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A Panel Study on Fiscal Policy and Gender Inequality: Efficacy of Gender Budgeting in Asia Pacific Countries

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Abstract

Gender budgeting is a fiscal policy measure that seeks to use a country's national and/or local budget(s) to reduce inequality and promote economic growth and equitable development. While literature has explored the connection between reducing gender inequality and achieving growth and equitable development, more empirical analysis is needed to determine whether gender budgeting really curbs gender inequality. This study follows the methodology of Stotsky and Zaman (2016) to investigate across Asia Pacific countries the impact of gender budgeting on promoting gender equality, and also increasing fiscal spending on health and education. The study classifies Asia Pacific countries as 'gender budgeting' or 'non-gender budgeting' according to whether they have formalized gender budgeting initiatives in laws and/or budget call circulars. To measure the effect of gender budgeting on reducing inequality, we measure the correlation between gender budgeting and the Gender Development Index (GDI) and Gender Inequality Index (GII) scores in each country. The data for gender inequality variables are mainly drawn from the IMF Database on gender indicators and the World Development Indicators database, over 1990-2013. Result shows that gender budgeting has significant effect on increasing GDI and small but significant potential to reduce GII. These results strengthen the rationale for employing gender budgeting to promote inclusive development. However, study results show no prioritization for gender budgeting in the fiscal space of health and education sectors in the region.

Keywords: Gender Budgeting, Fiscal Policy, Gender Equality, Asia Pacific

Introduction

Gender budgeting is a fiscal policy measure that seeks to use a country's national and/or local budget(s) as a tool to resolve societal gender inequality and promote inclusive development. Gender budgeting does not involve the creation of separate budgets for men and women. Instead, it involves studying a budget's differing impacts on men and women so as to set new allocations and revenue policies to promote greater efficiency and equity as regards gender equality (Chinkin, 2001; Stotsky, 2016). Ideally, gender budgeting is an approach to fiscal policies and administration that translates gender-related commitments into fiscal commitments through identified processes, resources, and institutional mechanisms, impacting both the spending and revenue sides of the budget (Chakraborty, 2014).

More than 90 governments around the world, a quarter of which are in Asia, are pursuing gender budgeting (Budlender, 2015). The literature outlines two overarching primary motivations for gender budgeting: its perceived positive impacts on economic efficiency, growth, and productivity, as well as its positive impacts

on equity in terms of both inclusive development and equal realization of human rights. The basic argument underlying both the efficiency/growth motivation and the equity motivation for gender budgeting is that, first, gender budgeting reduces gender inequality, which, second, causes growth, more equitable development of women and society generally, and equal achievement of human rights.

The co-relations in the second part of the argument, between reducing gender inequality and promoting growth and women's advancement, have been explored extensively in the literature. The exact causal relationship between gender inequality and growth is a bit unclear, with evidence at once suggesting that reducing inequality is the precursor to growth, that growth is in fact the precursor to reducing inequality, and even, concerningly, that maintaining inequality can yield growth (Cuberes and Teignier, 2014). However, there is certainly strong evidence that gender budgeting can indirectly raise equitable growth through its impact on fiscal policies (Stotsky, 2016; Kabeer and Natali, 2013). It is more assuredly found that reducing gender inequality promotes inclusive and equitable development, advancement of women and societies, and achievement of human rights (World Bank, 2011).

The co-relation in the first part of the argument, however – that gender budgeting actually reduces gender inequality – has been less clearly affirmed. As Stotsky (2016) has observed, there have been few efforts to assess the results of gender budgeting in a quantitative manner. Stotsky asks whether the practice of gender budgeting has yielded greater gender equality in school enrolment (as a proxy for gender equality) and increased spending on social services, education, health, welfare, and infrastructure, in Indian states. Yet most other studies evaluating the success of gender budgeting initiatives tend to focus on the success of their implementation; that is, whether governments are following the steps of gender budgeting, rather than their impact in achieving their goals of equality, growth, inclusive development, and human rights (e.g. Nakray, 2009; Mushi and Edward, 2010).

This study seeks to extend work taken up by Stotsky in India, to evaluate across a data set of Asia-Pacific countries the impact of gender budgeting on gender equality and fiscal spending. We use the Gender Development Index and Gender Inequality Index as proxies for gender equality. We also measure the impact of fiscal spending on gender development on the assumption that higher spending in these areas yields better outcomes for inclusive development (Lahiri et al., 2002). We show that gender budgeting matters for improving gender development indices.

