only when a person identifies with the influences that motivate him, and assimilates them, is he autonomous. The present study considered positive self-belief, including self-esteem, self-efficacy, and optimism as an adaptive psychological aspect of well-being, and treated psychological distress that included negative emotional states of depression, anxiety, and anger as a maladaptive psychological aspect of well-being. This study aims to expand current research on parental support for adolescents in several important ways.

This study seeks to analyze the structure of an original tool for investigating parental support perceived by young people. The tool is the Perceived Parental Autonomy Support Scal which was applied to the parent-child couple (aged between x and y). The questionnaire measures the freedom that parents give their children in making decisions that affect them, the extent to which they argue the demands and limits they impose, the recognition of feelings, threats and punishments that they apply (understood as conditions), criticism and induction. guilt. Of course, these dimensions acquire different connotations depending on the cultural determinant, and parenting in Romania is distinguished by several peculiarities related to the dimensions discussed. An intercultural study concludes that the association of perceived parental warmth is associated with a high level of self-esteem, however, self-esteem has different levels depending on the cultural context (Farruggia et al., 2004). The results suggested that although levels of self-esteem differed by cultural context, the association between parental support and self-esteem was similar in different contexts of well-being or motivation or autonomy (Kocayo, Altınta, İċbay, 2015). Recognizing the autonomy, more precisely the need for autonomy of the child is a requirement that must be met. Constituting one of the three fundamental psychological needs along with relationship and competence, autonomy refers to the freedom that an individual to be and act without being controlled by external forces (Legault, 2016). To be the protagonist of one's own life is an artistic expression of autonomy; According to the theory of self-determination (Ryan and So, 2004), this psychological need needs to be met for optimal growth. Parental support takes a number of forms such as the emotional resources provided by parents (Cohen,

1988), information, warmth, advice, material or financial support (Cutrona and Russell, 1990).

Another dimension that the questionnaire considers refers to the threats and punishments (targeted by questions 3, 10, 15, 20) that parents apply to their children in the process of disciplining them. An older study conducted by Save the Children Romania (2015) shows that over 60% of families use corporal punishment to correct various behaviors. Other forms of punishment are considered withdrawal of the condition, conditioning, inducing guilt and humiliation.

In an epochal work *Empathy and moral development: Implications for caring and justice*, Hoffman (2000) emphasizes the importance of expressing parental empathy in situations where they want to form prosocial behaviors in their children. He draws attention to the tendency of parents to induce feelings of guilt when they set out to teach them about the negative consequences of their actions. The questions in the questionnaire aim to identify the situations in which children experience feelings of guilt that they experience when it manifests itself contrary to their parents' expectations. Rote (2014) suggests that these guilt-inducing behaviors are perceived by children as a negative parental practice or psychological control. However, guilt is understood as a process of consciousness involves a prosocial function, their study pointing out stages in the process of development (Vaish and Hepach, 2020). In a study that looked at the consequences of emotional autonomy on psychosocial adjustment in the context of parenting, Beyers and Goossens (1999) found that the interaction between emotional autonomy and authority alone explained a significantly greater variation in self-confidence. In determining the level of support for autonomy, a number of factors such as the child's level of competence, the mother's style or the setting itself are important variables (Grolnick et al., 2002). There are a variety of contextual factors and people who tend to promote autonomy and there are also people who tend to control. The study by Deci & Ryan (1987) shows that support for autonomy has generally been associated with greater intrinsic motivation, increased motivation and significant creativity.

Objectives

The goal of the present research is to investigate the autonomy support in the parent-child relationship by including both parents and adolescents rather than relying only on parent reports. It is expected that parents' perception regarding their own parents' behavior to be associated with adolescents' perception, both for autonomy – supportive and controlling style of parenting.

Research Methodology

The research is descriptive in nature. It uses primary data collected through questionnaires from 86 parents-adolescent dyads. Adolescents currently studying in high school in the Arad country area were taken into the study.

Participants

Participants were 86 parents-adolescent dyads. We recruited participants via the adolescents' high schools, which were situated in the Arad county area. Parents (88.4 % mothers and 10.5 % fathers) were aged between 29 and 62 years ($M = 42.02$ years, $SD = 7.53$ years) while their adolescents (61.6 % girls and 19.8 % boys) were aged between 13 and 24 years ($M = 18.07$ years, $SD = 2.63$ years). In terms of education, 2.3 % of the sample completed primary school, 40.7 % obtained a high-school or technical diploma, and 55.8 % received a university degree. A total of 43 subjects (50.0 %) live in the urban area and 41 subjects (47.7 %) live in the rural area.

Procedure

We conducted online research using Google forms, which hosts online surveys. We created an online survey consisting of items related to parental support and demographic questions. We also described the main goals of research and emphasized voluntary participation and the confidentiality of answers. The survey was shared through social media and e-mails.

Data Analysis and results

Parametric correlations among parents' perception regarding their own parents' autonomy support (provision of choice, acknowledgement of the child's feelings and provision of a rationale for rules and demands) and controlling parenting (guilt-inducing criticisms, use of threats and performance pressures) and adolescents' perception regarding the same variables were examined in order to explore the relations between both perceptions of parenting behavior (Table 1-6).

Table 1

		Parents' provision of choice	Adolescents' provision of choice
Parents' provision of choice	Pearson Correlation	1	-.049
	Sig. (2-tailed)		.691
	N	86	67
Adolescents' provision of choice	Pearson Correlation	-.049	1
	Sig. (2-tailed)	.691	
	N	67	67

Correlations revealed that parents' perception regarding the provision of choice is unrelated to adolescents' perceptions regarding the same construct, but has a negative trend; the situation is similar for the rationales for rules and demands. However, the parents' perception regarding the acknowledgement of the feelings is associated with adolescents' perceptions, $r = .25$, $p < .05$.

Table 2

		Parents' rationale for rules	Adolescents' rationale for rules
Parents' rationale for rules	Pearson Correlation	1	.210
	Sig. (2-tailed)		.088
	N	86	67
Adolescents' rationale for rules	Pearson Correlation	.210	1
	Sig. (2-tailed)	.088	
	N	67	67

Table 3

		Parents' acknowledgement of feelings	Adolescents' acknowledgement of feelings
Parents' acknowledgement of feelings	Pearson Correlation	1	.250*
	Sig. (2-tailed)		.041
	N	86	67
Adolescents' acknowledgement of feelings	Pearson Correlation	.250*	1
	Sig. (2-tailed)	.041	
	N	67	67

Un unexpected value of the correlations coefficient between parents' and adolescents' perceptions regarding the use of threats, $r = 1.00$, $p = .00$. revealed perfect associations; and as well as correlations between parents' and adolescents' perceptions regarding the performance under pressure ($r = .35$, $p < .05$) and the guild induced criticism ($r = .31$, $p < .05$). Criticism, one of the psychological dimensions of parental control is frequently found in parental practices in Romania; "I grew up with criticism ... and I think it can correct mistakes if it's not exaggerated"; The perfect association between the two dimensions can be explained by the perpetuation by parents of parental control over the observed and experienced control in their turn as children.

Table 4

		Parents' use of threats	Adolescents' use of threats
Parents' use of threats	Pearson Correlation	1	1.000**
	Sig. (2-tailed)		.000
	N	66	66
Adolescents' use of threats	Pearson Correlation	1.000**	1
	Sig. (2-tailed)	.000	
	N	66	66

Table 5

		Parents' performance pressures	Adolescents' performance pressures
Parents' performance pressures	Pearson Correlation	1	.353**
	Sig. (2-tailed)		.004
	N	86	66
Adolescents' performance pressures	Pearson Correlation	.353**	1
	Sig. (2-tailed)	.004	
	N	66	66

Table 5

		Parents' performance pressures	Adolescents' performance pressures
Parents' performance pressures	Pearson Correlation	1	.353**
	Sig. (2-tailed)		.004
	N	86	66
Adolescents' performance pressures	Pearson Correlation	.353**	1
	Sig. (2-tailed)	.004	
	N	66	66

Discussion

The aim of the current study was to explore the parental support perceived in the parent-child dyad; We assessed the extent to which the parent felt the support of the parents (as a child) and how this perception is related to the children's perception of parental behavior. Both parents and adolescents evaluated their parents' use of autonomy supportive and controlling behaviors using the Perceived Parental Autonomy Support Scale (P-PASS; Mageau et al. 2015). The P-PASS measures three autonomy-supportive behaviors and three controlling practices using a 4-item subscale per behavior. Autonomy-supportive behaviors are provision of choice (e.g., "My parents gave me many opportunities to make my own decisions about what I was doing"), acknowledgement of the child's feelings (e.g., "My parents were open to my thoughts and feelings even when they were different from theirs"), and provision of a rationale for rules and demands (e.g., "When my parents asked me to do something, they explained why they wanted me to do it"). Controlling behaviors are guilt-inducing criticisms (e.g., "My parents made me feel guilty for anything and everything"), use of threats (e.g., "When I refused to do something, my parents threatened to take away certain privileges in order to make me do it"), and performance pressures (e.g., "My parents refused to accept that I could want simply to have fun without trying to be the best"). Total scores for autonomy support and controlling parenting were obtained by averaging the relevant subscales. Reliability coefficients were high ($\alpha = .80$) for autonomy support and controlling parenting, as well as for the six subscales).

Past research shows that autonomy-supportive and controlling behaviors form two separate factors in exploratory factor analyses (Mageau et al. 2015). Also, higher-order factor analysis showed that the six subscales load in expected ways on two higher-order factors, with three subscales loading on an autonomy-supportive second-order factor and three subscales loading on a controlling one (Fournier et al. 2010).

Conclusion

Results showed that parents' perceived autonomy support from their own parents is not associated with adolescents' perception of the liberty to make their own choices and providing rationale for rules and demands. The only supportive parenting construct reflected in adolescents' perception being the acknowledgment of their feelings. Moreover, parents' perception regarding the use of threats is strongly associated with adolescents' perception, as well as the other two constructs of controlling parenting, guilt-inducing criticisms and performance pressures. It was also found that adolescents feelings were seen as the only supportive parenting construct.

References

1. Auerbach, R. P., Bigda-Peyton, J. S., Eberhart, N. K., Webb, C. A., and Ho, M. H. R. (2011). Conceptualizing the prospective relationship between social support, stress, and depressive symptoms among adolescents. *J. Abnorm. Child Psychol.* 39, 475–487. doi: 10.1007/s10802-010-9479-x
2. Beyers, WIM., Goossens, LUC. (1999). Emotional autonomy, psychosocial adjustment and parenting: interactions, moderating and mediating effects. *Journal of Adolescence*: 22(6). DOI - <https://doi.org/10.1006/jado.1999.0268>
3. Cutrona, C. E., and Russell, D. W. (1990). "Type of social support and specific stress: toward a theory of optimal matching," in *Social Support: An Interactional View*, eds B. R. Sarason, I G. Sarason, and G. R. Pierce, (New York, NY: Wiley), 319–366.
4. Deci, E. L., & Ryan, R. M. (1987). The support of autonomy and the control of behavior. *Journal of Personality and Social Psychology*, 53(6), 1024–1037. <https://doi.org/10.1037/0022-3514.53.6.1024>
5. Dutton, YEC., Choi,IJ., Choi, E. (2020). Perceived Parental Support and Adolescents' Positive Self-Beliefs and Levels of Distress Across Four Countries. *Frontiers in Psychology*. 10. 3389. <https://www.frontiersin.org/article/10.3389/fpsyg.2020.00353>
6. Dworkin, G. (1981). *Grazer Philosophische Studien*. Vol. 12. <https://doi.org/10.5840/gps198112/1333>
7. Ellison ES, Ferketich S, Jordan-Marsh M. A Multidimensional, Dual-Perspective Index of Parental Support. *Western Journal of Nursing Research*. 1985;7(4):401-424. doi:10.1177/019394598500700402
8. Fournier, S., Nolet, K., Scavone, G., Dupre´, M.-P., Ranger, F., Koestner, R., et al. (2010). Construction and validation of the Perceived Parental Autonomy Support Scale (P-PASS). Paper presented at the 4th international conference on self-determination theory, Ghent, Belgium.
9. Grolnick, W. S., Gurland, S. T., DeCoursey, W., & Jacob, K. (2002). Antecedents and consequences of mothers' autonomy support: An experimental investigation. *Developmental Psychology*, 38(1), 143–155. <https://doi.org/10.1037/0012-1649.38.1.143>
10. Hoffman, M. L. (2000). *Empathy and moral development: Implications for caring and justice*. Cambridge University Press. <https://doi.org/10.1017/CBO9780511805851>
11. Kocayo, E., Altinta, Iç, bay, MA. (2015). The Perceived Parental Support, Autonomous-Self and Well-Being of Adolescents: A Cluster-Analysis Approach. *J Child Fam Stud* (2015) 24:1819– 1828 DOI 10.1007/s10826-014-9985-5
12. Legault, L. (2016) The Need for Autonomy ,*Encyclopedia of Personality and Individual Differences* , DOI 10.1007/978-3-319-28099-8_1120-1
13. Leff, S S . Hoyle , R H . Young athletes 'perceptions of parental support and pressure .*J Youth Adolescence* 24 ,187?203 (1995) <https://doi.org/10.1007/BF01537149>
14. Manuel J .De la Torre -Cruz ,Sebastián López-Serrano, Alberto Ruiz-Ariza & Emilio J. Martínez-López (2019) Perceived parental support toward physical activity positively predicts physical self-concept in young adolescents, *Educational Psychology*, 39:7, 941-959, DOI: 10.1080/01443410.2019.1620921
15. Mageau, G. A., Ranger, F., Joussemet, M., Koestner, R., Moreau, E., & Forest, J. (2015). Validation of the Perceived Parental Autonomy Support Scale (P-PASS). *Canadian Journal of Behavioural Science / Revue Canadienne Des Sciences Du Comportement*, 47(3), 251–262. <https://doi.org/10.1037/a0039325>
16. Miczo, N., Miczo, LA., & Johnson, M. (2006) Parental Support, Perceived Stress, and Illness-Related Variables Among First-Year College Students, *Journal of Family Communication*, 6:2, 97-117, DOI: 10.1207/s15327698jfc0602_1
17. Niemiec, C. P., Lynch, M. F., Vansteenkiste, M., Bernstein, J., Deci, E. L., & Ryan, R. M. (2006). The antecedents and consequences of autonomous self-regulation for college: A self-determination theory perspective on socialization. *Journal of Adolescence*, 29, 761–775
18. Rote, WM. (2014). *Children's and Adolescents' Perceptions of Parental Guilt Induction*, ProQuest
19. Sheldon, K. M., Elliot, A. J., Kim, Y., & Kasser, T. (2001). What is satisfying about satisfying events? Testing 10 candidate psychological needs. *Journal of Personality and Social Psychology*, 89, 325–339
20. Tsang J-A. Comment: Measuring Guilty and Grateful Behaviors in Children and Adults. *Emotion Review*. 2020;12(4):274-276. doi:10.1177/1754073919897314
21. Vaish, A., Hepach, R. (2020). The development of prosocial emotions. *Emotion Review*, 12, 259–272. <https://doi.org/10.1177/1754073919885014>

Determining the Role of FDI in Plummeting the Digital Divide

Jyoti Gupta

Research Scholar
(Maharaja Surajmal Brij University)

Dr. Vivek Sharma

Professor
(Maharaja Surajmal Brij University)

Abstract:

There exists a gap between the rural and urban areas in terms of access to Information and Communication Technologies, which is known as Digital Divide. Many studies have been conducted in identifying the determinants of the digital divide but no single analysis fit on all the determinants. This study is an attempt to identify the average digital divide catered by two categories of the Telecom companies. In Category I there are companies which are backed by foreign direct investment and in Category II there are state owned telecom companies. The Digital Divide Index (DDI) have been calculated by using the simple approach of Index numbers and then t-test for differences in means is applied to test the significance of the difference between the average values of DDI obtained from the two categories.

Keywords: Digital Divide Index, Foreign Direct Investment, Telecom Sector, Service Providers, Subscribers

Introduction

In the current era, Communication Technologies has become like the blood in the veins of the society. Whether it is about creating employment, searching right individual for the right place, social engagements, political participation, spreading awareness, etc., it is important for establishing connections.

But the irony of the society is that these technological advantages are not spread equally amongst all the region of the nation. This has been previously identified with the help of many studies and the unequal spread of the technological benefits is popularly known as 'Digital Divide'. The term 'digital divide' refers to "the gap between individuals, households, businesses and geographic areas at the different socio-economic levels with regard to their opportunities to access Information and Communication Technologies (ICTs) and their use of Internet" (David & Amey, 2020, p.6). Digital Divide in simple terms is a condition in which the ICTs measures are not in access of all the individuals of the society. Such measures could be Fixed Telephone Lines, Wireless and Internet Facilities. Telecommunication is not only a means of sharing information nowadays rather it has become a necessity in the lives of human beings. In such a situation it is imperative for the individual to have access to these services.

Being the second largest country in terms of population and also on the point of attaining second position in Telecommunication Sector, India has achieved remarkable growth in the Telecom Industry. The industry is also amongst the major source of contribution in GDP but in spite of many reforms and developmental policies this success is still ambiguous. The reason behind such ambiguity is the lack of services in the rural areas of the country. It is known to everyone that in India the majority of population lives in rural areas and for attaining the benefits of manpower and extended market size, the companies

need to focus on rural regions as well. But still there is not much Telecommunication facilities available in such regions (Rao, 2005; Sampath Kumar & Shiva Kumara, 2018; Singh, 2010). After Liberalization undoubtedly many efforts have been extended for development of these services in the rural region but still there is a huge gap identified in the urban and rural tele-density. It is suggested that there is a need of upgraded and advanced infrastructure, digital literacy and technological advancements in rural areas for reducing the digital divide (Sharma, 2020).

Literature Review

This study identifies the determinants of Digital Divide by analysing various multi regional determinants in the EU. It used panel data for multilevel analysis. But the results are not very far away from the expectations. It states that only the mix of governmental and industrial strategies can work effectively on reducing the digital divide. A few factors mentioned in the study are literacy rate in the backward areas, R & D development, regional economic growth, etc. (Szeles, 2018).

A study was conducted on Great Britain and the nature of Urban rural digital divide. The researcher considered the case of vignettes and tries to elaborate the extensiveness of the digital divide in the Britain. It was also identified that the divide keeps on increasing and benefitting urban areas only and the rural areas still remain backward and lacks technological development (Philip et al., 2017). For increasing productivity and growth in the country it's imperative to clear the digital divide. The study highlights the importance of policy framework and institutional investment in rectifying the issue of digital divide. The study identified direct relationship between institutional quality and level of investment. Also, transparency, political interference, judicial system, property rights are the major cause of concern for the operators (Jung, 2020). The study identified an another way of bridging the gap of digital divide. The study undertakes the case of frugal digital ICTs for which frugal smartphones were considered as the relevant case. It was found that the frugal digital ICT spreads more rapidly in developing countries rather than in developed countries (Zhang, 2018). The researcher was expecting the language barrier as a cause of digital divide while undertaking the study on 45 countries. But it was a myth and after analysis it was found that the educational and economic imbalances with geography are the major barriers in bridging the gap of digital divide (Cruz-Jesus et al., 2018).

Objective of the Study:

To identify the impact of Foreign Direct Investment on Digital Divide in India

This objective is stated to find the role of FDI in plummeting Digital Divide in India. There are a few telecom companies which are backed by foreign investment but state-owned telcos are not backed by the FDI. So, the present study will try to identify the reality behind this fact.

Research Methodology:

This study is based on the recent trends in the Telecommunication industry. Looking at the services provided in the sector, they are broadly divided into two broad categories which are Wireless Services and Wireline Services. From the point of view of analysis, the present study has captured the subscribers of wireless services. The reason behind selecting the wireless services is that the wireline subscriber's base is negligible in the country and can be ignored while analysing the recent trends. It is presented in Chart 1.1 which has been extracted from the year (2019) end report provided by Telecom Regulatory Authority of India.

Chart 1.1
Composition of Market Share Wireless and Wireline Subscribers

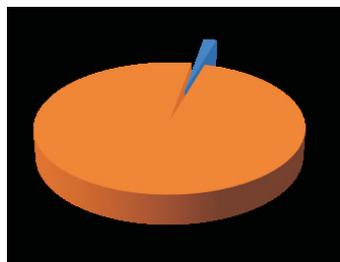


Source: (TRAI, 2019)

In Table 1.1 it has been mentioned that there are six wireless service providers which are currently operating in the industry but from the analysis point of view only five have been considered. Reliance Communications has been removed from the analysis due the reason that it had declared itself bankrupt in the recent past and currently not providing services to any subscribers. As per the latest report of TRAI (2019b) its market share had been recorded as 0.001 from the last two years.

Sampling:

As mentioned in the above paragraph, the complete enumeration method is adopted in the study and the sample size is equal to the population which is the total number of service providers in the industry.



List of Wireless Service Providers as on 31st December, 2019

Sl.No.	Service Provider	Area of Operation
1	Bharti Airtel Ltd	All India
2	Reliance Communications/ Reliance Telecom Ltd	All India (except Assam & NE) / Kolkata, MP, WB, HP, Bihar, Odisha, Assam & NE
3	Vodafone Idea Ltd	All India
4	BSNL	All India (except Delhi & Mumbai)
5	MTNL	Delhi & Mumbai
6	Reliance Jio Infocom Ltd	All India

Source: (TRAI, 2019b)

Therefore, in the present study only five out of six service providers have been considered for the analysis and divided into two categories. Category I comprises of three Private Sector Service Providers who've acquired Foreign Direct Investment from any of the international source. Category II comprises of two state owned service providers which are Bharat Sanchar Nigam Limited d/b/a BSNL and Mahanagar Telephone Nigam Limited, d/b/a MTNL. The area of their operations are mentioned in Table 1.1.

Time Period of the Study: The study has been conducted on the subscribers from 2015 to 2019 only. The reason behind selecting such years is to reflect the recent trends. It has been observed that before 2015 the trends in the industry were entirely different and there were many service providers. But after the debut of Reliance Jio in 2016, many of them opted for the exit route or merged with the existing service providers.

Source of Data for Analysis: In the year ending performance reports of TRAI, the data of Rural and total number of subscribers are provided. Values of rural subscribers are extracted directly form there and for urban subscribers the values are retrieved by subtracting number of rural subscribers from the total number of subscribers (See Table 1.2 & 1.3).

Table 1.2
Rural and Urban Wireless Subscribers of Category I
(With Foreign Direct Investment) (in millions)

Year	Bharti Airtel+Telenor		Vodafone Idea		Reliance Jio	
	Rural Subscribers	Urban Subscribers	Rural Subscribers	Urban Subscribers	Rural Subscribers	Urban Subscribers
15-Dec	133.16	160.83	197.28	168.31	-	-
16-Dec	130.57	135.28	214.29	180.92	4.12	68.04
17-Dec	159.89*	142.22	220.93**	188.1	41.08	119.01
18-Dec	168.63	171.63	220.71	198.04	100.47	179.65
19-Dec	145.48	181.82	172.44	160.17	152.14	217.88

Source: TRAI (2015, 2016, 2017, 2018, 2019a)

Table 1.3
Rural and Urban Wireless Subscribers of Category II
(Without Foreign Direct Investment)

YEAR	BSNL(All India except Delhi and Mumbai)		MTNL(Delhi & Mumbai)	
	Rural Subscribers	Urban Subscribers	Rural Subscribers	Urban Subscribers
15-Dec	27.53	54.97	0	3.61
16-Dec	31.63	65.16	0.05	3.58
17-Dec	35	72.92	0.05	3.53
18-Dec	39.04	75.33	0.05	3.42
19-Dec	37.35	80.77	0.05	3.33

Source: TRAI(2015, 2016, 2017, 2018, 2019a)

There are 3 leading private service providers in the industry as per the latest reports of TRAI but above mentioned three are the leading service providers. Bharti Airtel reported the subscribers of Tata Tele (TRAI, 2019a). Also, Quadrant is serving in the state of Punjab only and Reliance Communications had already reported itself bankrupt before lockdown. Although the news about the merger of BSNL and MTNL was also in the air but nothing can be said confidently until it happens.

For the year 2018, Telenor merged with Bharti Airtel and the TRAI reported the total values, Vodafone and Idea merged, Tata Tele and Reliance Communications were reporting negligible subscribers (TRAI, 2018).

For the year 2017, There were 12 wireless service providers. But Sistema Shyam merged with Reliance communications.

Bharti Airtel merged with Telenor therefore the total number of subscribers includes the values of Bharti and Telenor. Vodafone and Idea merged in 2018 therefore, total of their subscribers has been considered. The reason behind doing this is that the subscriber's base of merging companies, also merged ultimately.

For year 2017, even after merger the Reliance communications didn't manage to gain enough subscribers. Also, the subscribers of Tata were very few in numbers, so couldn't affect the analysis. Aircel was the company which reported 30.81 million rural subscribers in 2017 but it vanished in 2018 therefore, it has been considered void and null from the point of view of analysis. It is expected that the subscribers of Aircel might have opted for another service provider or they are still lacking the services.

On Feb 15, 2017 the Videocon telecom announced shutting down its operations. It was a small telecom company which got licences and permit in 17 circles in nation in 2008 lost all its permit in 2012 in 2G spectrum scam but after bidding again it won the airwaves. It also received approval for GSM and dual technology but the authority denied its permits in 2015 after which the company couldn't make it to survival.

Same is the case with Quadrant but the TRAI ordered the Telco to serve the subscribers till the expiration of its license. For which it denied.

There were nearly about 85 million subscribers of the Aircel, which are not less in number. But the company was fourth in the list of those telcos who bankrupted after the entry debut of Jio in Reliance Jio in September 2016. It was lying under the heavy burden of 15,500 crore debt and was planning to merge with Reliance communication but due to regulatory delays and lack of consensus in loan restructuring, the merger couldn't happen. So, after filling the bankruptcy, it was notified by the TRAI to all the subscribers of AIRCEL to opt for number porting. By 31st August 2019, they have to shift their plan to Jio, Bharti Airtel, MTNL or BSNL. Due to this reason, the subscribers of AIRCEL weren't included in DDI calculation as they were already spread between the companies considered for analysis.

Statistical Technique:

The famous 'Index Numbers' approach has been adopted in the study. The calculation was based on the below given formulae:

$$\begin{aligned} \text{Rural Tele-density} &= (\text{Total Rural Wireless Subscribers} / \text{Rural Population}) * 100 \\ \text{Urban Tele-density (TD)} &= (\text{Total Urban Wireless Subscribers} / \text{Urban Population}) * 100 \\ \text{Urban- Rural Digital Divide Index} &= (\text{Urban Tele-density} / \text{Rural Tele-density}) * 100. \end{aligned}$$

Data Analysis:

Table:1.4
Digital Divide Index for Category I

YEARS	Total Rural Wireless Subscribers	Total Urban Wireless Subscribers	Rural Population	Urban Population	Rural Tele Density	Urban Tele Density	Digital Divide Index= (Urban Tele-density/ Rural Tele-density) *100
15-Dec	330.44	329.14	881	429	37.50738	76.72261	204.5534
16-Dec	348.98	384.24	885	439	39.43277	87.5262	221.9631
17-Dec	421.9	449.33	889	450	47.45782	99.85111	210.3997
18-Dec	489.81	549.32	892	460	54.91143	119.4174	217.4727
19-Dec	470.06	559.87	897	472	52.40357	118.6165	226.352

Source: Author

Table 1.4 depicts ambiguous results of the DDI for the years 2015-2019. The DDI for the year 2015 was 204.5 which instead of declining, grew more every year. In the year 2019 it was 226.352 which is higher than the previous five year's DDI.

Table: 1.5
Digital Divide Index for Category II

Year	Total Rural Wireless Subscribers	Total Urban Wireless Subscribers	Rural Population	Urban Population	Rural Tele Density	Urban Tele Density	Digital Divide Index= (Urban Tele-density/ Rural Tele-density) *100
15-Dec	27.53	58.58	881	429	3.124858	13.65501	436.9802
16-Dec	31.68	68.74	885	439	3.579661	15.65831	437.4245
17-Dec	35.05	76.45	889	450	3.942632	16.98889	430.9022
18-Dec	39.09	78.75	892	460	4.382287	17.11957	390.6537
19-Dec	37.4	84.1	897	472	4.169454	17.8178	427.3413

Source: Author

Table 1.5 depicts the DDI for the Category II which declined in year 2018 but again showed increment in year 2019.

Table 1.6
DDI for Category I, Category II and DDI of India with the Annual Growth Rates

Year	Digital Divide Index for Category I	Annual growth rate of DDI for Category I	Digital Divide Index for Category II	Annual growth rate of DDI for Category II	Digital Divide Index for India	Annual growth rate of DDI for India
15-Dec	204.5534		436.9802		316.24	
16-Dec	221.9631	17.4097	437.4245	0.444288	312.3391	-3.9009
17-Dec	210.3997	-11.5634	430.9022	-6.5223	290.4051	-21.934
18-Dec	217.4727	7.073	390.6537	-40.2485	262.8571	-27.548
19-Dec	226.352	8.8793	427.3413	36.6876	269.374	6.5169

Source: Author

Table 1.6 indicates that the Digital Divide Index of India has declined substantially from the year 2015 however a slight increment has been noticed in the year 2019.

Null Hypothesis: There is no significant difference between the average DDI of Category I and the average DDI of the Category II.

Table 1.7
t-Test: Two-Sample Assuming Unequal Variances

	Digital Divide Index for Category I	Digital Divide Index for Category II
Mean	216.14818	424.66038
Variance	76.792384	379.3256644
Observations	5	5
Hypothesized Mean Difference	0	
df	6	
t Stat	-21.83121184	
P(T<=t) one-tail	3.02E-07	
t Critical one-tail	1.943180281	
P(T<=t) two-tail	6.03E-07	
t Critical two-tail	2.446911851	

Source: Author

Findings:

The values of DDI of Category I which includes telcos having back up of FDI in the companies, is less than the DDI of Category II of Non FDI telcos. But the results of annual growth rates are quite ambiguous and unable to reflect the right nature of the DDI difference in the two categories. In the initial years it has been observed in both the cases that DDI has been reduced but in the latent years the DDI showed increased values. The t-test for differences of means have been used for interpreting the true nature of the DDI calculated. The p-value is less than 0.01 therefore reject the null hypothesis therefore it can be stated that the average difference between the DDI of two categories is significant. Therefore, after ignoring the temporary effects it can be stated that the telcos which are backed up by the FDI are able identify the need of catering rural market. They are undoubtedly engaged in doing so, which will benefit them in future as the largest part of Indian population resides in rural areas only. But the Stated owned companies are lagging behind in such issue and unable to cater the needs of rural areas. It is also possible that they thrust for expansion has been reduced and the private owners are still fighting for the market share.

Conclusion:

The study addressed the unequal diffusion of Telecom Services in the rural and urban areas of the nation, which is popularly known as Digital Divide. After dividing the leading telecom service providers into two categories, one with FDI and another without FDI, it has been identified that the telcos backed with FDI are contributing more in reducing Digital Divide and the difference between their contribution is significant. It is essential for the industry

players to identify the rural market as an opportunity and extract maximum revenue from it.

REFERENCES:

1. Cruz-Jesus, F., Oliveira, T., & Bacao, F. (2018). The global digital divide: Evidence and drivers. *Journal of Global Information Management*, 26(2), 1–26. <https://doi.org/10.4018/JGIM.2018040101>
2. David, M. E., & Amey, M. J. (2020). Understanding the digital divide. *Organisation for Economic Co-operation and Development. The SAGE Encyclopedia of Higher Education*, <https://doi.org/10.4135/9781529714395.n417>
3. Jung, J. (2020). Institutions and Telecommunications Investment. *Information Economics and Policy*, 50(100849), 1–10. <https://doi.org/10.1016/j.infoecopol.2020.100849>
4. Philip, L., Cottrill, C., Farrington, J., Williams, F., & Ashmore, F. (2017). The digital divide: Patterns, policy and scenarios for connecting the 'final few' in rural communities across Great Britain. *Journal of Rural Studies*, 54, 386–398. <https://doi.org/10.1016/j.jrurstud.2016.12.002>
5. Rao, S. S. (2005). Bridging digital divide: Efforts in India. *Telematics and Informatics*, 22(4 SPEC. ISS.), 361–375. <https://doi.org/10.1016/j.tele.2005.01.007>
6. Sampath Kumar, B. T., & Shiva Kumara, S. U. (2018). The digital divide in India: use and non-use of ICT by rural and urban students. *World Journal of Science, Technology and Sustainable Development*, 15(2), 156–168. <https://doi.org/10.1108/wjstsd-07-2017-0021>
7. Sharma, E. (2020). Developing ICT adoption model based on the perceived awareness and perceived usefulness of technology among telecom users. *International Journal of Technology Enhanced Learning*, 12(1), 99–114. <https://doi.org/10.1504/IJTEL.2020.103818>
8. Singh, S. (2010). Digital Divide in India. *International Journal of Innovation in the Digital Economy*, 1(2), 1–24. <https://doi.org/10.4018/jide.2010040101>
9. Szeles, M. R. (2018). New insights from a multilevel approach to the regional digital divide in the European Union. *Telecommunications Policy*, 42(6), 452–463. <https://doi.org/10.1016/j.telpol.2018.03.007>
10. TRAI. (2019a). Telecom Regulatory Authority of India The Indian Telecom Services Performance Indicators December 2019. https://www.trai.gov.in/sites/default/files/PIR_30062020.pdf
11. TRAI. (2019b). Telecom Regulatory Authority of India Yearly Performance Indicators of Indian Telecom Sector 2019. https://www.trai.gov.in/sites/default/files/YIR_25112020_0.pdf
12. TRAI. (2018). Telecom Regulatory Authority of India Yearly Performance Indicators of Indian Telecom Sector 2018. https://www.trai.gov.in/sites/default/files/PIR_25092019.pdf
13. TRAI. (2017). Telecom Regulatory Authority of India Yearly Performance Indicators of Indian Telecom Sector 2017. <https://www.trai.gov.in/sites/default/files/YPIRReport04052018.pdf>
14. TRAI. (2016). Telecom Regulatory Authority of India Yearly Performance Indicators of Indian Telecom Sector 2016. https://www.trai.gov.in/sites/default/files/Yearly_PI_Reports_2016.pdf
15. TRAI. (2015). Telecom Regulatory Authority of India Yearly Performance Indicators of Indian Telecom Sector October - December 2015. https://www.trai.gov.in/sites/default/files/QPIR_Oct_to_Dec-15.pdf
16. Zhang, X. (2018). Frugal innovation and the digital divide: Developing an extended model of the diffusion of innovations. *International Journal of Innovation Studies*, 2(2), 53–64. <https://doi.org/10.1016/j.ijis.2018.06.001>

Forecasting SGD-INR Exchange Return: An application of Autoregressive Integrated Moving Average

Dr. Sunil Kumari

Assistant Professor, Government College. Mehem

Ms. Jaya Gupta

Assistant Professor, New Delhi Institute of Management, New Delhi

Abstract

Predicting currency has always been open to doubt because in financial as well as in managerial decisions making process it plays a crucial role and it is not easy to forecast foreign rates with higher accuracy than a naive random walk model. The main goal of this paper is to use the Arima model to forecast the yearly exchange rate, here we use real foreign exchange data to check the suitable level of the Arima model for forecasting and it also shows how suitable the Arima model is to estimate foreign exchange. There has been considerable improvement in profitability of MNC which conducts substantial currency transfer in business courses and forecasts exchange rate accurately. The time series Arima model is applied to forecast the exchange return of SND to INR. To better understand how the Arima model applies within the period 1st February 2011 - 1st February 2021. In this report monthly or daily exchange returns are used for variable inputs. This model is based on a few observations on the Arima model to help predict and solve financial forecasting problems for the best and worst possible situations which results in demonstrating the predictive strength and potential but is still a problematic task.

Keywords: ARIMA, Exchange Rate, Exchange rate forecasting, forecasting, time series analysis

Introduction

The exchange rate is a price which measures the worth of domestic currency in terms of other nation's currency and it is always a topic of discussion in financial literature. Exchange rate is also known as forex and foreign exchange rate. It is an important factor in the growth of the economy of most developed countries where high volatility becomes a major obstacle in economic growth of the country. Currency in forecasting rate at least predicts the trend accurately with the underlying process by obtaining more efficient and some statistical model that represents variability which is important for future investments and also demanding application for time series forecasting but it doesn't assure the complete information.

Exchange rate is hard to foresee. Thus, exchange rate development is constantly beginning with the utilization of the adaptable flexible exchange rate to forecast the exchange standards. This is so because changes in rate effects import, external trades, inflation and balance of payments. In this regard, exchange rate is a significant factor in an economy for indicating demand and furthermore for its use in the monetary strategies and their values. Exchange rates are not completely predictable moments with exchange rates profoundly changing disorderly and with noisy structure. This makes difficult and significant topic in socialistic system in business life. Constantly, this has been a principle worry of academicians and other specialists in multinational financing. Endeavors to make more understanding and prediction of exchange rate movements have united numerous methodologies to predict but, all of them have their own limitations which are full of

complexities. None of them claim 100% accuracy in future exchange rate because these are derived by calculating values of foreign currency for a particular time period. Here the question arises how to identify the closet return of a particular stock which is given. For this many researchers have made efforts by using different methodology which affects the profitability and value of the firm.

Based on popular notion ARIMA (Auto Regressive Integrated Moving Average) technique is used to identify the forecast stock return on the basis of their error term and previous values due to removing obstacles in forecast due to non- stationary nature. In respect to this, ARIMA is a mathematical model introduced by Box-Jenkins in 1976, basically this method presents the future value of a time series as linear combination which is a series of values and past errors, that's why ARIMA model is the best model to forecast the series because special attention is given by Box-Jenkins for evaluation and selection of the model. To forecast the series both statistical and artificial intelligence models have been developed because it benefits both institutional investors as well retailers because before it works on data it helps in changing the information from non-stationary to stationary. This method gives an adaptable methodology in choosing the model and in estimating the parameters and boundaries for forecasting.