In addition to the core analysis on the impact of gender budgeting on gender equality and fiscal spending in Asian countries, we also briefly observe differences between the covered countries in terms of both the formality of their approach to gender budgeting, and their legal climate as regards gender equality more broadly. Gender budgeting may be undertaken at an impermanent policy level, or it may be formalized into the budget process through incorporation into budget circulars and gender budgeting statements, or even into law. This study notes differences in the degree or method of formalization of the gender budgeting initiative in each country studied. The authors are also preparing a further study on whether formalization of budgeting, and in what form, is linked to better outcomes in equality and spending. This study, similarly, identifies in the Appendix, key economic and social laws advancing gender equality that have, or have not, been enacted across the countries studied. The authors' study will additionally explore what, if any, is the nexus between these laws and gender budgeting, to elucidate whether, how, and why a country's legal climate for gender equality impacts its decision to pursue gender budgeting, its gender budgeting implementation method, and the results of its gender budgeting program.

The remainder of the paper is organized in the following manner. Section II surveys literature exploring the relationship between gender inequality and a) efficiency, productivity, and growth, b) equity in terms of inclusive development, and c) equity in terms of equal realization of human rights. This section also surveys literature on public fiscal policies, and assesses gaps in the literature evaluating the link between gender budgeting and outcomes in equality and spending. Section III provides an overview of which Asian countries are pursuing gender budgeting, and through what means. Section IV discusses the empirical approach and provides econometric model and results. Section V offers concluding remarks and implications for policy on gender budgeting.

Literature Review

Our analysis of the effectiveness of gender budgeting in Asia begins with a survey of the literature outlining what exactly, do we mean by gender budgeting approach. Scholars and governments alike typically name two overarching primary motivations for gender budgeting: its perceived positive impacts on economic efficiency, growth, and productivity, as well as its positive impacts on equity in terms of both inclusive development and equal realization of human rights. The arguments encouraging gender budgeting tend to proceed in two steps: first, that gender budgeting reduces gender inequality; and second, that reduction in gender inequality in turn leads to positive outcomes in efficiency and equity.

One primary motivation for gender budgeting is its perceived impact on growth. Growth is often cited as an outcome of reducing gender inequality, which serves to close inefficient gender gaps in workforce participation, education, and health (Berik et al., 2009; Hill and King, 1995; Dollar and Gatti, 1999; Klasen, 2002; Knowles et al., 2002; Esteve-Volart, 2004). However, as many scholars point out, pinning the direction of causality between growth and reduction of gender inequality is tricky, and indeed inequality itself (and not its reduction) has been found to cause growth (Stotsky, 2016; Cuberes and Teignier, 2014).

As per (IMF, 2015), fiscal reform policies influence growth by increasing workforce participation, encouraging personal and state investment, strengthening human capital, and raising total factor productivity. The study argues that reducing gender inequality sparks growth, typically focuses on the first three IMF growth factors. Discussing labour force participation, for example, Aguirre et al. (2012) posit that raising female labour force participation to match country-specific male levels could raise GDP by percentage points ranging from 5% in the United States to 34% in Egypt. Cuberes and Teignier (2012) suggest that GDP per capita losses resulting from gender gaps in the labour market may be as high as 27% for some regions. The World Bank (2011) posits that "[e]specially in countries with a comparative advantage in female goods, gender differences in access to market work and persistent employment segregation by gender could severely undermine the country's capacity to compete internationally and ultimately hamper economic growth." Considering the second factor of personal investment, ensuring women equal property rights, for example, is seen

as an important tool to help women receive credit to fund new small businesses (World Bank, 2011). Strengthening women's property rights can also increase households' agricultural production through causing more efficient sharing of resources between men to women (Udry, 1996). Finally, considering the factor of human capital, Klasen (1999) argues that a failure to provide women equal access to education and to utilize their talents equally is a form of market distortion or restriction on the human capital productivity of an economy. Kabeer and Natali (2013) also note that the demonstrated propensity of women to invest more, comparative to men, in the human capital of their children has a long-term positive impact on growth.

But Bandiera and Natraj (2013) assert that the empirical research has yet to identify the causal link from inequality to growth, and Cuberes and Teignier (2014) survey theoretical and empirical studies that assert a causal chain going either one way, or the other way, or indeed both ways between gender inequality and growth. Indeed, Berik (2009) says that the "contradictory" evidence gives "rise to an important debate on whether the net effect of gender inequality is a stimulus or a drag on growth." For example, Seguino's research (2008) on semi-industrialized nations has shown that women's comparatively low wages in low-skilled export industries such as textiles have been a leading factor in helping governments attract foreign direct investment and build their export economy. This inequality has been an impetus for trade and growth. Berik (2009) also observes that women's seasonal and daily wage labour in agricultural industries has in some economies helped keep food production costs low and exports high, to positively impact GDP.

What seems most likely is that the causality, in fact, run in both directions, yielding the practical wisdom that it is worth pursuing efforts geared towards both growth and inequality reduction. To the extent that inequality itself yields growth, that is a reminder to policy makers that there are other reasons than growth, namely equity, to pursue inequality reduction.

A second primary motivation for gender budgeting is its perceived potential to promote equitable development, distinct from economic growth. There are two facets to this motivation: at a basic level, since women and girls tend to suffer greater disadvantage across a range of social and economic

indicators, therefore alleviating these development disparities through gender budgeting programmes is a valid development end in itself. Secondly, policy makers and academics have long highlighted the value of gender equality as a precursor to, or tool for promoting, economic development more broadly (World Bank, 2011).

Women and girls face significant social and economic disadvantage vis-à-vis men and boys, including higher mortality rates than men in low and middle-income countries, segregation into lower-paid and lower-skilled employment sectors, greater responsibilities in the care economy, lower levels of education, political participation, land ownership, and credit, and less power in household as well as community and national decision-making (World Bank 2011). Recognizing these gendered development disparities, the international community has, in 2000 with the adoption of the Millennium Development Goals (MDGs) and again in 2015, with the adoption of the Sustainable Development Goals (SDGs), identified promotion of gender equality and empowerment of women and girls as a development goal in and of itself. Literature on gender budgeting often posits advancement of gender equality and women's and girl's development as a motivation for gender budgeting (Stotsky, 2016; Sharp and Elson, 2008). Moreover, governments adopting gender budgeting also highlight amelioration of gender disparities and empowerment of women as the key motivation. For example, in Asia, the Indian, South Korean, and Afghan gender budgeting initiatives all posit women's advancement as the motivator for their programmes (Chakraborty 2016; Kolovich and Shibuya, 2016).

In addition to pursuing gender equality and development of women and girls for their own sake, these goals are also discussed as a means to development overall (Stotsky, 2016). In 2005, the UN Department of Economic and Social Affairs called gender equality and women's empowerment a "prerequisite" to achieving the other MDGs, and in 2011, the World Bank asserted that "[g]ender equality matters also as an instrument for development" (United Nations, 2005; World Bank 2011).

As discussed under the section on growth, a primary aspect of this argument is that the development of women yields both immediate and long-term benefits for their children and for society. The World

Bank (2011) identifies several studies discussing these linkages. For example, in China, increasing women's income by 10% of the average household income correspondingly increased by one percent the survival of girl children and increased years of schooling for girls and boys (Qian, 2008). In Pakistan, a study found that children whose mothers attended even one year of school spend an hour more on educating themselves each day, and have higher test scores (Andrabi et al., 2011). Greater land rights of mothers in Nepal have been linked to stronger health of children (Allendorf, 2007). Greater representation of women in local government in India has yielded increased provision of public goods desired by both men and women (Chattopadhyay et al. 2004). In India and Nepal, giving women a greater role in management of forests has led to significantly stronger conservation results (Agarwal, 2010; Agarwal, 2010). To the extent then that gender budgeting promotes women's advancement, it is argued to have a second trickle-down effect in advancing children, households, and society at large.

The third primary motivation for gender budgeting, also grounded in equity, is the achievement of women's equality and human rights. Scholars of gender budgeting argue that gender budgeting advances human rights in a few ways. First, the practice of gender budgeting helps governments to fulfil their international legal obligations to seek gender equality and equal realization of human rights within their states. Second, by helping states promote women's development and equal rights, gender budgeting can help women actually achieve those rights. And third, the process of gender budgeting, including the collection and evaluation of sex-disaggregated social and economic data and the study of challenges facing women, can encourage countries to promote the rights of women through new internal laws.