There have been a lot of investigations conducted on various areas that have applied ARIMA model for estimating different time series variables which includes stock cost also. However, less examination had been directed on different sectors using the ARIMA model. Forecasting helps in reducing the risks and uncertainty involved in currency exchange by fluctuations and analysis of exchange rate. They find out that this method for forecasting the exchange rate is the most promising alternative for forecasting the future, which is based on a fixed parameter design plan. Based on a set of historical information, the model structure as well as boundaries is resolved and estimated. Then the fitted model is used to predict what will fit in. In functional situations when new data is added the boundaries need re-estimation and hence this methodology gives restricted forecasting accuracy.

The strategy for developing ARIMA model is to explore the time series accompanying the principal step:

- Distinguishing the test pattern,
- Assessment of model parameters and identifying the ampleness of the model
- The utilization of models to predict.

Forecasting exchange rate seems to be an interesting topic in international finance and the main objective of this study is to forecast the exchange rate by using ARIMA techniques. The forecast of the exchange rate is led with the assistance of R software. The rest of the paper is coordinated as follows. The following section manages a short review of literature basically identifying the forecasting by time series based on which ARIMA model is formulated and proposed, followed by the data and methodology. The succeeding topics gives the result and discussion of the forecasting which is finished by applying ARIMA model and the last section gives the conclusion part of this paper.

Review of Literature

Prapanna Mondal Labani Shi and Saptarsi Goswami (2014) discuss that the prediction of stock price has always attracted interest because of the direct financial benefit and the associated complexity. In this paper, a study is conducted on the effectiveness of Autoregressive Integrated Moving Average (ARIMA) model, on fifty-six Indian stocks from

different sectors. The simplicity and wide acceptability of the ARIMA model is the reason the author has chosen this model. For understanding the time series data and forecasting generally ARIMA models Minakhi Routa, Babita Majhi, Ritanjali Majhi and Ganapati Panda (2013) suggests a simple but unique mixed prediction model by easily and compatibly combining an adaptive autoregressive moving average (ARMA) architecture and differential evolution (DE) which are based on training of its feed-forward and feed-back factors. By using a sliding window of past data a simple statistical feature is extracted for each exchange rate and for DE optimization strategy data are employed as input to the prediction model for training its internal coefficients.

Nyoni, Thabani (2019) utilizes yearly time series information on the Indian Rupee/USD Exchange Rate from 1960 to 2017, to demonstrate and estimate trade rates utilizing the Box-Jenkins ARIMA technique. Analytic tests indicate that R is an I (1) variable. In light of Theil's U, the examination presents the ARIMA (0, 1, 6) model, the analytic tests further show that this model is very steady and thus adequate for estimating the Indian Rupee/USD trade rates. The chosen ideal model, the ARIMA (0, 1, 6) model shows the Indian Rupee/USD exchange. Exchange rate expectation is one of the demanding uses of present-day time series forecasting (Nwankwo, 2014). The rates are inherently loud, non-fixed and deterministically disordered (Box and Jenkins, 1994). Creating quality forecasts is certifiably not a simple task (Mustafa et al, 2017). Given the examination and forecasts of this investigation, our proposal is that policy makers in India should degrade the Rupee to re-establish and keep up exchange rate steadiness. In case of implementation of devaluation of money in India, the local manufacturing sector is one of the sectors that will see a rise exceptionally well. This is mainly due to the inflows of the foreign capital which have been waiting for a long span of time.

Abdullah, L. (2012) applied Auto-Regressive Integrated Moving Average (ARIMA) is crucial time series models used in forecasting the foreign exchange markets but not usually used to forecast gold prices. This paper proposes to forecast the price of gold bullion coins. The autoregressive integrated time series was proposed by Box-Jenkins Moving Average (ARIMA) Forecasting model. It needs historical time, like all others, for forecasting. This model also presumes that future values of the data time series have a defined relationship with current, past values and noise. This method has been used already in various divisions including fishery landings. Steve C Nwankwo (2014) applied ARIMA model's usage for examining exchange rate to contribute towards economic decisions. It was mainly done to help the ones who are on the peculiar and unpredictable pattern in the Nigerian exchange rate framework, to differentiate the exchange rate model, examine the boundaries of the model and to predict what is there in the box for future. The final objective to observe about the conversions, this framework of ARIMA model was applied to foreign rates from Naira to Dollar inside for the time period 1982 to 2011 using box Jenkins strategy, AR1 was developed as it was preferred through the diagnostic rate of Naira-dollars based on future expectations and computational necessities.

Ismail and Al-Gounmmeen (2019) tells that be it national, regional or international levels, the use of forecasting for the exchange rate is very important. It can assist investors to reduce the financial risk involved as well as maximize earnings within the volatility of the global economy. The objective of their research was to use the time series model in order to forecast the Jordan dinar exchange rate based on the monthly data that was collected for Jordanian dinar vs. US dollar. The prediction is done with the help of 2 models that are ARIMA and SARIMA. When comparing the forecasting method, they found that SARIMA led to low mean total error, mean absolute square error, mean absolute fraction error as well as low root

mean square error. Therefore, they concluded that it is considered to be the best method to determine the exchange rate of the US dollar vs Jordanian dinar

Data and Methodology

The topic on which we conducted our study is 'forecasting exchange rates' by employing the ARIMA model, developed by Box and Jenkins in 1970. The primary objective of this study is to forecast the exchange rates of the currencies like SGD-INR for the years starting from Feb 1, 2011 till Feb 1, 2021. The data has been extracted from a secondary source; an internet website named 'investing.com.' ARIMA is an abbreviation for 'Auto Regressive Integrated Moving Average.' It is a model similar to the other statistical models that work on the assumption that time series value consists of linear correlation structures. The ranges of over forecasted values lie between 0.21% and 1.62% thereby proving that this model is the best for prediction. In this study ARIMA model is used to forecast the exchange rates of different currencies for 5 years using R Studio.

The model is said to believe that the information gathered is hidden either in the past of the time series such as Y_{t-1} , Y_{t-2} and so on and so forth or in the series' residuals like e_{t-1} , e_{t-2} , and so on and so forth. (Y_t being the response variable at time t and e being the error term). ARIMA model is comprised of 3 terms namely p , d , q

where,

p is the order of AR term q is the order of MA term
 d is the number of differencing required to make the time series stationary

The three terms are to be described as follows:

AR in ARIMA stands for 'autoregressive' which functions on an assumption that the information is hidden in the past values of the time series like $Y_t = f(Y_{t-1}, Y_{t-2}, \dots)$

Similarly, MA in ARIMA stands for 'moving average.' this functions on the assumption that the data is hidden in the errors like $Y_t = f(e_{t-1}, e_{t-2}, \dots)$

ARIMA model of forecasting is a simple four-step process- firstly transforming the series in order to obtain stationary values by way of differencing. Once data transformation is done then the researcher ascertains the p , d , and q parts of the model i.e. autoregressive progression, number of times the series is required to be differenced and the moving average process. In the further stage of the model, estimations of the parameters are made. In the final stage, the assumptions made and how normal the residuals are verified.

Empirical Result and Interpretation

It is observed from table 1 that the minimum and the maximum values of the SGDINR are 34.96 and 55.51 respectively. The mean value of the SGDINR is calculated to be 47.41. The variation in the currency rates can be seen with the value of the Standard Deviation which came out to be 4.6269. This implies that there is some volatility in the market and deviation in the stock return from mean. Above figure 1 depicts the time series graph of the Singapore Dollar prices which were 35.811 on 1st Feb 2011. This is expected to be non-stationary in nature thus this shows that the currency rates seem to be non-stationary, so our first step is to convert it into Stationary. Thus, to make the currency rates stationary the return on the currency rates have to be calculated.

To calculate the return the following formula can be used:

$$\text{Return on Currency} = \ln(p_2/p_1) * 100$$

Ln= Log normal

P2= Price on 31st Jan

P1= Price on 1st Feb

Where, prices did not follow any trend but majorly it was the upward trend. The prices were rising but it fluctuated a bit and was falling but then it started rising again.

Table 1: Descriptive Statistics

	SDR- INR
Mean	47.41
Maximum	55.51
Minimum	34.96
Standard Deviation	4.626915

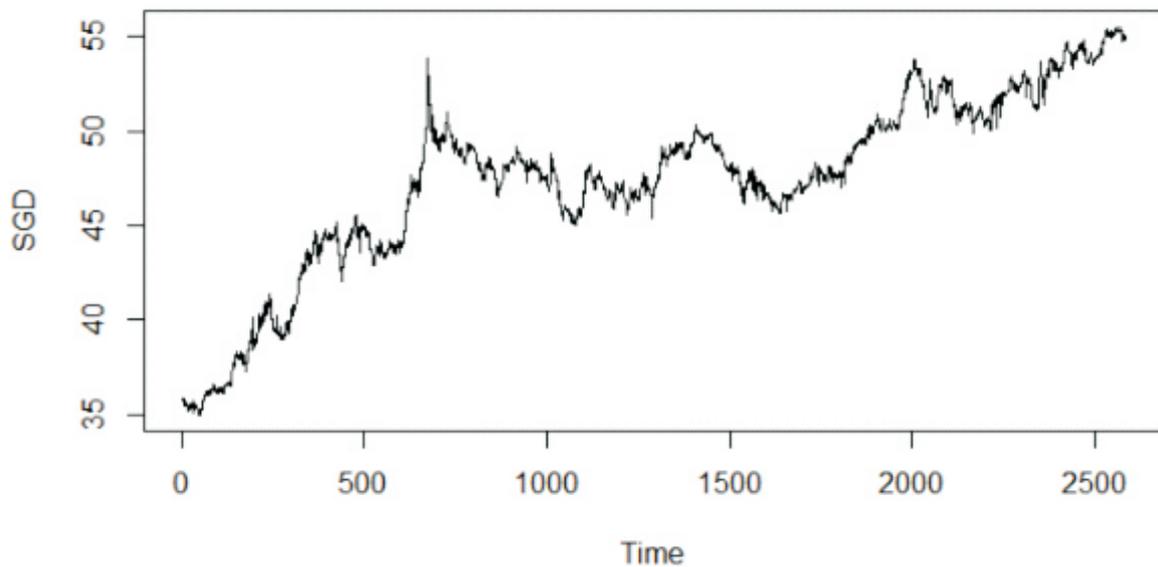


Figure 1: Time series plot of SGD

In order to check whether the SGD price returns are Stationary or not, researchers have to apply ADF test statistics on level at 5% significance level.

The hypothesis for the test was:

H0 : The series is non stationary

H1 : The series is stationary

The results of the ADF test which has been employed on the Currency rates return series of SGDINR depicts the ADF value as -14.682 and the probability value as 0.01 which is less than 5%, this confirms that the series is stationary.

Model Identification

After achieving the results of stationarity in the series through log normal currency rates return values, researchers introduced the Box Jenkins methodology. The initial step is to identify the appropriate model. So as to identify the best fitting ARIMA model for the currency returns of SGD-INR a function “auto.arima” has been applied in the R Studio. After applying the function, the best model has been estimated. This will identify the number of AR and MA terms on which the returns of the currency rates depend. Finally, the ARIMA model (2,0,2) came out to be the best fit model for the prediction of the SGD-INR currency rates returns. In the estimated model, the value of AR comes out to be 2 which explains that currency rates return of SGD-INR can be forecasted by considering currency rates return of previous two days whereas I stand as 0 which shows stationarity of natural log returns series at first differencing. Moreover, the value of MA comes out to be 2 which represents that stock returns of currency rates of SGD-INR are affected by the error term of the previous two days.

Using R studio, following are the estimated parameters on the basis of model identified:

Table 2: ARIMA (2,0,2) Model

Coefficients:

	ar1	ar2	ma1	ma2	mean
	0.8089	-0.2702	-1.0472	0.4391	2e-04
s.e.	0.1315	0.0717	0.1279	0.0719	1e-04

sigma² estimated as 2.693e-05: log likelihood=9930.63
 AIC=-19849.27 AICc=-19849.24 BIC=-19814.13

From the above table 2, the coefficients depict the AR and MR terms of ARIMA model whereas S.E. shows the standard error.

Conclusion and Summary

This study is based on the concepts of the ARIMA model. By applying we forecast the foreign currency exchange rate of different countries to show the effectiveness of the method, it not only helps in potential forecast of the values in the short term but it also helps in decision making to know what is best or worst possible situations. Using ARIMA in forecasting and analyzing helps the investors for guidance related to investing or disinvesting at the correct time. Exchange rates have long fascinated challenged and puzzled researchers in international finance. Exchange rate prediction is one of the demanding applications of modern time series forecasting. This research applies the ability of the Arima model in forecasting foreign exchange rate of SND to INR, CHF to EUR, KWD to USD, INR TO JPY, CAND. to DOLLAR. The R software was utilized for prediction of exchange rates. The ARIMA technique was constructed and three main steps for constructing the model were identified namely, Identification, Estimation and Model Checking. The results show that the Arima Model is absolutely suitable for forecasting. The policy makers should apply the Arima Model in forecasting foreign exchange rate. The financial planners should apply the Arima model in forecasting as well as the results of forecasting in measuring foreign exchange rate risk in order to make more benefit for their bank.

References

1. Prapanna Mondal¹, Labani Shit¹ and Saptarsi Goswami (2014), Study of effectiveness of time series modeling (ARIMA) in forecasting stock prices, International Journal of Computer Science, Engineering and Applications (IJCSEA) Vol.4, No.2, 13-19
2. Ngan, T. M. (2016). Forecasting foreign exchange rate by using ARIMA model: a case of VND/USD exchange rate. Research Journal of Finance and Accounting, Vol.7, No.12(ISSN 2222-1697), 1-7
3. Minakhi Rout a, Babita Majhi, Ritanjali Majhi d and Ganapati Panda (2016). Forecasting of currency exchange rates using an adaptive ARMA model with differential evolution based training, Journal of King Saud University – Computer and Information Science
4. Al-Gounmeein, I. (2019). Forecasting the Exchange Rate of the Jordanian Dinar versus the US Dollar Using a Box-Jenkins Seasonal ARIMA Model. International Journal of Mathematics and Computer Science(ISSN 1814-0432), 27–40
5. Adewole, A. P., Akinwale, A. T., & Akintomide, A. B. (2011). Artificial neural network model for forecasting foreign exchange rate.
6. Abdullah, L. (2012). ARIMA model for gold bullion coin selling prices forecasting. International Journal of Advances in Applied Sciences, 1(4), 153-158.
7. Ngan, T. M. U. (2013). Forecasting foreign exchange rate by using ARIMA model: A case of VND/USD exchange rate. Methodology, 2014, 2015.
8. Nwankwo, S. C. (2014). Autoregressive integrated moving average (ARIMA) model for exchange rate (Naira to Dollar). Academic Journal of Interdisciplinary Studies, 3(4)

Baldrige Approach: A Tool of Performance Management

Dr. Tripti Sharma

Assistant Professor
University College of Commerce and Management
Guru Kashi University

Abstract:

Pfizer Inc is an American multinational pharmaceutical and biotechnology company based in New York.. The purpose of this study is to analyze the case of that Company and the approach taken by the company to improve the performance. Case study method has been used to create an in –depth analysis and to understand and explain complex issues in its real life context. This research design is extensively used in social sciences and other disciplines. First objective of the study is to check the relevancy of Baldrige model towards performance management, according to the report of current company situation with the help of SWOT and PESTLE analysis. Second objective is to manage performance excellence through implementation of the Baldrige model. The findings of this research is that Pfizer Inc Company must look forward to its overall pricing model, its cost structure and the ways to reduce its dependence on two major customers for better performance.

Keywords: Baldrige excellence frame work, case study, performance management.

INTRODUCTION

Baldrige approach is a non-prescriptive technique that is essential tool to achieve organizational goals. It is also required to improve the output, and cope up with other competitors. Its practices on management education, leadership and issues of management into a numbers of questions that provide the guidance how anyone can manage components of the organization as a whole.

Baldrige criteria is an “integrated management framework” that is used for organizational performance. It is also known as the part of the bald ridge excellence framework. It is helpful in study of management criteria which provide a systematic approach and integration towards the organization. There are seven steps of baldrige criteria is helpful to develop the responses on the basis of the categories for performance excellence for example: leadership; knowledge management; strategic aspects; customers; analysis; measurement' workforce' operations ; and results. (<https://www.msqpc.com/business-solutions/baldrige-assessment/>)

History of Baldrige award for performance:

U.S. leaders took an initiative in 1980s regarding focus on quality by the company to cope up to compete in global scenario. Malcolm Baldrige, the secretary who was an advocate of assessment of the organization and quality management so that in case of U.S. prosperity. (<https://www.nist.gov/baldrige/how-baldrige-works/about-baldrige/history>).

The baldrige performance excellence criteria used for performance management. There are 7 categories are required to receive the award criteria for organizational performance, these are:

1) **Leadership for performance:** It examines about senior's guidance and organizational responsibilities towards public and practices as a good citizenship.

- 2) **Performance based Strategic planning:** It examines about strategic directions set by the organization and key action plans.
- 3) **Focus on Customer:** - Its main focus on the customer to examines about determination of requirements and expectations of markets and customers, acquisition, satisfaction and customer retention.
- 4) **Knowledge management, analysis and measurement:-** It is considered here about improvement of data analysis and management, information to support organizational processes and performance system of the organization.
- 5) **Focus on workforce:** - It is required to develop full potential and workforce is aligned with organizational objectives.
- 6) **Process management:-** Delivery support system, key production processes are designed, improved and managed.
- 7) **Performance Output vs. Results:-** organizational performance and improvement in its main business areas are: customer satisfaction, financial and performance, human resources, competitors, suppliers and partner performance, operational performance, and corporate governance and social responsibility of the business.

REVIEW OF LITERATURE

Purba et.al (2021) explained in the paper “A Systematic Literature Review of Malcolm Baldrige National Quality Award” MBNQA model is used as a quality awards such as the European Foundation for Quality Management (EFQM) and the Deming Prize to illustrate the criteria use in improving Business Excellent Models (BEM).

Stanley et.al (2021) studied that strategic leaders of nonprofit organization in California developed their organization to serve a larger population. Data collected through semi structured interviews and secondary sources. Data were analyzed by thematic analysis. There four themes highlighted: leader development, planning, growth and fundraising cycles. The results revealed that nonprofit leaders create standard operating procedures and focus on short and long-term goals such as growth, hiring, and recruitment to support growth and development planning for future leaders.

Alanazi et.al (2020) concluded in the paper “The mediating role of primary TQM factors and strategy in the relationship between supportive TQM factors and organizational results: An empirical assessment using the Baldrige model” that primary total quality management factors are operation management , measurement, analysis and knowledge management and the supportive TQM factors are leadership, workforce and customers. The respondents are 210 managers of Saudi firms. Structural equation modeling technique has been used. Malcolm Baldrige national quality award , this model has been used for getting organizational goals. The findings revealed that system perspective and organizational results achieved by the Malcolm Baldrige national quality award model.

Kahraman et.al (2019) analyzed the hierarchy process based on decision making approach measurement by applying baldrige criteria for performance excellence. Questionnaire are filled by experts as per their level of understanding. Comparative analysis has been done by AHP approach. The findings revealed that this approach effectively and efficiently measures the performance by using baldrige model.