Several international human rights conventions establish equality between men and women including with respect to the enjoyment of numerous human rights. The International Covenant on Civil and Political Rights (ICCPR) and the International Covenant on Economic, Social and Cultural Rights (ICESCR), which both entered into force in 1976, assert that the right of men and women to benefit equally from the civil, political, economic, social, and cultural human rights outlined in the conventions. In 1979, the United Nations General Assembly adopted

the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), which focuses specifically on ensuring equal human rights for women and relies on the first two conventions for its definitions of basic human rights.

Elson (2006) has taken the lead in demonstrating how gender budgeting can help governments meet their treaty obligations to ensure gender equality. Elson provides a helpful overview of how human rights are relevant to budgets, focusing on CEDAW. She notes that CEDAW does not include provisions on budgeting, but requires states, party to the convention, to ensure equal rights (including both political and economic/social rights) for women. Key principles championed by CEDAW and highlighted by Elson are formal and substantive equality between men and women, non-discrimination against women, equal right of women to participation in public and political life, and modification of social and cultural patterns of conduct to eliminate discrimination against women. By pursuing gender budgeting to rectify inequality between the sexes particularly under the government's own fiscal policy, governments can turn their legal obligations into practical action.

By the same token, gender budgeting employed by a government can help women actually achieve their internationally recognized human rights. Human rights in the ICESCR are particularly relevant for gender budgeting, including the rights to work, to just and fair conditions of work especially for women, to social security, to an adequate standard of living including food, clothing and housing, to the highest attainable standard of physical and mental health, and to education. As Elson (2006) notes, the budget regulates programmes related to all of these rights, and thus can have direct bearing on women's ability to achieve these rights equally to men.

Finally, the process of gender budgeting, as an element of gender mainstreaming, can have the positive externality of encouraging passage of domestic laws creating or enforcing rights for women. One base element of gender budgeting is the collection of sex-disaggregated statistics, and several countries have begun their gender budgeting efforts with a mandate for greater disaggregation of sector-specific statistics (Chakraborty, 2016; Kolovich and Shubuya, 2016). This sex-disaggregated data can be used to justify passage of laws addressing gender disparities, such as laws promoting women's health

and safety, access to education, equal rights to work, etc.

The literature surveyed above links gender inequality to arguments of efficiency and equity. It is still necessary to link gender budgeting to reduction in gender inequality. As Stotsky (2016) and Chakraborty (2016) observe, further research is needed to test empirically this first link in the chain. Some analysis has been done of gender budgeting's tangible impact on gender equality. For example, Chakraborty (2016) observes that the Indian government decided to transition from a method of earmarking funds for women to a more macro level of gender budgeting, because it found that the earmark approach did not in fact result in the full amount of funds earmarked reaching women. In the same study, Chakraborty also notes that provision of sex-disaggregated data in Pakistan has helped to increase hiring of women in the government sector, decrease the gender wage gap, and spearhead public funding of day care centers to lighten women's home care responsibilities. Stotsky (2016) analyzed whether the practice of gender budgeting has yielded greater gender equality in school enrollment (as a proxy for gender equality) and increased spending on social services, education, health, welfare, and infrastructure, in Indian states. She finds that gender equality in school enrollment at least at the primary level is improved significantly in Indian states practicing gender budgeting, while impact on spending is more ambiguous, with greatest evidence of impact appearing in connection with infra-structure spending.

Nevertheless, the majority of studies evaluating the success of gender budgeting initiatives tend to focus on the success of their implementation; that is, whether governments are holding internal trainings on gender, undertaking analyses of the gendered impacts of the budget, seeking and analyzing sex disaggregated data, and designing programmes and setting targets based on gender (e.g. Nakray, 2009, evaluating whether gender budgeting works in India by assessing its implementation; Mushi and Edward, 2010, judging the success of gender budgeting initiatives in Tanzania by studying the success of programmatic implementation). Further study is needed to discern whether successful implementation of such programmes helps countries achieve equality.

In addition to exploring the impact of gender budgeting on achieving gender equality, this paper

also seeks to evaluate the impact of gender budgeting on spending, which is expected to produce better outcomes for inclusive development (Stotsky, 2016). Lahiri et al. (2002), using a fixed effects model of pooled least squares for the early 1990s, found that a one percent increase in spending on health and education resulted in a 0.33 percentage increase in the UNDP's Human Development Index and only a 0.06 increase in the Gender Development Index for a period between 1993-05. This demonstrates that public expenditure on human capital formation positively impacts gender development indicators. It is important to note that the effectiveness of public expenditures on health and education may vary across regions according to asymmetric scales of socioeconomic development (Chakraborty, 2016). This paper seeks to shed light on the nexus between spending and equitable development.

Gender Budgeting in Asia-Pacific Countries

More than a quarter of the 90-odd countries pursuing gender budgeting are located in the Asia Pacific (Budlender, 2015). Chakraborty in 2016 conducted a survey of 26 Asian countries' activities in gender budgeting, finding that many (including Brunei, China, Hong Kong, Japan, Myanmar, New Zealand, Papua New Guinea, Singapore, and Taiwan) have not implemented gender budgeting. Among Asian countries that are pursuing gender responsive budgeting, several are doing so by use of a budget circular: Afghanistan, Bangladesh, Bhutan, India, Indonesia, Malaysia, Nepal, and Pakistan. Korea, the Philippines, Timor Leste, Vietnam, the Lao People's Democratic Republic, and Mongolia have embodied gender budgeting in law. Cambodia and Sri Lanka are pursuing gender budgeting but have not incorporated the initiative into a budget circular document or law.

A typical budget may be composed of three primary elements - expenditures, revenues, and intergovernmental fiscal transfers - all three of which may be adapted through gender budgeting to advance gender equality. Government expenditures comprise the regular fiscal allocations for various departments and programmes. When public expenditures are designed according to gender priorities, they are often grouped by the percentage of the expenditure that will impact women. When measuring expenditures through a gender lens, it is especially critical to consider "fiscal marksmanship," or the difference between the authorized and

actually allocated funds (Chakraborty, 2016). Although government revenues have received less focus than expenditures as a means to advance gender equality goals, tax policies also can and should be designed with gendered priorities (Stotsky, 2016). Too lenient concessions to high-earning individuals or corporations, taxation of certain household necessities, and ensuring payment of certain tax credits to caregivers as opposed to the primary earner have all been shown to negatively or positively impact women (Sharp and Elson, 2008; Elson, 2006; St. Hill, 2002). Finally, intergovernmental fiscal transfers from the national government to lower-tier governments can also be modified to achieve gender-based priorities under a gender budgeting regime. Anand and Chakraborty (2016), for example, observed that climate change variables were factored into transfer formulas in India. Having suggested that climate change appeared in the transfer formulas, could similarly be based upon "gender-related indicators", such as to reward lower-tier governments for success in promoting gender parity in education enrollment.

Gender budgeting is most effective when it involves changes to both policy-making processes - such as determining budgeting allocations and designing programmes - and administrative systems - such as tracking expenditures and monitoring programme outcomes (Stotsky, 2016). Changes may be made at a policy level through executive branch decision-making, and/or formalized in budget circulars, the national budget law, or a separate law on gender budgeting. Almost all countries use a budget call circular or equivalent document that serves as an official notice from the finance ministry instructing government agencies how to submit their annual budget bids (Budlender, 2015). The budget circular may set the annual ceiling for each agency, identify priorities, and/or provide templates on how each ministry should submit its allocation bid. Some budget circulars are internal government documents, while others are open to the public. In practice, the form of budget circulars varies widely across countries. Critically, budget circulars may be used to set gender-related priority requirements or seek sex-disaggregated data from each ministry. A budget circular may also require each covered agency to submit a gender budget statement, most often a document showing what each agency is doing with respect to gender equality. A gender budgeting statement tends to look backwards at what an agency has done; it therefore, does not form

a part of the current years' policy prioritization and allocation determination. Budlender (2016) observes, however, that not all circulars require attention to gendered impacts, and similarly not all countries that incorporate gender into their budget circular require gender budget statements. Formalization of the gender budgeting initiative through budget circular has been termed gender budgeting by "fiscal fiat" (Chakraborty, 2016).