Bailey (2015) explained that organization should use management frame work and it leads to improved organizational performance by reducing defects, better outcomes so that there is a need of Performance Excellence criteria. Secondary data has been used to describe baldridge approach in this literature review. Baldrige approach allows organizations to use common language that becomes the consideration to guide them to excellence.

Overview of the company

Pfizer Inc Company is a vaccine manufacturer of manufacturing plants located in country Y namely (Puurs, Belgium plant) and country Z namely Kalamazoo, Michigan plant)these are based in different countries. Vaccine is designed to immunize people against a virus and sells this vaccine at affordable price. Getting pre-orders, formal contracts and delivery of specified no. of vaccine at fixed prices. Country Y government placed order was consignment, but Country Z placed a larger order for a later consignment, they were promised about fulfilled due details. Country Y government received its vaccine supply from the plant situated in Country Y and received extra supplies from country Z's plant.

Pfizer Inc Company faced lot of problems at its major production facility in Country Z after mass production, with the small bottles supply into the vaccine. During production, technical problems generally associated with the production process. Workforce absenteeis due to sickness from the virus. This is the main reason not to fulfill larger order Pfizer nc. ompany was unable to fulfill its larger order to Country Z government from that plant alone. ue to pending orders legal action threatened given to the Company Z. Pfizer Inc. Company was unable to deliver the vaccine because of the problems at plant in Country Z. Country Y was still fulfilling the remaining amount of the prior orders placed to Country. Pfizer Inc. ompany faces a liability to pay damages to Country Z and due to this planned volumes are not being achieved properly and other fixed costs.

RESEARCH METHODOLOGY

Objective : 1 To check the relevancy of Baldrige model towards performance management.

Objective: 2 To study the Implementation of the Baldrige excellence framework in performance management

Nature of Research: In this study the descriptive research will be used for explaining the distinctiveness of the observed facts.

Target Population

The general population for this study is composed of pharma sector customers. Basically these respondents are asked regarding the current status of services offered by particular destination both externally and internally and their personal views about customer satisfaction.

Sample Size and Sampling Procedure

The sample size of employees will be limited to 120 respondents and due to various resources constraints the sample size of the customers will be limited to 80 respondents.

Data Collection Techniques

For this study, primary research and secondary research will be used.

Primary research is conducted using observation method. Secondary data are based from the recent literatures related to customers and patients.

I- To check the relevancy of Baldrige model towards performance management.

Baldrige model is an idealistic way to present about performance management. Its value creation tool for organizational competitiveness. These are relevant success factors for and excellence included within the Baldrige model. The Baldrige excellence framework is shown below by Malcom Baldrige for performance model in Figure 1:



Figure 1: Baldrige Excellence framework for Performance (Malcom Baldrige) by slide salad

According to the above (Figure-1): There are seven criteria's for competitiveness and performance excellence. At the top of the model the organizational profile determined by SWOT analysis or PESTEL analysis, used to understand about the organization their environment and companies situation.

The baldrige excellence framework suggests the strategic business leaders, it focused on the scanning of the environment, strategic partnership and company situation analysis to ensure performance management system to generate excellence and improve competitiveness.

II- To study the Implementation of the Baldrige excellence framework in performance management.

Pfizer Inc. Analysis:

According to the above model (Figure 1):- The main elements are concerned to the model is leadership because it is the cornerstone of performance excellence and competitiveness. At the top (Organization Profile section of the above model) specify that leaders must be identify and select strategic choice on the basis of strengths and weaknesses of the organization. Strategic choice has proper evaluation , business leaders take risk factors and focus on building strong team building and productive customers it is the as the main source of value.

Change is essential for any strategic implementation, business leaders primarily focus on its customers, but also on the workforce and management processes and operations by workforce, to ensure that strategy is implemented successfully to get the desired outcome.

As shown at the right-hand side of this excellence framework model: Corporate strategy is monitored by the use of data analysis and knowledge management. Performance excellence and increased competitiveness has been achieved. If result is underperformance, then the next step is to address the reasons to examine the key elements of the baldrige model to improve the organizational performance and competitiveness.

Geographical structure and Pfizer products

Pfizer Inc Company is vaccine manufacturers with manufacturing plants namely; Country Y and Country Z there plants are in different countries. Vaccine is designed to immunize people against a virus and sells this vaccine at affordable price. Getting pre-orders, formal contracts and delivery of specified no. of vaccine at fixed prices. Country Y placed its small order firstly and Country Z placed order later but larger consignment and promised to fulfilled within due time. Country Y received vaccine supply more from the plant situated in Country Y but was also getting additional supplies from the bigger plant in country Z

Production, contractual and operational problems

Pfizer Inc Company, after mass production faced difficulties, at major production facility in Country Z with the supply of small bottles into the vaccine which is dispensed during mass production, as well as experiencing technical problems with the production process. Workforce absenteeism is also there due to sickness from the virus which is intended by the vaccine prevention. Pfizer Inc Company findings were unable to fulfill its larger order of Country Z governments from that plant.

Legal actions by customers

The main threat is legal action by country Z's government for not fulfilling the order. Pfizer Inc Company argued for non delivery of the vaccine because of its problems in Country Z's plant, and Country Y's factory was fulfilling the remaining amount of the prior orders placed by that country.

Financial Implications

Recently, Pfizer Inc . Company faces liability to pay damages to Country Z's. Company is also losing money because the planned volumes being produced across both its plants are not being achieved to fully cover development and other fixed costs.

Issues faced by Company :

- Legal liability
- Low margins
- Profitability issues
- Customer's dissatisfaction
- Production and operational/ process problems
- Supply issues and staff shortage.

Strategic choice (options) and key areas of performance and current issues to address by strategic analysis of company with the help of baldrige model (seven steps) of performance.

Organizational profile

Pfizer Inc. Company is facing strategic issues and operational problems. Shortfall in production capability has produced lower volumes but required to cover fixed costs. Pfizer

Inc. Company relies on the sale of its entire output of the product which is extremely dissatisfied and is threatening to the company. Finally, in-bound product supply problems, workforce and operational issues to be addressed by the company.

Leadership

The leadership of the company should focus first and foremost on its customer's needs and supply, operational issues and workforce for getting better results. Company also address the issues urgently and act proactively current position for improvement. It is required to prioritize the issues one must deal with based on urgent basis.

Strategy

Pfizer Inc. Company should apply the alternative strategies to be considered to manage the customers issue and to improve production capacity by addressing the supply, workforce and operational/process problems. For the medium term the company needs to review its business model such as their reliance on only two main customers and on its overall vaccine pricing policy.

Customers

The company must engage positively and actively with its contractual arrangements to both governments, but first it must establish its contractual obligations and any flexibility there may be for any variations in the contract. In the short-term there may be a need to import some of the output from the plant sited in Country Y or to reduce exports from its factory in Country Z to Country Y. These proposals must be subject to meeting acceptable delivery times for the completion of the prior orders with Country Y and also fulfill their overall contractual obligations to Country Z.

Workforce consideration

There are workforce shortage problem at the plant. There seems to be a workforce shortage problem at the plant in Country Z and these needs to be resolved. The absenteeism is due to sickness caused by the virus which the vaccine produced is intended to prevent. An immediate concern would be to re-deploy additional staff, possibly from the other plant in Country Y, or to increase domestic recruitment for the plant in Country Z. Another possible solution would be to vaccinate all staff working at both plants to help prevent further spreading of the virus within the working environment. There may be scope to re-organize processes and retrain staff to improve output and/or reduce the number of staff required to operate the plant.

Operations process

There appears to be a specific operational issue with the supply of glass vials into which the vaccine is dispensed before packing. This needs to be investigated and a solution found. It may be an option to seek alternative suppliers or use a different material such as a suitable type of plastic, which might also save costs. There also seem to be other technical operational and process problems which need investigating, which may not only be causing the production problems but may increase the cost base. If properly investigated and resolved, this may mean that production output can be increased, and unit cost savings achieved, to help increase profit margins.

Knowledge Management, measurement and analysis:-

In addressing all of the above critical areas of performance, Pfizer Inc. Company needs to use effective knowledge management to measure and analyze its performance (results), particularly in the operational areas. It is required to measure and analyze the costs for break

even and CVP (cost –volume-profit analysis) needs to establish minimum volumes to sell to cover its costs and to meet its target related to output in both the terms workforce and operational.

FINDINGS AND CONCLUSIONS

Pfizer Inc Company's situation is facing difficulties that must be addressed timely. The most important is to effectively manage the desired expectations of the customers of Country Z, facing threatening in legal action; identification of offered flexibility within the basis of contract. Secondly it needs to be addressed the problems related to vaccine supply by re-scheduling its deliveries of vaccine from both plants and workforce should be available to deal with the supply issues which affect the product bottling. There are other immediate operational processes the main issues to resolve quickly. This Company must look forward to its overall pricing model, its cost structure and the ways to reduce its dependence on two major customers, in the longer term, by seeking other contracts, possibly on better term.

REFERENCES:

1. Purba.H,H., Setiawan (2021). A Systematic Literature Review of Malcolm Baldrige National Quality Award (MBNQA), journal of technology management for growing economies, 12(1),1-12.data retrieved from (<https://doi.org/10.15415/jtmge.2021.121001>).
2. Alanazi, M.H., & Sundarakani, B. (2020). The mediating role of primary TQM factors and strategy in the relationship between supportive TQM factors and organisational results: An empirical assessment using the MBNQA model. Cogent Business and Management, 7(1), 1–25.()
3. Aydın, S., & Kahraman, C. (2019). Evaluation of firms applying to Malcolm Baldrige National Quality Award: a modified fuzzy AHP method. Complex & Intelligent Systems, 5(1), 53–63. Data retrieved from <https://doi.org/10.1007/s40747-018-0069-9>.
4. Wiguna, C. (2018). Penerapan Malcolm Baldrige Dalam Sistem Penilaian Kinerja Manajemen Bidang Kesehatan. Jurnal Sistem Cerdas, 1(1), 10–18. Data retrieved from <https://doi.org/10.37396/jsc.v1i1.2>
5. Stanley, R. (2021) Expanding Capacity in Nonprofit Organizations Using the Baldrige Excellence Framework (A Single Case Study). Open Journal of Business and Management, 9, 701-730. Data retrieved from, doi: 10.4236/ojbm.2021.92037
6. Bailey, D. (2015) The Metrology of Organizational Performance: How Baldrige Standards Have Become the Common Language for Organizational Excellence around the World. Data retrieved from, DOI: <https://doi.org/10.31181/oresta20402039w>.

Books and articles

1. Baldrige Performance Excellence Program: National Institute of Standards and Technology (NIST), United States Department of Commerce (2018) Baldrige Program products and services, contact Baldrige Performance Excellence Program . Data retrieved from #Baldrige www.nist.gov/baldrige.
2. Baldrige seven criteria': Data retrieved from (<https://www.msqpc.com/business-solutions/baldrige-assessment/>).
3. History: Data retrieved from (<https://www.nist.gov/baldrige/how-baldrige-works/about-baldrige/history>).

To Study the Perception of Individual Towards Promotional Approaches by Coaching Institutes in Flexible Work Environment

Tanisha Bindal

Student, Department of Management Studies, RDIAS

Akanksha Upadhyaya

Associate Professor, Department of Management Studies, RDIAS

ABSTRACT

Education is the learning of knowledge, information and skills during the life .The department for Education has committed to promoting flexible working among the teaching workforce within coaching institutes .Research by Raabe (1997) cited in waters & Bardoel (2006) Suggested that universities and coaching institutes are increasingly offering flexible work arrangements to obtain a competitive advantage. The research was carried by the educational sector and the coaching institutes in and around Delhi region. Various promotional approaches activities were carried out on the content as it is the medium between the buyer (students) and coaching institutes. The objective is to get an overall idea about promotional approaches of coaching institutes. It aims at developing the significance of demographics with promotional approaches and business development strategies in the fast growing educational sector and making the business efficient and smooth. In research methodology exploratory and descriptive research design was used in quantitative type of research. In Data collection, primary data was used and questionnaire using Google form was designed. Tools for data analysis is IBM SPSS software .So we could conclude that Coaching institutes are proactive in its approach and is always ready to experiment with new promotional approaches to market their product well. The sampling technique used to survey the students was Non-probability sampling (Quota sampling)m the sample size chosen was 95 students surveyed through Google form questionnaire.

Keywords: Education, promoting, flexible working, coaching institutes, promotional approaches, demographics.

INTRODUCTION

Education is the key to success, the process of facilitating leanings, or the acquisition of knowledge, skills, values, morals, beliefs 'and habits. It is an art of imparting knowledge and generating positive judgement and well developed wisdom. One of its fundamental aspects is imparting culture from generation to generation. Tahir, S. A. A. Rizvi, M. B. Khan &Farooq Ahmad (2017) investigates, Education was not only a need of developing nations but of the developed ones also. Realization of its importance, there were several trends emerging in education. Educational Marketing was one of the new emerging trends. Keeping in view the global importance of Educational Marketing, this study was designed to identify, analyze and compare the higher education marketing strategies of Pakistan and Malaysia. Twenty students were randomly selected from each university and ten private universities of Pakistan and Malaysia each. The data was collected through questionnaire from university students.

Coaching classes have emerged as the well-known education system in India. Coaching classes market consists of private tuitions and entrance test preparation .Entrance test

preparation forms one of the core business of the educational industry, which is a very giant in terms of industry status. As most of the students at this stage are more concentrated on the board examinations and are not much aware about the various career options that are available for students after schooling.

Flexible work arrangements have been found to improve attraction and retention and have also been linked to a variety of positive organisation and individual outcomes. Common work flexibility type includes working at home, taking time off when needed, and changing one's work schedule. Work flexibility accommodates faculties by enabling them to allocate resources between work and non-work domains according to their preferences. The available evidence supports that work flexibility in terms of location and a work hour give faculties and student some sense of job control, improve their engagement and increase their job satisfaction and thereby improves their health and well-being. Gardiner and Tomlinson (2009) view flexible work arrangements as a broad concept that includes any work arrangements that digress from standard employment involving fixed daily hours on the employer's premises. There are an increasing number of flexible work arrangements on offer across organizations. To explore the factor affecting individual perception towards promotional approach by coaching institutes and to study the significance of demographics with promotional approaches by coaching institutes in flexible work arrangement to identify the factors which drive the students. The research was highly dependent on the individual perception and thought process of the students. Quantitative type of research was used for detailed analysis of the Delhi region. The sampling technique used to survey the students was Non-profitability sampling (Quota sampling) the sample size of 95 students surveyed was chosen through Google form questionnaire.

LITERATURE REVIEW

1. **G. Tahir, S. A. A. Rizvi, M. B. Khan & Farooq Ahmad (2017)** investigates, Education was not only a need of developing nations but of the developed ones also. Realization of its importance, there were several trends emerging in education. Educational Marketing was one of the new emerging trends. Keeping in view the global importance of Educational marketing, this study was designed to identify, analyze and compare the higher education marketing strategies of Pakistan and Malaysia. Twenty students were randomly selected from each university and ten private universities of Pakistan and Malaysia each. The data was collected through questionnaires from university students. There were seven keys of educational marketing, i.e. Program, Price, Promotion, Place, People, Process and Physical facilities. It was found that physical facilities and prominence were considered the most important marketing strategies while price and premium were considered as the least important ones. Malaysian Private Universities showed comparatively high mean scores of usage and importance of marketing strategies rather than Pakistani Private Universities. It was observed that new and modern programs, adequate location (place), highly qualified faculty (people), educational expos (promotion) and physical facilities were examples of educational marketing strategies. Recommendations included that the variety of program offered by the universities may be helpful as marketing. The modern and new programs attracted the students. Education Expo and Book Fair were the case of promotion of the universities. The suitable and approachable place increased the cause. (G. Tahir, S. A. A. Rizvi, M. B. Khan & Farooq Ahmad (2017), 2017)

2. **Gardiner and Tomlinson (2009)** view flexible work arrangements as a broad concept that includes any work arrangements that digress from standard employment involving fixed daily hours on the employer's premises. There are an increasing number of flexible work arrangements on offer across organisations. The most prevalent are flextime (or flexitime) and flexspace. These flexible work arrangements allow flexibility in the timing of

work and the place in which the work is conducted (Shockley & Allen 2007).

3. **Gainey and Clenney (2006)** found that telecommuting, which involves working from home using technology, has been instrumental in helping employees meet the many demands on their time. Other popular types of flexible work arrangements are part-time work and job-sharing (Secret 2000). At times when the labour market is particularly competitive, flexible work arrangements can be utilised not only to retain staff, but also to attract groups who are currently under-represented in employment due to family responsibilities or other limitations (BrumitKropf 1999).

Flexible work arrangements have been acknowledged as a means of obtaining a competitive advantage by improving the attraction and retention of high quality employees, who may have been overlooked in the past for various reasons including their personal circumstances.

4. **Cole 2006; Poelmans, Chinchilla & Cardona (2003)**. There are further suggestions that the utilisation of flexible work arrangements has been linked to improved organisational commitment, motivation and job satisfaction (Nadeem & Henry 2003), and increased productivity and morale (Melbourne, 2008). Flexible work arrangements have also been recognised as a means for employees to create a more satisfying balance between their work and family lives (Grover & Cooker 1995 cited in Shockley & Allen 2007). Employees that are experiencing work-life conflict are likely to suffer negative individual and organisational consequences, further illustrating the individual and organisational benefits of flexible work arrangements. Lewis (2001) contends that flexible work arrangements came to prominence during the skills shortage of the 1980s when recruitment concerns were compounded by restructuring and downsizing. The need to avoid absenteeism and stress associated with work-life conflict was recognised as being a compelling argument for continuing the development of flexible work arrangements. This would suggest that regardless of economic conditions, there are significant benefits to offering and utilising flexible work arrangements.

5. **Silke Jurkowitsch, Claudio Vignali & Hans-Rüdiger Kaufmann (2006)** investigate that the literature reveals that universities are becoming more aware of the importance of student satisfaction. In addition, various studies have shown that student satisfaction has a positive impact on student motivation, student retention, recruiting efforts and fund raising. This article examines how overall student satisfaction in Austrian Universities of Applied Sciences can be broken down into dimensions of the student's learning experience. This article used both primary and secondary data. The primary data involved both qualitative and quantitative research. The research was divided into three stages. The first stage, the analysis of the actual marketing models for services especially Higher Education providers, used secondary data as a principal method of research. The second stage contained the testing and validating of the pre-conceptualised model with actual students via survey method. In the third stage, Higher Education experts in Austria were at the core of the research to further validate and adapt the model. The research was conducted by applying the case study method. (Jurkowitsch, Silke, 2006)

6. **Jonathan Ivy (2008)** investigates the purpose of a new marketing mix based on MBA students' attitudes and opinions towards the marketing initiatives of business schools in South Africa. The postgraduate business education market is, and increasingly, getting more aggressive in their efforts to attract students to their flagship degree, the MBA. The traditional marketing tools historically grouped into 4Ps (product, price, place and promotion), 5Ps (adding people) and 7Ps (adding physical facilities and processes) may be wanted in this market. (Ivy, Jonathan, 2008)

7. **Vikas Gautam (2015)** investigates effects of selected marketing tactics on parents' loyalty towards the educational institutions. The results of Multiple Regression Analysis shows that the price mix was the most significant factor having an impact on parents' loyalty followed by people mix, place mix, product mix, and promotion mix. Furthermore, educational institution image mediates completely (full mediation) the relationship between selected marketing tactics (product mix, people mix, place mix, promotion mix) and parents' loyalty. Whereas, educational institution image mediates partially (partial mediation) the relationship between price mix and parents' loyalty. The sample comprised 687 respondents. (Gautam, Vikas, 2015)

8. **Shahid Nawaz Khan & Imran M. Qureshi (2010)** investigates the variables that have a strong impact on students' enrollment in private schools and by the optimal use of these promotional variables private schools attract students for enrollment. The analysis revealed four variables of promotion namely: school appearance, public relations, publicity, and advertisement (print and electronic media). These four variables were found to be the main forms of promotion used by private schools for recruiting students. There was also a strong impact of school appearance being used as the standard tool for promotion. The study focused on one sector, the education sector in Pakistan. In order to enhance one's understanding and knowledge regarding the promotional variables. This needs to be taken into consideration in generalizing the findings to other sectors and geographic markets. This exploratory study establishes the forms of promotion that are used by most schools in Pakistan. School administrations can look at this study and further explore the link between recruitment and types of promotion. This study can also help promotional companies to develop service packages for the education sector in Pakistan. How private schools attract and influence students for enrollment and what are the sources for that influences and attraction, is not an actively researched topic in Pakistan. The study would therefore contribute towards better understanding of promotional variables and designing of effective promotional strategies. (Qureshi, Imran M., 2010)

9. **Ioan-Constantin ENACHE (2011)** aims to develop the use of the 7Ps framework in the educational marketing field. By presenting several important educational market forces the context of the discussion is revealed. Then the 7Ps framework is used to gather information. One by one the product, price, placement, promotion, people, process and physical evidence strategies are presented. It is shown that each has a particular role when it comes to the educational market and the synergy effects are important.

10. **Kristian Starck & Shahriyar Hossein Zadeh (2013)** describe and analyze what marketing approaches private Thai higher education institutions (HEIs) use to attract and enroll foreign students. The study's intention is also to provide recommendations to Bangkok University International College (BUIC) and Webster University (WU) and investigate what factors foreign students value in terms of marketing at these universities. The recommendations are based on marketing approaches that have been identified as effective in attracting and enrolling foreign students. The study finalized that higher education institutions in Thailand use different marketing approaches to attract and enroll foreign students. Online marketing was conducted through web pages, IT tools and physical presence at events, open houses and social activities. Foreign students at BUIC and WU valued marketing factors somewhat equally in terms of place, promotion, people, process, IT and image and reputation. The study also presented marketing approaches that strengthened these two universities' attraction and enrolment process towards foreign students. BUIC should definitely work on the factor people and the interaction during the

enrolment process. WU, on the other hand, needs to focus more on providing additional IT tools and improve their mismanagement regarding image and reputation (Starck, Kristian, 2013)

OBJECTIVE OF THE STUDY

1. To explore the factor affecting individual perception towards the promotional approach of coaching institutes.
2. To study the significance of demographics with promotional approaches by coaching institutes in flexible work arrangement.

RESEARCH METHODOLOGY

Objectives/ RM	Type of Research	Research Study Design	Tool for Data Analysis	Tool for Data Collection	Source of Data	Sampling Technique & sample Size
1. To explore the factors affecting individual perception towards the promotional approach of coaching institutes.	QUANTITATIVE RESEARCH	Exploratory design	IBM SPSS	Questionnaire using Google form.	Primary data	Non-probability sampling (Quota sampling)& sample size chosen was 95 students
2. To study the significance of demographics with promotional approaches by coaching institutes in flexible work arrangement.	QUANTITATIVE RESEARCH	Descriptive design	IBM SPSS	Questionnaire using Google form.	Primary data	Non-probability sampling (Quota sampling)& sample size chosen was 95 students

DATA ANALYSIS

For the purpose of analyzing data as a way of comparing, contrasting and describing such data, exploratory statistics was used for quantitative type of research analysis in objective 1 and descriptive statistics was used for quantitative type of research analysis in objective 2. IBM SPSS software was used for analysis of the data. In objective 1 EFA was used and in objective 2 independent T test and one way anova was used. The Analysis of data collected from questionnaires administered to get sample opinions of the students, and focus is on identifying the type of customer and analysing their needs, expectation and goals, this helped in identifying the relevant factors that influence consumers (students).

FACTORS TAKEN INTO CONSIDERATION

A number of factors influence the student's preference decision while selecting a particular coaching institute. The study of these factors was very essential as these could only tell us the parameters that influence students to enroll in a particular coaching institute. Factors such as :-geographical proximity of the center, Technology, convincing drivers, workshops/webinars were listed and students were asked to rate them between 1-5 with 1 being strongly disagree and 5 being strongly agree.

FACTOR ANALYSIS

The questionnaire was designed in a way to study the different parameters that a student considers before joining any educational institute. For this different rating was given by the

students to different parameters. After rating, there was a need for naming the factors of the same class and doing data reduction. This will help the company to identify different dimensions on which they need to develop appropriate marketing strategies enabling it to become successful.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling		0.716
Bartlett's Test of Sphericity	Approx. Chi-Square	392.504
	df	120
	Sig.	0

- Here KMO takes values between 0-1. For the application of factor analysis, the value of KMO should be greater than 0.5. Since here the KMO value is above 0.5 which indicates factor analysis could be applied.
- Df stands for degree of freedom. Here df is calculated by the formula $[k(k-1)/2]$, where k =number of variables on which factor analysis is applied. Here $k=16$, so putting k value we get $df=120$.
- The significance of the correlation matrix ensures that factor analysis exercise could be carried out. Since the assumed level of significance is less than 0.05 and we are getting a p-value of .000 so significant.
- Also the sample size of 95 is more than 5 times the number of variables (16).

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.494	28.086	28.086	4.494	28.086	28.086
2	1.54	9.628	37.713	1.54	9.628	37.713
3	1.27	7.937	45.651	1.27	7.937	45.651
4	1.128	7.049	52.7	1.128	7.049	52.7
5	0.82	5.124	70.947			
6	0.798	4.985	75.932			
7	0.7	4.375	80.308			
8	0.652	4.073	84.381			
9	0.609	3.805	88.186			
10	0.508	3.174	91.36			
11	0.44	2.75	94.11			
12	0.405	2.53	96.64			
13	0.31	1.936	98.576			
14	0.228	1.424	100			

1) **FACTOR**- The initial number of factors is the same as the number of variables used in the factor analysis. However not all 16 factors will be retained in our case 4 factors will retain.

2) **INITIAL EIGENVALUES**- Eigenvalues are the variance of the factors. Because we conducted our factor analysis on the correlation matrix , the variables are standardized, which means that each variable has a variance of 1 , and the total variance is equal to the number of variables used in the analysis .

3) **TOTAL** – This column contains the eigenvalues. The first factor will always account for the most variance and have the highest eigen values and the next factor will account for as much of the left over variance as it can and so on, hence each successive factor will account for less and less variance.

4) **% OF VARIANCE**–This column contains the percent of total variance accounted by each factor.

5) **EXTRACTION SUMS OF SQUARED LOADINGS**- The number of rows in the table corresponds to the number of factors retained. ,4 factors are retained , so there are 4 rows one for each retained factor.

To study the significance of demographics on factors affecting the perception of individual towards Promotional Approaches by Coaching Institute in Flexible Work Environment

1) **Independent sample T test:**

Null Hypothesis: There is no difference in the Class of the individual and ***factors affecting perception of individuals towards coaching institute in flexible work environment***

Factors	Sig. (2-tailed)
GEOGRAPHICAL PROXIMITY AT CENTRE	0.646
TECHNOLOGY	0.382
CONVINCING DRIVERS	0.941
WORKSHOPS/WEBINAR	0.024

OBSERVATION: Null hypothesis can be accepted for factor 1, factor 2 and factor 3 since sig value is greater than 0.05. Null Hypothesis cannot be accepted for Factor 4.

2) One way Anova:

Factors	Sig.
GEOGRAPHICAL PROXIMITY AT CENTRE	0.201
TECHNOLOGY	0.751
CONVINCING DRIVER	0.632
WORKSHOPS/WEBINAR	0.379

Null Hypothesis: There is no difference in the **Stream** of the individual and **factors affecting perception of individuals towards coaching institutes in a flexible work environment.**

OBSERVATION-Since for all the factors Sig value is greater than 0.05 therefore Null hypotheses cannot be accepted for any of the factors w.r.t. stream of the student. Hence there is a difference in perception of individuals based on the stream chosen by them.

FINDINGS & CONCLUSION

The study shows that coaching institutes comprise establishments that provide instructions and training in a wide variety of subjects. So we could conclude that in this research a detailed study has been done on factors affecting individual perception towards Promotional approaches by coaching institutes in a flexible work environment And the significance of demographics with Promotional approaches by coaching institutes in a flexible work environment.. The coaching institutes are proactive in their approach and always ready to experiment with new promotional approaches to market their product well. Therefore, with the help of EFA and Independent T test analysis a number of factors influence the students preference decision while selecting a particular coaching institute. The study of these factors was very essential as these could only tell us the parameters that influence a student to enroll in a coaching institute. Factors namely geographical proximity of the centre, Technology, convincing drivers and workshops/webinars as in flexible work arrangement. The research was highly dependent on the individual perception and thought process of the students .Quantitative type of research was used for detailed analysis of the Delhi region,.the sampling technique used to survey the students was Non-probability sampling (Quota sampling) the sample size chosen was of 95 students surveyed through google form questionnaire.

References

1. G. Tahir, S. A. A. Rizvi & M. B. Khan, Farooq Ahmad. J. (2017) - Keys of Educational Marketing - Appl. Environ. Biol. Sci., 7(1)180-187, 2017 © 2017, TextRoad Publication. Corresponding Author: Abdul Ghaffar Tahir, Ph.D Scholar at International Islamic University Islamabad. ISSN: 2090-4274, Journal of Applied Environmental and Biological Sciences.
2. Gardiner, Jean & Tomlinson, Jennifer. (2009). Organisational approaches to flexible working: Perspectives of equality and diversity managers in the UK. Equal Opportunities International. 28. 671-686. 10.1108/02610150911001706.
3. Gainey, T. & Clenney, B. (2006). Flextime and telecommuting: Examining individual perceptions. Southern Business Review, 32(1), pp. 13-22
4. Secret, M. (2000). Identifying the family, job, and workplace characteristics of employees who use work-family benefits. Family Relations, 49(2), pp. 217-226.

5. Brumit Kropf, M. (1999). Flexibility initiatives: Current approaches and effective strategies. *Women in Management Review*, 14(5), pp. 177-185.
6. Poelmans, S., Chinchilla, N., & Cardona, P. (2003). The adoption of familyfriendly HRM policies; Competing for scarce resources in the labour market. *International Journal of Manpower*, 24(2), pp. 128-147.
7. Nadeem, S., & Henry, C. (2003). Power dynamics in the long-term development of employee-friendly flexible working. *Women in Management Review*, 18(1/2), pp. 32-49.
8. Melbourne, S. (2008). May, Flexible Thinking. *HRMonthly*, pp. 44-45
9. Shockley, KM & Allen, TD 2007, 'When flexibility helps: Another look at the availability of FWAs and work-family conflict'. *Journal of Vocational Behavior*, 71(3) pp. 479-493
10. Lewis, S. (2001). Restructuring workplace cultures: the ultimate work-family challenge? *Women in Management Review*, 16(1), pp. 21-29.
11. Hagen-Jurkowsch, Silke & Vignali, Claudio & Kaufmann, Hans. (2006). A Student Satisfaction Model for Austrian Higher Education Providers Considering Aspects of Marketing Communications. *Innovative Marketing*. 2.
12. Ivy, Jonathan. (2008). A new higher education marketing mix: The 7Ps for MBA marketing. *International Journal of Educational Management*. 22. 288-299. 10.1108/09513540810875635.
13. GAUTAM, DR VIKAS. (2015). An Empirical Test for Mediation Effect of Educational Institute's Image on Relationship between Marketing Elements and Parents' Loyalty: Evidence from India. *Journal of Promotion Management*. 21. 584-600. 10.1080/10496491.2015.1055040.
14. Khan, Shahid & Qureshi, Imran. (2010). Impact of Promotion on Students' Enrollment: A Case of Private Schools in Pakistan. *International Journal of Marketing Studies*. 2. 10.5539/ijms.v2n2p267.
15. Enache, Ioan. (2011). Customer behaviour and student satisfaction. *Bulletin of the Transilvania University of Brasov. Series V : Economic Sciences*. 4(53).
16. Starck, K., & Zadeh, S. H. (2013). Marketing within higher education institutions-A case study of two private Thai universities. Master Thesis in Business Administration 2013-05-29. Mälardalen University. The School of Business, Science and Engineering EFO704, pp 1-62.

Analysis of Regional Tourists in Bhutan before Covid-19

Shad Ahmad Khan^{1*};
Hesham Magd²; Mohammed Sultan Ahmad Ansari²;
Purna Prasad Sharma³; Indra Prasad Tirwa³;
and Ujjal Bhuyan⁴

1 College of Business, University of Buraimi, Oman

2 Modern College of Business and Science, Muscat, Oman

3 Gedu College of Business Studies, Royal University of Bhutan, Bhutan

4 Department of Commerce, Jagannath Barooah College, Jorhat, Assam, India

*Corresponding author's email: khan.shadahmad@gmail.com

Abstract

Bhutan has a unique policy of “high value, low impact”, towards tourism. The tourists visiting the country are divided into two forms, first are the ones who have been covered under the above-mentioned policy, whereas the second are the regional tourists, who are the tourists mainly from the three SAARC nations viz, India, Maldives and Bangladesh. As per the diplomatic agreement the visitors from these countries are exempted from the tourism policy and are considered to be of low value to the Bhutanese economy from the revenue and employment point of view. However, the regional tourists have been sharing a significant share of more than 50% in the overall tourism in the kingdom before covid 19. With the global pandemic, the rationale of having regional tourists and creating appropriate policies to deal with them has been a point of deliberations now. The point of consideration has been about the way regional tourists can affect the hotel industry in Bhutan as it contributes to the increase in the revenue for the country. As a result, our country can be able to generate more revenue from regional tourists by encouraging a greater number of hotels as tourism is the second highest revenue-generating factor in Bhutan. This study attempts to analyse the impact of regional tourist on the hotel industry in Bhutan and explores the mediating role of the government policies. For the purpose of the study, a quantitative analysis has been carried out on the hotels of three most visited cities in Bhutan i.e., Thimphu, Paro and Phuentsholing using the snowball method. From these analyses we were able to come up with the conclusion of how the increasing number of regional tourists are having the impact on the hotel industry based on the factors like government policies, e-technology and capacity of the hotels.

Keywords: Regional Tourist, Hotels, Bhutan, Government Policies

1. Introduction

1.1. *Tourism and Bhutan*

Tourism is defined by World Tourism Organization (WTO) as "people, traveling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes". The tourism industry is reported to contribute USD 7.61 Trillion to the global economy as of 2016, during the same time hotels were estimated to contribute USD 550 billion. According to Tourism Council in Bhutan (TCB), Bhutan opened its door for the outside world in the year 1971 through the formulation of Tourism Regulation. However, it adds that tourism was introduced in the year 1974 with the arrival of 287 tariff paying tourists in Bhutan. The number of tourists increased from 287 to close to 41,000 tariff paying tourist in the year 2010 (International Trade Forum, 2011). Many

scholars who have interest in the Bhutanese tourism sector have applauded the successful tourism policy of “high value, low volume” policy initially implemented in Bhutan that later was renamed as “high value, low impact” (Lhendup and Panda,2020; Ghosh and Chakraborty,2020). The Review Report on Tourism Policy and Strategies (2016) states that the policy has been very successful in developing Bhutan as a niche destination for travelers worldwide especially for cultural and ecological tourism. As tourism plays a vital role in generating employment opportunities and revenue and also encouraging increasing number of entrepreneurs to invest in the tourism sector (Trusova et al., 2020). Considering the geography of the kingdom, Bhutanese tourism sector is dependent on the season i.e., March-April and October-November are considered as peak months for the tourism as the weather is ideal for mountain hiking and trekking along with regional festivals being organized in different parts of the kingdom. January-February and June-July are considered as lean season as due to the rain it becomes hard for the tourist to trek and the other activities also get hampered. According to Review Report on Tourism Policy and Strategies (2016), All tours are to be led by licensed Bhutanese guides and there are about 2500 licensed guides in the country.

1.2. Regional Tourists

According to Bhutan Tourism Monitor (BTM, 2016), visitors from Maldives, Bangladesh and India are referred to as regional tourists in Bhutan. Tourism Council of Bhutan (TCB) states that with the zero percent tariff on the regional tourist, there are increasing number of regional tourist in our country. The regional tourist does not have to pay USD 200 to 250 tariff like the foreign tourist (Tourism Council of Bhutan [TCB]).

In the country, we see opportunities for the hoteliers who do not operate three-to-five-star hotels in Thimphu, Paro and Phuentsholing which mainly serves as tourist destination for regional tourist. According to the Tourism Monitor Report 2015, 73% of non-tariff tourists come from Phuentsholing, 26.68% from Paro Airport, 0.05% from Gelephu and 0.26% from SamdrupJongkhar. The large number of non-tariff tourists have benefitted small and medium budgeted hotels including some of the three-star hotels.

As stated, by Dorji Wangdi, who is a Member of Parliament, on the steadily increasing number of non-tariff tourists over the years, “The main issue with non-tariff tourists is that they travel in their own vehicle which increases the number of vehicles in the country. There is also the issue of accidents and deaths of non-tariff tourists in the country,” he said, adding that most non-tariff tourists travel without guides. Chhimmy Pem, Director of Tourism Council of Bhutan said that there are issues in terms of littering, crowding out of important places like Dzongs and Lhakhangs.

During the years 2011-2016, total number of regional tourists visiting in the country was 146,797 of which 114,301 were Indians and 7,753 from Bangladesh and 69% of regional tourist arrived over land and rest from air (BTM, 2016). The maximum number of regional tourists visited the country in May of 2016 at a record of 23,694, according to BTM 2016. It also states that the highest number of visitors from the region were from India with 98.1%, 1.5% from Bangladesh and 0.4% from Maldives. In addition, in the year 2016, mostly male regional tourists comprise of 64.8% and female of 35.2% where majority of regional tourists were young which falls within the age range of 22-45. 52% of regional tourists stayed in non-star hotel, 38% stayed in star-rated hotels and around 7% of them stayed in lodges (BTM, 2016). The regional tourists are not covered under the 'high value, low impact', policy of the government and thus, do not have to pay the usual USD 200 to USD 265 a day, they visit Bhutan without the need to have a guide and driver as many of them drive their own

vehicle without any restriction in any part of the country, some the regional tourists bring their own groceries and picnic around the country which leads to littering the places. It is leading to a greater number of regional tourists visiting Bhutan which is a big issue for Bhutan as it has negative impacts on the country. So, the tour operator also suggested implementing strong regulation and policy concerning regional tourists in order to maintain 'High Value, Low Impact' (Wangmo, 2017).

1.3. Significance of the study & Problem statement

Bhutan has hundreds of hotels located all across the country which range from small, simple and local hotels (budgeted) to luxurious resorts (three-, four- and five-star hotels) for affluent travelers seeking the ultimate gateway but in terms of tourists all the tour operators are required to provide their guests with minimum of three-star accommodation so that they can assure the tourists a comfort (Tourism Council of Bhutan, 2017). Only the hotels with at least three-star ratings can host the tariff paying guests, the other non-star hotels depend heavily on the regional tourists. On the other hand, regional tourists too tend to stay in budgeted hotels. Most of the regional tourists bring their own vehicle and food and of them are even seen setting up camps (Hotels in Bhutan, 2018).

Hotel Industry is crucial for Bhutan as it is an integral part of the tourism sector generating foreign exchange and employment opportunities (Travels, 2018). As a greater number of tourists are interested to visit Bhutan, Bhutan Tourism Corporation encouraged a greater number of hotels for the tourists as it can be able to generate more income and lead to growth and development of our country (International Trade Forum, 2011). It is essential to ensure a good travel experience to the tourists for which it is important to have hotels with well- set quality standards designed as per health-hygiene, operation and safety guidelines of the country (Solution, 2018). So, well set-up hotels can help in generating more income and will be able to generate more employment opportunities. Bhutan's tourism policy of 'High Value, Low Impact' limits the number of tourists visiting the country and the increasing number of regional tourists also limits the number of dollar-paying tourists who uses the services of three-star to five-star hotels.

Based on these observations the researchers studied this field to find out the impact of increasing number of non-dollars paying (regional) tourists on hotel industries which leads us to do findings of the gap between the demand and the supply of non-dollar paying (regional) tourists in the hotel industries during the peak season and the lean season, potentiality of non-dollar paying (regional) tourists in Bhutan and challenges and prospects among hotel industries. The number of tourists who have visited the kingdom in 2016 was 2,09,000 (Dorji, n.d) out of which fifty percent of the tourists were regional tourists. As the tourism industry has become one of the major contributors to the economy of Bhutan with the increasing number of tourists visit to the country every year, the researchers have found regional tourists receiving less importance in the body of literature, further, very limited studies have been conducted in the context of Bhutan in the arena of tourism. As tourism sector is expected to regain the momentum after covid era, a bigger dependency on the regional tourist is expected in the times to come and their impact on the Bhutanese tourism sector requires attention and deliberations.

2. Background and Review of Literature

According to travel on spot, tourism as we know it today began taking shape in 16th-18th centuries, when wealthy young people started to travel the world with the sole purpose of gaining knowledge and crossing over from childhood to the world of adults. On July the 5th, 1841, Thomas Cook took 570 of his alcoholic parishioners to a gathering of Loughborough's

temperance society on a train. He fed them and also took care of entertainment and accommodation showed them that having a good time does not require alcohol (Travel on Spot, 2016). He organized more of these tours and eventually started his own travel business. Thomas Cook's success in the business is considered to mark the birth of modern tourism. Travelers are attracted to the natural beauty or the environment like site scenes, high mountains, deep sea, friendly people, different social group, unique culture and important historical and religious resources which comes as a free gift to the country unlike other development sectors such as manufacturing or mining industries and others. Due to such nature of tourism, its investment is believed to be less capital intensive for both maintenance and development purpose. Hence, World Tourism Organization and International Hotel and Restaurant Association (WTO & IHRA, 1999) acknowledged that tourism emphasis its role of importance for economic and sustainable development mostly in less developed countries (Theobald, 2005; Richter, 2019; Strickland, 2019).

In Bhutan, the Government agency started its first tourism industry in Bhutan in 1974 named Bhutan Tourism Corporation and turned itself private in 1991 and now the revenue generation for tourism industry has witnessed a significant growth to USD 73 million in 2014 from USD 2 million (Statistical Yearbook of Bhutan [SYB], 2016;). The tourism industry has enjoyed the continuous growth ever since due to its pristine state of culture and natural heritage attracting all walks of life (SYB, 2016; Sharma, 2019; Strickland, 2019). The tourism council of Bhutan has kept the minimum daily package cost as USD 200 for off seasons and USD 250 for the peak seasons, that covers the cost of a 3-star hotel accommodation, all meals, a licensed tour guide. This package also includes the in-country transportation, camping equipment's and internal taxes. From this sum, the contribution of USD 65 is taken by the government to be spent on facilities like free education, free healthcare, poverty alleviation and developing infrastructure. The regional tourists on the other hand are exempted from such requirements. The regional tourists need not pay the daily tariff and are under no compulsion of selecting the hotel. Thus, most prefer staying in local hotels which are cheaper than 3-to-5-star hotels. According to the Tourism Monitor Report 2015, 73% of nontariff tourists come from Phuentsholing (the land border with India), 26.7% from Paro Airport, 0.1% from Gelephu and 0.3% from SamdrupJ ongkhar. The large number of non-tariff tourists has benefitted small and medium budgeted hotels including some of the three-star hotels.

During the year 2011-2016, total number of regional tourists visiting in the country was 146,797 of which 114,301 were from India and 7,753 were from Bangladesh and 69% of regional tourist arrived over land and rest from air (BTM, 2016). The maximum number of regional tourists visited the country in May of 2016 at a record of 23,694, according to BTM 2016. It also states that the highest number of visitors from the region was from India with 98.1%, 1.5% from Bangladesh and 0.4% from Maldives. In the year 2016 mostly, male regional tourists comprise of 64.8% and female of 35.2%. Majority of regional tourists were young which falls within the age range of 22-45. 52% of regional tourists stayed in non-star hotel, 38% stayed in star-rated hotels and around 7% of them stayed in lodges (BTM, 2016).

It can be clearly drawn that every year, there is increasing flow of tourist in the kingdom especially regional tourists. Their flow has both negative as well as positive impact on the country (Lhendup & Panda, 2021; Sharma, 2019) . Due to the non-tariff policy, the regional tourist gets more freedom with regards to lodging, accommodation, transportation and food. Bhutan has hundreds of hotels located all across the country which ranged from small, simple and local hotels (budgeted) to luxurious resorts (three-, four- and five-star hotels) for affluent travelers seeking the ultimate gateway but in terms of tourists all the tour operators

are required to provide their guests with minimum of three-star accommodation so that they can assure the tourists a comfort (TCB, 2017).

2.1. Factors utilized for the Purpose of this Study

There are couple of important factors that influence the inflow of regional tourists (India, Bangladesh and Maldives) in the kingdom and it determines the increase or decrease of such inflow. The following are the factors:

2.1.1. Regional Tourists and Their Preferences

Regional tourists consist of India, Maldives and Bangladesh. The tourists coming from these countries and their different preferences influence the study. To come and visit the kingdom, there are certain procedures and expenses that one needs to bear so it is not possible for all to visit and enjoy its star hotels. That's why affluent tourists and budgeted tourists also plays a role in influencing the regional tourism of the country. Thus, under hotels, there are budgeted hotels, 3 star hotels, 4 star hotels and 5 star hotels. All these hotels are available for different tourist as per their desire to spend.

Table 1. Regional Tourists and Their Preferences

Variable Coding	Factor 1: Regional Tourists and Their Preferences	Major Literatures and Studies
RT1	Regional (India, Bangladesh, Maldives, etc.) tourists are the highest visitors in our hotel.	Tourism Council of Bhutan. (n.d.); International Trade Forum (2011); Bhutan Tourism Monitor(2016); Wangdi, D. (n.d); Pem, C. (n.d); Wangmo(2017); Stastistical Yearbook of Bhutan (2016); Chris Cooper & Rebecca Sheperd. (2014); Lhendup & Panda (2021).
RT2	Our hotel receives major share of revenue from regional tourists.	Tourism Council of Bhutan. (n.d.); International Trade Forum (2011); Bhutan Tourism Monitor(2016); Wangdi, D. (n.d); Pem, C. (n.d); Wangmo(2017); Hotels in Bhutan(2018); Chris Cooper & Rebecca Sheperd. (2014); Lhendup & Panda (2021).
RT3	The regional tourists visiting our hotel are mostly high-end/affluent tourists.	Tourism Council of Bhutan. (n.d.); International Trade Forum (2011); Bhutan Tourism Monitor(2016); Wangdi, D. (n.d); Pem, C. (n.d); Hotels in Bhutan(2018); Stastistical Yearbook of Bhutan (2016); Chris Cooper & Rebecca Sheperd (2014); Lhendup & Panda (2021).
RT4	The regional tourists visiting our hotel are mostly low-end/budgeted tourists.	Tourism Council of Bhutan. (n.d.); International Trade Forum (2011); Bhutan Tourism Monitor(2016); Wangdi, D. (n.d); Pem, C. (n.d); Hotels in Bhutan(2018); Stastistical Yearbook of Bhutan (2016); Chris Cooper & Rebecca Sheperd (2014); Lhendup & Panda (2021).
RT5	From the three highest visiting regional countries (India, Bangladesh, Maldives, etc), tourists from India brings in the highest income.	Tourism Council of Bhutan. (n.d.); International Trade Forum (2011); Bhutan Tourism Monitor(2016); Wangdi, D. (n.d); Pem, C. (n.d); Wangmo(2017); Hotels in Bhutan(2018); Stastistical Yearbook of Bhutan (2016); Chris Cooper & Rebecca Sheperd (2014); Lhendup & Panda (2021).
RT6	The regional tourists bring their own vehicle.	Tourism Council of Bhutan. (n.d.); International Trade Forum (2011); Bhutan Tourism Monitor(2016); Wangdi, D. (n.d); Wangmo(2017); Hotels in Bhutan(2018); Stastistical Yearbook of Bhutan (2016); Chris Cooper & Rebecca Sheperd (2014); Lhendup & Panda (2021).
RT7	Rooms with balconies are selected by the regional tourists.	International Trade Forum (2011); Bhutan Tourism Monitor(2016); Pem, C. (n.d); Wangmo(2017); Hotels in Bhutan(2018); Stastistical Yearbook of Bhutan (2016); Chris Cooper & Rebecca Sheperd. (2014); Lhendup & Panda (2021).
RT8	Extra bed is usually asked per family by the regional tourists.	Tourism Council of Bhutan. (n.d.); International Trade Forum (2011); Bhutan Tourism Monitor(2016); Wangdi, D. (n.d); Pem, C. (n.d); Wangmo(2017); Hotels in Bhutan(2018); Chris Cooper & Rebecca Sheperd. (2014); Lhendup & Panda (2021).
RT9	The regional tourists usually eat in the restaurant within the hotel premise.	Tourism Council of Bhutan. (n.d.); International Trade Forum (2011); Bhutan Tourism Monitor(2016); Wangdi, D. (n.d); Pem, C. (n.d); Hotels in Bhutan(2018); Stastistical Yearbook of Bhutan (2016); Chris Cooper & Rebecca Sheperd. (2014); Lhendup & Panda (2021).
RT10	There is sufficient parking space for the regional tourists coming with their own vehicle.	Tourism Council of Bhutan. (n.d.); International Trade Forum (2011); Bhutan Tourism Monitor(2016); Wangdi, D. (n.d); Pem, C. (n.d); Wangmo(2017); Hotels in Bhutan(2018); Stastistical Yearbook of Bhutan (2016); Lhendup & Panda (2021).

2.1.1. E-Technology

Electronic Technology plays a vital role now with the emerging modernization and development. For the kingdom like Bhutan, it still be a developing country, it has many ladders to climb before coming to equal footings in terms of technology with the rest of the world. According to Anderson and Henriksen, 2006, it states that one of the primary objectives of the E-Bhutan project is to focus on e-governance initiatives for public and private agencies involved in the tourism sector. However, due to the rapid development and exposure to the world, there are electronic/online reservation of rooms and also electronic payments available in the country (Andersen and Henriksen, 2016). This brings convenience to the tourists and comfort to their minds. Therefore, this factor plays a vital role in influencing regional tourism.

Table 2. E-Technology

Variable Coding	Factor 2: E-Technology	Major Literatures and Studies
ET1	Rooms are booked via e-reservation by the regional tourists visiting our hotel.	Chaisawat, K. N. (2011); Travel Trade Journal (2017); Andersen and Henriksen (2016); Lhendup & Panda (2021).
ET2	Regional tourists usually go for on arrival bookings.	Chaisawat, K. N. (2011); Travel Trade Journal (2017); Andersen and Henriksen (2016); Lhendup & Panda (2021).
ET3	E-Booking is beneficial to our hotel.	Chaisawat, K. N. (2011); Travel Trade Journal (2017); Andersen and Henriksen (2016); Lhendup & Panda (2021).
ET4	Payment are done via electronic methods.	Chaisawat, K. N. (2011); Travel Trade Journal (2017); Andersen and Henriksen (2016); Lhendup & Panda (2021).
ET5	The location of rooms are selected by the regional tourists before their arrival.	Chaisawat, K. N. (2011); Travel Trade Journal (2017); Andersen and Henriksen (2016); Lhendup & Panda (2021).

2.1.3 Government Policies

Government policies imply that all tourists should check in the country through immigration and it is not an easy process to complete. For example, firstly, just to get to immigration, if the person arrives in Phuentsholing on Friday evening, then he will have to wait for another two days (Saturday and Sunday) till the office opens on Monday, which leads to wastage of time and money. Secondly, if the person entering in the country gets to go to Thimphu and wants to later visit Punakha, he has to follow certain procedures to go to Punakha, which is time consuming. Thus policies laid down by the government also play a vital role in influencing the regional tourism.

Table 4. Government Policies

Item Code	statement	Major Literatures and Studies
GP1	The taxation system is favorable for our hotel.	Review Report on Tourism Policy and Strategies (2016); Tourism Council of Bhutan (n.d.); Druk Asia (n.d.); Dorji, T. (n.d.); Business Bhutan (2016); Lhendup and Panda (2020); Ghosh and Chakraborty (2020)
GP2	The government policies are supportive and encouraging.	Review Report on Tourism Policy and Strategies (2016); Tourism Council of Bhutan (n.d.); Druk Asia (n.d.); Dorji, T. (n.d.); Business Bhutan (2016), Tshering (2015) ; Lhendup and Panda (2020); Ghosh and Chakraborty (2020)
GP3	The slogan 'High Value, Low Impact' has affected us adversely.	Statistical Yearbook of Bhutan (2016); Review Report on Tourism Policy and Strategies (2016); Tourism Council of Bhutan (n.d.); Druk Asia (n.d.); Dorji, T. (n.d.); Business Bhutan (2016), Tshering (2015) ; Lhendup and Panda (2020); Ghosh and Chakraborty (2020); Strickland (2019). (Strickland, 2019)
GP4	Immigration rules are favorable and conducive.	Statistical Yearbook of Bhutan (2016); Review Report on Tourism Policy and Strategies (2016); Druk Asia (n.d.); Dorji, T. (n.d.); Business Bhutan (2016), Tshering (2015) ; Lhendup and Panda (2020); Ghosh and Chakraborty (2020); Strickland (2019).
GP5	Government facilities are adequate.	Review Report on Tourism Policy and Strategies (2016); Tourism Council of Bhutan (n.d.); Druk Asia (n.d.); Dorji, T. (n.d.); Business Bhutan (2016), Tshering (2015) ; Lhendup and Panda (2020); Ghosh and Chakraborty (2020); Strickland (2019).

2.1.4 Increasing Capacity

Our research focuses on whether the capacity of hotels has increased over the years or has the number of hotels increased or both. The reason for this is because regional tourists has been increasing over the years rapidly and along with it, their accommodation has also risen. Thus, the demand and supply of accommodation is at par or is there any alteration, for that reason, capacity plays an important role. It effects the number of regional tourists coming to the country. Other than the capacity, services available for the tourists also influence their inflow (Lhendup and Panda, 2020). The question of whether the hotels provide satisfactory services to the tourists effects the regional tourism of the country.

Table 5. Increasing Capacity

Variable Coding	Factor 5: Increasing Capacity	Major Literatures and Studies
IC1	The number of rooms in the hotel has increased.	Hanqin Qui Zhang, Ellen Wu, (n.d.); International Trade Forum(2011); Market Size of the Global Hotel Industry (2017).
IC2	The standard of the rooms of the hotel has increased.	Hanqin Qui Zhang, Ellen Wu, (n.d.); International Trade Forum(2011); Market Size of the Global Hotel Industry (2017).
IC3	The number of staff in the hotel has increased.	Hanqin Qui Zhang, Ellen Wu, (n.d.); International Trade Forum(2011); Market Size of the Global Hotel Industry (2017).
IC4	Our acceptance in the market has increased in recent years.	Hanqin Qui Zhang, Ellen Wu, (n.d.); International Trade Forum(2011); Market Size of the Global Hotel Industry (2017).
IC5	Extra beds has been added in the rooms in recent years.	Hanqin Qui Zhang, Ellen Wu, (n.d.); International Trade Forum(2011); Market Size of the Global Hotel Industry (2017).

2.2. Proposed Model/Conceptual Model

Based on the literature review it has been found that the government policies play a vital role in the way hotel industry functions in the country. further, the definition and policies of regional tourists also depends largely on the government policies. In this premise the following model has been proposed for the study.

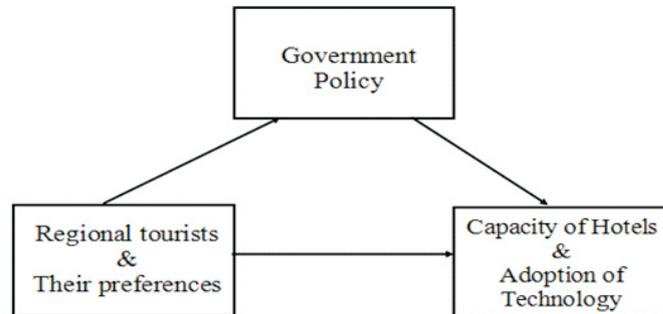


Figure 1. Proposed Model

The above model tests the direct relation that regional tourists and their preferences (RT) has on capacity of hotels and adoption of technology. For this purpose, capacity of hotels (IC) and e-technology (ET) have been combined as one factor (ETIC). This model further explores the mediating role of the government policies (GP). This model is expected to test the following main hypothesis;

- H1:** Regional tourists have direct impact on capacity of hotels and adoption of technology.
- H2:** Government policies have a significant relation to regional tourists and their preferences.
- H3:** Government policies have a significant relation to capacity of hotels and adoption of technology.
- H4:** Government policies have a significant mediating role between regional tourists and their preferences and capacity of hotels and adoption of technology

1. Research Methodology

The hotels at Thimphu, Paro, and Phuentsholing were selected for study because it has a large representation of hotels in Bhutan. Target population involved in the study consisted of all the Managers of the hotel. The hotel's Information was obtained from www.hotel.bt indicated that there were two hundred fifty-four hotels registered as of 2018. The major hotels were located at Thimphu as 68, Paro 51, and Phuentsholing 27. Therefore, the researchers have conducted survey in Dzongkhag based on the majority of hotels located. Since the researchers were new to the hotel industry with limited connections, snowball sampling technique was utilized where the hotel managers were asked to connect the other hotel's managers/owner to register the response. The research team in Bhutan visited each of the hotels in person to take their feedback and responses on the questionnaire. The profile of the hotels is given as under table 7.

Table 7. Hotels' Profile

	Responses	Percentage
Type of Hotel	5-Star Hotel	1
	4-Star Hotel	2.1
	3-Star Hotel	44.3
	Budget Hotel	52.6
Hotels Location	Thimphu	45.4
	Paro	35.1
	Phuentsholing	19.6
Visit of Regional Tourists	Yes	84.5
	No	15.5
Non-Regional Tourist	Yes	50.5
	No	49.5
Dedicated Parking Facility	Yes	63.9
	No	36.1
Wi-Fi Facility	Yes	81.4
	No	18.6
Laundry Facility	Yes	70.1
	No	29.9
Availability of Bar	Yes	90.7
	No	9.3
Availability of restaurant	Yes	100
	No	0
Availability of convenience shop	Yes	13.4
	No	86.6
Availability of Spa	Yes	28.9
	No	71.1
Availability of Conference Hall	Yes	38.1
	No	61.9

N=97

The number of hotels covered by the group as per the ratings of the hotels starts from budget hotel to 5-star hotel. The sample of the data collected by the group includes 52.6 percent of budgeted hotels, 44.3 percent of 3-star hotels, 2.1 percent of 4-star hotels and 1 percent of 5-star hotels. In our sample 45.4 percent of hotels were located in Thimphu, 35.1 percent were located in Paro and 19.6 percent were located in Phuentsholing in terms of percentage. We collected the data from hotels which provided lodging facilities.

It can be seen that 84.5% hoteliers deal with regional tourists and 15.5% hoteliers does not deal with regional tourists, whereas 50.5% hoteliers deal with non-regional tourists and 49.5% hoteliers does not deal with non-regional tourists.

In terms of facilities available in the hotels., 63.9% hotels have its own parking space while 36.1% does not have parking space for the regional tourists visiting the hotels.81.4% of hoteliers provide Wi-Fi facilities and 18.6% of hoteliers do not provide Wi-Fi facilities to the visitors. 70.1% of hoteliers have laundry service and 29.9% of hoteliers do not have laundry services.90.7% of the hotels have its own bar whereas 9.3% does not have their own bar for the visitors. All the sampled hotels had their own restaurants catering to the food requirement of the guests. 13.4% hotels have their own shopping center and souvenir while 86.6% hotels do not have. We can conclude from the above result generated that 28.9 percent of the hotels provide spa facility and 71.1 percent did not have spa facility. We can conclude from the above result generated that 38.1 percent of the hotels had conference hall and 61.9 percent were not having conference hall. To check the reliability of the data utilized, Cronbach alpha values have been utilized as the measurement variable as given under table 8.

Table 8. Reliability Analysis

S. No.	Variables	No. of Items	Cronbach's Alpha
1	Regional Tourists and their preferences	10	.558
2.	E-Technology	5	.621
4.	Increase in Capacity	5	.692
6.	Government Policies	6	.636
7.	Overall	26	.712

Cronbach (1951) suggested that alpha value more than .5 shows the acceptable level and it's considered to be reliable. The alpha value above .7 is considered to be very good i.e., highly reliable. This means that the data collected has a decent level of internal consistency and thus is referred as reliable. As seen from the Table 4.13. Cronbach's Alpha has achieved the acceptable figures i.e., >.5 with an overall alpha value of >.7. This means the data is reliable and can be used for the present study on a liberal side.

4. Data Analysis and Interpretations

The analysis of the data collected through 97 samples from three locations i.e. Thimphu, Paro and Phuentsholing for which the mean scores of the responses have been analyzed followed by correlation and regression analysis. To check the model, SEM analysis has been performed through AMOS-20. The p values of correlation and regression have been used to test the proposed hypotheses.

4.1. Mean Analysis

Table 9. Descriptive Statistics of Regional Tourists and Their Preferences

	N	Mean	Std. Deviation
RT1	97	3.9175	1.06722
RT2	97	3.4124	1.12502
RT3	97	3.2165	1.02293
RT4	97	3.2784	.93254
RT5	97	3.8557	1.07034
RT6	97	3.2165	.86875
RT7	97	3.0309	1.14067
RT8	97	3.8351	.77299
RT9	97	3.3608	.76629
RT10	97	3.2268	1.21196
Valid N (listwise)	97		

As it can be seen from the Table 4.1.9, at an overall level the mean score suggests that the mean values are towards the agreement scale i.e., 3 to 4. This suggests that majority of the respondents agreed to the statements pertaining to RT.

Table 10. Descriptive Statistics of E-Technology

	N	Mean	Std. Deviation
ET1	97	3.3402	1.18045
ET2	97	3.2784	1.01799
ET3	97	3.6186	1.09395
ET4	97	2.7732	1.14114
ET5	97	3.2474	.96858
Valid N (listwise)	97		

As it can be seen from the Table 4.1.10, at an overall level the mean score suggests that the mean values are towards the agreement scale i.e. 3 to 4 except ET4 (2.7732). Thus, the Orientation has been achieved on the agreement side for this variable.

Table 11. Descriptive Statistics of Increasing Capacity of Hotels

	N	Mean	Std. Deviation
IC1	97	2.6082	1.23791
IC2	97	3.4536	1.11823
IC3	97	3.4021	1.13339
IC4	97	3.5876	.96558
IC5	97	2.9485	1.08370
Valid N (listwise)	97		

As it can be seen from the Table 4.1.11, at an overall level the mean score suggests that the mean values are towards the agreement scale i.e. 3 to 4 except IC1 (2.6082) and IC5 (2.9485). Thus, the Orientation has been achieved on the agreement side for this variable.

Table 12. Descriptive Statistics of Government Policies

	N	Mean	Std. Deviation
GP1	97	3.5361	.91358
GP2	97	3.5876	.94376
GP3	97	2.6804	1.00568
GP4	97	3.5773	.97719
GP5	97	3.5361	.84239
GP6	97	3.2062	1.03015
Valid N (listwise)	97		

As it can be seen from the Table 4.1.12, at an overall level the mean score suggests that the mean values are towards the agreement scale i.e., 3 to 4 except GP3 (2.6804). Thus, the Orientation has been achieved on the agreement side for this variable.

4.5. Correlation Analysis

Table 13. Pearson Correlation (All variables)

	RT	ET	IC	GP
RT	1	.561**	.438**	.270**
ET		1	.470**	.196
IC			1	.308**
GP				1

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

N=97

Significant means the probability of not happening an event where the probability of not happening is 0.01, which means 99% of the time it, will happen. RT has a positive, significant and moderate correlation with IC. Thus, it says that if capacity increases of hotels then RT will also increase. GP is having a weak but significant impact which means GP too has a role

Table 14. Pearson Correlation (Proposed Model Variables)

	GP	ET& IC	RT
GP	1	.297**	.270**
ET & IC		1	.579**
RT			1

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

The correlation analysis is performed to evaluate the statistical relationship between the variables. The actual correlation coefficient tells the strength of a linear relation between variables. The correlation value between GP and ETIC is 0.297 and GP and RT is 0.270. Therefore, there is almost moderate positive correlation between both GP and ETIC and GP and RT.

The significance level (p) is 0.01. In the above table, the significance value between GP with ETIC and RT is 0.003 and 0.007 respectively. The significance values are less than significance level (p). So, there is significant relationship between GP with ETIC and RT.

4.6. Structural Equation Model (SEM)

It is the statistical technique for building and testing statistical models, which are often casual models. It is a hybrid technique that encompasses aspects of confirmatory factor analysis, path analysis and regression, which can be seen as special cases of SEM (DM STAT-1, n.d). The basis of the measurement revolves around the fit indices: GFI (Good fit Indices); CFI (Comparative Fit Indices); χ^2/df (Chi Square) and RMSEA (Root Mean Square Error Approximation).

4.6.1. Factor for Regional Tourists and Their Preferences

With 10 items, one dimensional construct was made, with improvement of the model (by deleting few items) based on exploratory factor analysis as per the recommendations of Hair et al (2006) the fit indices were obtained as GFI = .964, CFI = .981, $\chi^2/df = 1.168$, $p < .05$ and RMSEA = .042, indicating a good fit. It has retained seven items and standardized beta values of seven items were .832 ($p < .01$), .735 ($p < .01$), .475 ($p < .01$), .495 ($p < .01$), .074 ($p < .01$), .259 ($p < .01$) and .061 ($p < .01$) respectively as given in the Figure 2.

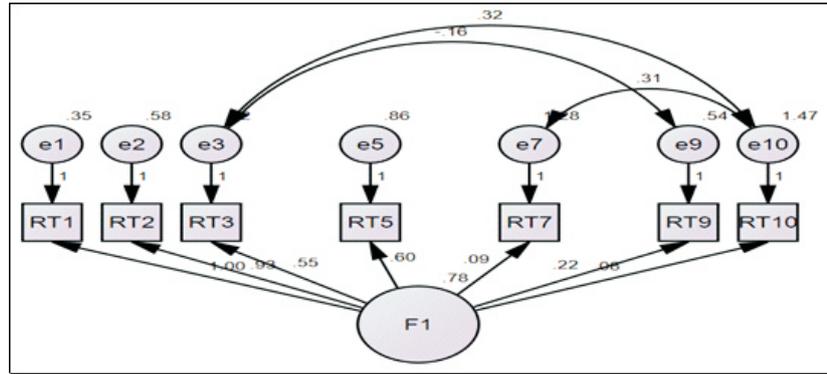


Figure 2. Path Diagram for Regional Tourists and Their Preferences

4.6.2. Factor for Government Policies

With 6 items, one dimensional construct was made, with improvement of the model (by deleting few items) based on exploratory factor analysis as per the recommendations of Hair et al (2006) the fit indices were obtained as: GFI = .972, CFI = 1.000, $\chi^2/df = .974$, $p < .05$ and RMSEA = .000, indicating a good fit. It has retained all six items and standardized beta values of six items were .493 ($p < .01$), .740 ($p < .01$), -.051, .776 ($p < .01$), .776 ($p < .01$) and .385 ($p < .01$) respectively as given in Figure 3.

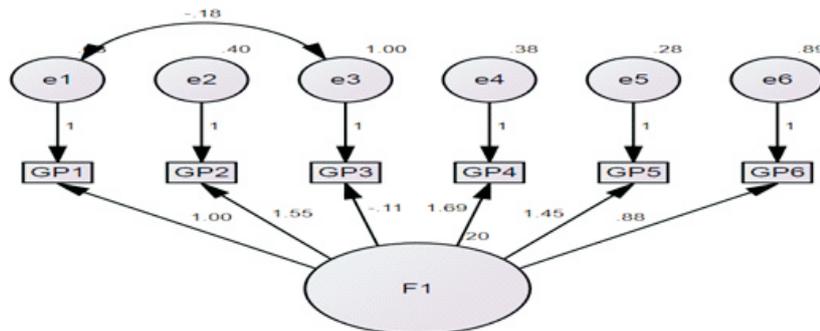


Figure 3. Path Diagram for Government Policies

4.6.3. Factor for Increasing Capacity and Adoption of E-Technology

This was one dimensional construct with 10 items. The result of the CFA indicated that hypothesized model did not fit the data well. Improvement of the model was obtained without deleting any items based on exploratory factor analysis, high modification indices and residuals suggested by Hair et al (2006). The fit indices revised model were as follows: GFI (Good fit Indices) = .944, CFI (Comparative fit Indices) = .996, $\chi^2/df = 1.031$, $p < .05$ and RMSEA (Root Mean Square Error Approximation) = .018, indicating a good fit. It has retained all ten items and standardized beta values of ten items were .770 ($p < .01$), -.003, .687 ($p < .01$), .626 ($p < .01$), .386 ($p < .01$), .189 ($p < .01$), .482 ($p < .01$), .568 ($p < .01$), .430 ($p < .01$) and .354 ($p < .01$) respectively as given in the diagram ahead:

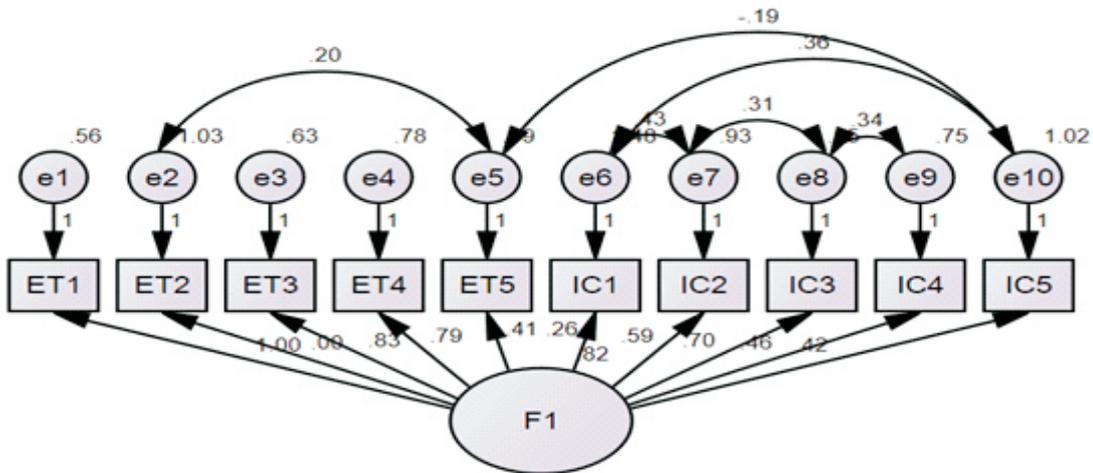


Figure 4. Path Diagram for Increasing Capacity and Adoption of E-Technology

4.6.4. Mediation Analysis

Mediation is the hypothesized casual chain in which one variable affects a second variable that, in turn, affects a third variable (Newsom, 2015).

4.6.4.1. Direct Analysis

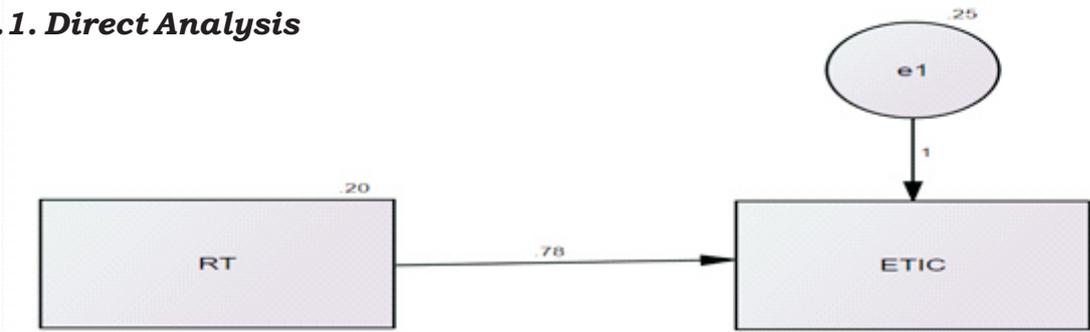


Figure 5. Path Diagram for Proposed Model (without mediator)

Table 16. Regression Estimate of the Proposed Model (without mediator)

	Direction	Variable	Estimate	C.R.	P
Increasing Capacity and Adoption of E-Technology (ETIC)	<---	Regional Tourists and Their Preferences (RT)	.784	6.966	***

Standardized Regression Weights = .579

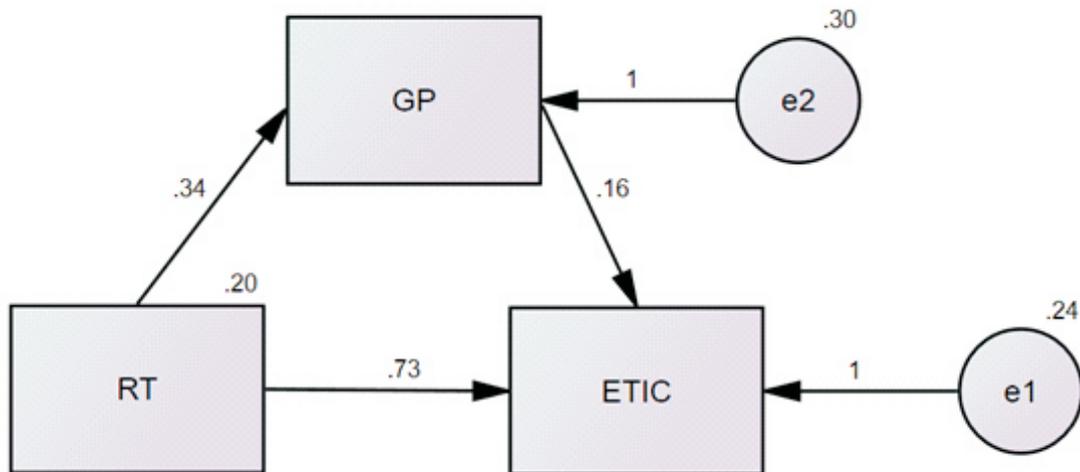


Figure 6. Path Diagram for Proposed Model (with mediator)

Table 17. Regression Estimate of the Proposed Model (with mediator)

	Direction	Variable	Estimate	C.R.	P
Government Policies	<---	Regional Tourists and Their Preferences	.339	2.747	.006
Increasing Capacity and Adoption of E-Technology	<---	Regional Tourists and Their Preferences	.729	6.337	***
Increasing Capacity and Adoption of E-Technology	<---	Government Policies	.163	1.778	.075

The above analysis proves that there is a direct relationship between regional tourists and their preferences (RT) and increasing capacity and adoption of e-technology (ETIC). Further there is no mediator role played by government policies (GP). This leads to acceptance of H1 and rejection of H4. The snapshot of the same is given below.

Table 18. Broad Hypothesis

H1: Regional tourists have direct impact on capacity of hotels and adoption of technology.	Accepted
H4: Government policies have a significant mediating role between regional tourists and their preferences and capacity of hotels and adoption of technology.	Rejected

5. Conclusions

Bhutan started to open its door to the outside world with the formulation of Tourism Regulation in the year 1971. However, tourism was introduced in the year 1974 with the arrival of 287 tariff paying tourists in Bhutan. A regional tourist is a tourist visiting a country other than that in which he/she has a normal residence but within a defined geographical region. Visitors from India, Bangladesh and the Maldives are referred to as regional tourists in Bhutan. Regional tourists visiting Bhutan need not have to pay the USD 200 to 250 that is levied on non-regional tourists.

The research that the group has done is on the impact of increasing number of regional tourists on the hotel industry in Bhutan. Through the research the group has come to know that the independent variables like tourists season, capacity of hotel and the adoption of the e-technology, government policies, customers feedback have some relationship with the dependent variable i.e., regional tourists.

After collecting the sample of 52.6 percent of budgeted hotels, 44.3 percent of 3 star hotels, 2.1 percent of 4-star hotels and 1 percent of 5 star hotels from Thimphu, Paro and Phuentsholing. The group came to know that variables like tourists season do not have any impact on the regional tourists. So no matter what the tourists season maybe there will not be any difference in the number of regional tourists visiting Bhutan. Whereas variables like e-technology have a huge impact on the tourism and hotel industry in Bhutan.

5.1. Tourists' Seasons and Regional Tourists

Bhutan faces geographical issues and the same has impacted the tourists seasons as well. TCB (2017) has segregated the seasons as peak tourists season and off tourists seasons. This shows the dominance of season governing agencies consider while deciding their policies. The researchers also tested this issue by way of the following research questions for regional tourists.

Question 1: Does tourist seasons play any role in the visit of regional tourists?

The correlation analysis suggests that there is no significant relation between tourists seasons and regional tourists. Regional tourists relation with tourists seasons is negative and insignificant plus it's a weak correlation which means tourists seasons has no relation with regional tourists.

This in other words suggests that regional tourists visit is not affected by seasons and can be seen as an all year-round business opportunity for the hotels. Thus, special attention is required to preserve the visits of regional tourists by way of policies and practices.

5.2. Effect of Regional Tourists on the Capacity of Hotels and Adoption of E-Technology

Since the time Bhutan opened its door to tourists, number of hotels in the country has increased drastically. Alongside with it, government also introduced its slogan 'High Value, Low Impact' which had an impact on the flow of tourists. Later on hotels were also introduced to improve tourism sector but it failed miserably (Lhendup and Panda, 2021; Lhendup and Panda, 2020; Ghosh and Chakraborty, 2020; Travel Trade Journal, 2017). Thus, the same was tested through the following research question.

Question 2: What is the impact of regional tourists on the capacity and the adoption of e-technology of hotels?

Regional tourists have an impact on the capacity and the adoption of e-technology of hotels. This has been proven through regression analysis where the p value was found less than .05, this helped us to test the hypothesis H1. The same model was also tested through SEM analysis which found a direct relation between regional tourists and capacity of hotels and adoption of e-technology.

This helps us to conclude that regional tourists have impacted the hotels. That is the hotels had to increase their capacity and have also influenced them to adopt e-technology.

5.3. Role of Government and their Policies

For the development of any country, government policies plays a major role. Bhutan as a kingdom follows the principle of 'High Value, Low Impact' for its tourism sector (Lhendup and Panda,2020; Ghosh and Chakraborty,2020). However regional tourists defy this principle. According to Review Report on Tourism Policy and Strategies (2016) government policies play a major role in tourism for any country. The researchers also tested this issue by way of the following research questions for regional tourists.

Question 3: What is the relationship between government policies and regional tourists visiting Bhutan?

The correlation analysis suggest that role of government policies has a significant relation on regional tourists visiting Bhutan though it is not very strong.

Thus, in other words the inflow of regional tourists is affected by the government policies and government should bring in policies, which are easy, and fast to process in order to improve the flow of tourists.

5.4. Effect of Government Policies on the Capacity of Hotels and Adoption of E-Technology

In every country, government plays an important role in formulation of policies and regulations. No policies pertaining to e-technology were found for hotels in Bhutan but researchers do not have the opinion of not having any. However, there are policies pertaining to infrastructure, building, land, forest cover, sanitation, electricity and water in the kingdom (Guiding Development Philosophy, The Land Act of Bhutan 2007, National Forest Policy of Bhutan 2009, National Sanitation and Hygiene Policy, Electricity Act of Bhutan 2001, Bhutan Water Vision and Bhutan Water Policy). These policies have a direct relation to the physical capacity of the hotels. To test this the following question was framed.

Question 4: What is the impact of government policies on capacity of hotels and adoption of e-technology?

On an overall view, through the use of regression analysis, government policies have significant impact on the capacity of hotels and adoption of e-technology. However, on an individual basis, increase in capacity is impacted by the government policies but not the e-technology since it is not significant. This is because government has no policies regarding e-technology in the kingdom. The researchers are of the opinion that a policy pertaining to the adoption of e-technology among hotels may influence the hotels to adopt the same and use it more effectively.

6. Recommendations

The following recommendations are made to the various stakeholders directly or indirectly impacted by this study:

6.1. *The Hotel Industry*

There is a strong relationship between the regional tourists and the capacity of the hotels and the adoption of e-technology in the hotels. Therefore, as there are a greater number of regional tourists visiting Bhutan, hoteliers can increase the capacity of the hotels in order to attract a greater number of regional tourists which leads to the growth of the hotel industry.

6.2. *Government and its Allied Agency*

- Regional tourists have no significant relationship with tourists' season i.e., it has negative and weak correlation. This means regional tourists are going to come irrespective of the tourist seasons. So, we would like to recommend the Tourism Council of Bhutan to encourage a greater number of regional tourists in Bhutan throughout the year.
- The government policies have significant impact on regional tourists and their preferences. So, if the government policies are favorable, it will lead to the increasing number of regional tourists in Bhutan.

6.3. *Tour Agents*

It would be effective for the tour agents if they could adopt the e- technology because many things in the word are dealt through online and it can be more convenient for the regional tourists to avail the information and book the trip online.

6.4. *Researchers*

We would like to recommend the future researchers that in order to collect the data it would be better if they could go during the lean seasons because it would be convenient for them to collect the data as the hoteliers would not be busy during that time unlike the peak seasons.

7. Directions for Future Research

- Tourist agencies could be involved.
- Transportation means such as Druk Air and Tashi Air and other means of transportation could also be involved.
- Research could be done in a wider range/area.

7.1. *Limitations of the study*

- i. Out of total number of 146 hotels from Thimphu, Paro and Phuentsholing we have drawn a sample of 97 hotels therefore this research may not represent the result of all the 146 hotels from these three places.
- ii. Some of our respondents were very busy as it is the peak season for tourists visiting Bhutan so we might not get the 100 percent correct responses from the respondents.
- iii. Budgeted hoteliers were mostly uneducated so they might have given response based on their own understanding.
- iv. We were not able to meet the real owner or the manager of the hotels in some cases so we might not have got the correct responses from the receptionists.

References:

1. Analysis. New Jersey: Pearson International Edition
2. Anastas, J. (n.d.). Research Guides. Retrieved 2017, from USC Libraries: libguides.usc.edu.
3. Andersen, K.V. and Henriksen, H.Z. (2016). Impact analysis of e-tourism in Bhutan, working paper no. 9, Department of Informatics, Copenhagen Business School.
4. Babbie, E. R. (2010). Research Guides. Retrieved 11,01,2017, from Libraries: libguides.usc.edu.

5. Bhutan Electricity Authority. (2001). Electricity Act of Bhutan. Thimphu: BEA.
6. Chris Cooper, R. S. (2014). The Relationship between tourism education and the tourism industry: Implications for tourism Education. *Tourism Recreation Research*, 22, 34-47.
7. Cohen, E. (1972, Spring). Towards a Sociology of International Tourism. *Political Economics*, 164- 182.
8. Cronbach, L. J. (1951). Coefficient Alpha and the internal structure of tests. *Psychometrika*, 16(3), 297-334.
9. Dema, K. (2018). The cost of maximizing tourism benefits. Bhutan: Keys to Bhutan.
10. DM STAT-1. (n.d.). Definition of Structural Equation Modeling from wikipedia. DM STAT-1 Articles .
11. Dolkar, D. (2016, Nov 12). Upside of regional tourists.
12. Dorji, T. (n.d). Sustainability of Tourism in Bhutan. *Journal of Bhutan studies*, 4-6.
13. F.Theobald, W. (2005). *Global Tourism* (3rd edition ed.). (W. F. Theobald, Ed.) United States America: Library of Congress Cataloging-in-Publication Data.
14. Forum, I. T. (2011). *Bhutan:A model for sustainable tourism development*. Switzerland: Trade Forum Editorial.
15. Ghosh, B. K. and Chakraborty, Suman (2020) Implications of Paradigm Shift in Tourism Policy : An Evidence of Bhutan. *Prabandhan Indian journal of management*. 01-13.
16. Given, L. (2008). Sage research method . *The SAGE Encyclopedia of Qualitative Research Methods*.
17. Gross National Happiness Commission . (2017). *Guiding Development Philosophy* . Thimphu: GNHC.
18. Gross National Happiness Commission . (2017). *National Sanitation and Hygiene Policy*. Thimphu: GNHC.
19. Hair.Jr., J. F., Black., W. C., Babin., B. J., Anderson., R. E., & L.Tatham., R. (2006). *Multivariate Data*
20. Hotel in Thimphu. (n.d.). Retrieved 11 05, 2017, from hotel.bt: www.hotel.bt/hotels-in-thimphu.
21. Hotels in Bhutan. (2018). Druk Asia .Retrieved from <https://www.drukasia.com>.
22. Hotels in Paro. (n.d.). Retrieved 11 05, 2017, from Hotel.bt: www.hotel.bt/hotels-in-paro.
23. Hotels in Phunetsholing. (n.d.). Retrieved 11 05, 2017, from Hotel.bt: www.hotel.bt/hotels-in-chukha.
24. ICIMOD. (2017). *Bhutan, India, and Nepal to Strengthen Regional Cooperation through Tourism in the Kangchenjunga Landscape*. Kathmandu: ICIMOD.
25. International tourism on track for a record year. (2017, November 06). Retrieved November 11, 2017, from World Tourism Organization UNWTO: media.unwto.org/press-release/2017-11-06.
26. Kazan, D. C. (2008, march 17). Shangri la Hotels. Harvard Business School .
27. Lhendup, K. and Panda, B. (2020). The fable of regional tourists' loyalty to Bhutan. *Journal of Tourism and Hospitality Management*, Vol. 8, Issue no. 2, pp. 45-65.
28. Lhendup, K., & Panda, B. (2021). Factors Determining the Revisit Intentions of the Tourists: A case study of Bhutan. *Millennial Asia*. <https://doi.org/10.1177/09763996211045789>
29. Ministry of Agriculture. (2009). *National Forest Policy of Bhutan*. Thimphu: MoA.
30. National Council of Bhutan. (2016). *Review Report on Tourism Policy and strategies*. Thimphu.
31. National Environment Commission. (n.d). *Bhutan Water Vision and Bhutan Water Policy*. Thimphu: NEC.
32. National Land Commission. (2007). *The Land Act of Bhutan*. Thimphu: NLC.
33. Need to regulate regional tourism. (2017, January 10). Retrieved from www.kuenselonline.com.
34. Newsom. (2015). *Testing Mediation with Regression Analysis*. USP 654 Data analysis 2.
35. Richter, L. K. (2019). Exploring Alternative Strategies for Tourism Development: In *The Politics of Tourism in Asia*. <https://doi.org/10.2307/j.ctv9zcyj9.13>
36. Sharma, S. (2019). A study of relationship between culture, gender and sustainable tourism: A study of bhutan. *Journal of Environmental Accounting and Management*, 7(4). <https://doi.org/10.5890/JEAM.2019.12.002>
37. Solution, I. E. (2018). *Accommodation management-an important role of hospitalitybusiness*. Chennai: iNurture.
38. *Statistical Yearbook of Bhutan 2016*. (2016, 9). Retrieved from National Statistics Bureau: www.nsb.gov.bt.
39. Strickland, P. (2019). *Hotel and Tourism Management Education in Bhutan: The Creation of the Royal Institute of Tourism and Hospitality*. https://doi.org/10.1007/978-981-13-2613-4_7
40. Susan Dawson, L. M. (n.d.). Retrieved 11 06, 2017, from *A Manual for the Use of Focus Groups*: www.archive.unu.edu.
41. Tourism Council of Bhutan. (2015). *Bhutan Tourism Monitor*. Thimphu: TCB.
42. Tourism Council of Bhutan. (2016). *Bhutan Tourism Monitor*. Thimphu: TCB.
43. Tourism Council of Bhutan. (2017). *Tourism in Bhutan*. Thimphu.
44. *Travel, Tourism and Hospitality*. (2017). *Market Size of the Global Hotel Industry from 2014 to 2016*. Hamburg: Statista GMBH.
45. Travels, C. (2018). In *Chhundu Travels*. thimphu: Chhundu Travels and Tours.

46. Trusova, N. V., Kyrylov, Y. Y., Hranovska, V. H., Prystemskyi, O. S., Krykunova, V. M., & Sakun, A. Z. (2020). The imperatives of the development of the tourist services market in spatial polarization of the regional tourist system. *Geojournal of Tourism and Geosites*, 29(2). <https://doi.org/10.30892/gtg.29215-490>
47. Wangmo, C. (2017). Bhutan Times. Impact of Regional Tourists on Bhutan's Tourism Policy.

Submission Guidelines

Submission and Overall Format

The manuscript should have a Title Page, Abstract with Key Words, Introduction, Material and Method, Results and Discussions, Conclusions and Acknowledgment followed by references.

- Manuscript length should be between 4000-5000 words including figures and tables, typed in double – space and printed in 12 point Times New Roman font on 8.5” x 11” (A-4) size paper with 1.5 inch margin on all four sides. All pages should be numbered consecutively.
- The cover page should contain title of the paper, name of the author(s), official address, contact address, phone number and e-mail address.
- Papers are processed through a blind referral system by experts in the subject areas. To ensure anonymity, the writer's name, designation and other details should appear only on the first page along with the title of the paper and should not be repeated anywhere else.
- Abstract of not more than 200 words outlining the purpose and scope of the paper in a single paragraph should be submitted. The abstract should explain why the reader should consider these results important. Key words are to be mentioned at the end of the abstract.
- Number (in Roman Letters) and caption all exhibits, charts and tables. The number of tables and figures should be kept to essentials, recommended number is 2- 3. Sources of the data should be given below each table.

Content Guidelines

- Use British spellings (rather than American): universal “z” in 'ize' and 'ization' words.
- Use 'twentieth century', '1980'. Spell out numbers from one to nine, 10 and above to remain in figures. However, for exact measurements use only figures (3km, nine per cent not %). Use thousands and millions (e.g., not lakhs and crores) Use single quotes throughout. Double quotes only to be used within single quotes. Spellings of words in quotations should not be changed.
- Quotations of 45 words or more should be separated from the text and indented with one space with a line space above and below.
- Notes should be numbered serially and presented at the end of the article.
- Always use internationally accepted signs and symbols for units, SI units.
- Genus and species names should be in italics.

Footnotes and References

It is the author's obligation to provide complete references with the necessary information. References should appear in the text as: “Bollen and Busse (2011) reported that” and the list of all the references must be placed at the end of the manuscript in the following style:

- Bollen N P B and Busse J A (2001), “ On the timings ability of mutual fund managers”, Journal of Finance, Vol.56, No.3, pp. 1075- 1094
- Festinger L(1975), “A theory of Cognitive Dissonance”, Stanford University Press, Stanford

In-text citations (as per APA, 6TH edition):

(Kessler, 2003, p.50); (Joreskog & Sorborn, 2007, pp. 50 – 66); (Basu, Banarji & Chatterjee, 2007)[first instance]; Basu et al. (2007)[Second instance onwards]; ('Study finds',2007); (Anonymous, 1998); (Gogel, 1990, 2006, in press); (Gogel, 1996; Miller, 1999)

Footnotes to tables should be indicated by superscript lower–case letters (or asterisks for significance values and other statistical data) and included beneath the table body.

Charts and Figures

- Tables and charts presented in the text should be in black and white only, and must be provided in editable formats.
- Tables and figures to be indicated by numbers separately (Table 1), not by placement (see table below). Present each table and figure on a separate sheet of paper, gathering them together at the end of the article.
- All figures and Tables should be cited in the text. Sources for figures and tables should be mentioned irrespective of whether or not they require permissions.
- All photographs and scanned images should have a resolution of minimum 300 dpi and 1500 pixels and their format should be TIFF or JPEG. Due permissions should be taken for copyright protected photographs/ images.

Journal Ethics

- The papers must be thoroughly vetted and finely read; and there must not be any discrepancy regarding spellings of the names of authors, and year of publication, from the ones given in the references mentioned in the text of the paper with the citations given at the end of the paper. The citations must be complete in every manner and format.
- Author should clarify on the cover page of the manuscript that the material is not published, copyrighted, accepted or under review elsewhere. The copyright of all accepted papers will vest with ‘Anusandhan-NDIM's Journal of Business and Management Research’. Note that it is the Author's responsibility to obtain permission of copyright issues wherever required.
- The data used for research must in all cases be authentic and verified. Any deviation in strictest form of professional integrity is unacceptable. Anusandhan has zero tolerance for plagiarism.
- The authors are responsible for making sure that all copyright rules and regulations are observed. Authors and contributors are advised to scrupulously observe publishing ethics and shall be solely liable for any consequences arising out for non observation of the requirements.

- Editorial Board's decision shall be final and shall be communicated within a period of 2 months from the receipt of the paper.
- Review System: Every article is processed by a masked double-blind peer review and edited accordingly before publication.

Submission of Copyright form

After acceptance of the paper, the author should send a signed declaration form mentioning that the matter embodied in the manuscript is original and copyrighted and that the other material and references used for the preparation of the manuscript have been duly acknowledged. The copyright form will be provided along with acceptance of the paper. The declaration should also carry consent of all the authors along with their signatures for submission in the journal.

Call for Paper

'Anusandhan - NDIM's Journal of Business and Management Research endeavours to publish papers from leading academicians, researchers and practitioners on the topics of General Management, Marketing, Human Resource Management, Economics, Leadership, Communication, Information Technology, Finance and Accounting, Organizational Behaviour, Strategic Management, Innovation and Operations and any other similar management-related themes and topics. We also invite articles, notes, and comments based on operational experiences and supported by relevant evidence, from policy-makers and management experts who would like to share their thoughts, ideas and views with others.

All communication should be addressed to:

The Editor

Anusandhan-NDIM's Journal of Business and Management Research

New Delhi Institute of Management

61, Tughlakabad Institutional Area, Near Batra Hospital

New Delhi – 110062

Ph. 011-29962605

Website: www.ndim.edu.in

E-mail: editor@ndimdelhi.in



Registration Particulars

1. Title of Publication : Anusandhan - NDIM's Journal of Business and Management Research
2. Language of publication : English
3. Periodicity of Publication : Bi-annual
4. The issue of the Journal is for : Free distribution
5. Publisher's Name : Mrs. Bindu Kumar (Chairperson)
for and on behalf of New Delhi
Institute of Management
6. Nationality : Indian
7. Printed at : Viba Press Pvt. Ltd.,
C-66/3, Okhla Industrial Area,
Okhla Phase II, New Delhi-110020
8. Owner's Name : New Delhi Institute of Management
9. Particulars of the Society or
Association which owns the
Journal : A unit of Society for Employment
& Career Counseling (Regd.)

Published and Printed by Mrs. Bindu Kumar, for and on behalf of New Delhi Institute of Management, 61, Tughlakabad Institutional Area, New Delhi - 110062

The views expressed by authors in works are entirely their own and New Delhi Institute of Management or the Editorial Board of 'Anusandhan –NDIM's Journal of Business & Management Research' bear no responsibility for views expressed or information furnished by the authors.

© 2021, New Delhi Institute of Management, New Delhi

All right reserved. No part of this journal may be reproduced or utilized in any form or by any means, electronic or mechanical, including photocopying, recording or by any information storage and retrieval system, without the permission of the copyright holders.

Link for details of editorial policy:
<http://www.ndim.edu.in/anusandhan-guidelines>



New Delhi Institute of Management

Affiliated to Guru Gobind Singh Indraprastha University
61, Tughlakabad Institutional Area, Near Batra Hospital
New Delhi – 110062.

Ph. 011-29962605/6

Website: www.ndim.edu.in

<http://www.ndim.edu.in/anusandhan>



Guru Gobind Singh
Indraprastha University



Recognised by
Govt. of NCT