Measuring Gender Equality, Econometric Model and Study Findings

This section establishes an econometric estimation of the determinants of gender equality, by using the Gender Development Index and Gender Inequality Index as proxies for gender equality. As a precursor to our results, the following sections discuss complexities and challenges in measuring gender sensitive human development, drawing considerably from a similar discussion in Agarwal and Chakraborty (2016).

The Gender Development Index (GDI)

Human development can be understood as a process of enlarging people's choices and raising their level of well-being. The United Nations Development Programme (UNDP) has identified three elements of choice and well-being that are the most socially critical: the ability to lead a long and healthy life; the ability to acquire knowledge and be educated; and the ability to access the resources (often synonymous with income) necessary for a decent level of living (UNDP Human Development Reports, various years). A gender-neutral geometric mean of these three development dimensions was created, called the Human Development Index (HDI). Later in 1995, the UNDP constructed the Gender Development Index (GDI) as an offshoot from the HDI. The GDI has been used to measure global gender development since then. The GDI uses the same variables as the HDI, but adjusts them according to a country's degree of disparity in achievement across genders. Under the GDI, the average value of each of the component variables is substituted with "equally distributed equivalent achievements". The equally distributed equivalent achievement (X_{ede}) represents the level of achievement that would, if attained equally by women and men, be considered exactly as valuable to society as the actually observed disparate achievements. Lahiri et al. found in 2003 that taking an additively separable, symmetric,

and constant elasticity marginal valuation function with elasticity 2, the equally distributed equivalent achievement X_{ede} for any variable X is the following:

$$X_{ede} = [n_f (1/X_f) + n_m (1/X_m)]^{-1}$$

where, X_f and X_m are the values of the variable for females and males, and n_f and n_m are the population shares of females and males. X_{ede} is a 'gender-equity-sensitive indicator' (GESI). Under this calculation, for a chosen value of 2 for constant elasticity marginal valuation function, GDI is computed as follows:

$$GDI = \{L_{ede} + (2/3 \times A_{ede} + 1/3 \times E_{ede}) + Y_{ede}\} / 3$$

The Gender Inequality Index (GII): The Gender Inequality Index (GII) replaced the GDI in 2010, serving as a measure of the disparities between the genders across three dimensions: (i) reproductive health, represented by the maternal mortality ratio (MMR) and the adolescent fertility rate (AFR); (ii) women's empowerment, represented by the proportion of parliamentary seats held by each sex (PR) and the sexes' rates of attainment of secondary education (SE); and (iii) economic activity, represented by the labour market participation rate (LFPR) of men and women in the market economy. The GII shows the loss in development resulting from gender inequality, where a score of 0 represents complete equality and a score of 1 implies complete inequality. GII is calculated by assessing the geometric mean across the dimensions. Because a mean can-not be calculated for zero values, a minimum of 0.1 percent is set for all "outlying" extreme values. For the MMR, a maximum rate is taken as 1000 deaths per 100,000 births and a minimum rate is taken as 10 per 100,000 births.

To calculate the geometric means for reproductive health, the aggregation formula for men and women must be different. For females (Gf):

$$Gf = \sqrt[3]{\left(\sqrt{\left(\frac{10}{MMR} \cdot \frac{1}{AFR}\right)} \cdot \sqrt{(PR_f \cdot SE_f \cdot LFPR_f)}\right)}$$

Rescaling by 0.1 helps quantify the truncation of the maternal mortality ratio minimum at 10. For males (Gm), the formula is as follows:

$$Gm = \sqrt[3]{\left(1 \cdot \sqrt{(PR_m \cdot SE_m)} \cdot LFPR_m\right)}$$

After the geometric mean of the three is calculated, the harmonic mean is used to aggregate across gender. Use of the harmonic mean has been criticised (Hawken and Munck, 2012), however, the rationale

for its use is that it captures the inequality between women and men and further adjusts for association between dimensions. The HARM index is as follows:

$$HARM(Gf.Gm) = \left(\frac{(Gf)^{-1} + (Gm)^{-1}}{2} \right)^{-1}$$

Before calculating the final index, a composite index is calculated using the geometric means of the arithmetic means. This ensures that equal weight is given to both the genders and then aggregated across the various dimensions, i.e. health, empowerment, and economic activity. The composite index is as follows:

$$G(\bar{f}, \bar{m}) = \sqrt[3]{\overline{Health} \cdot \overline{Empowerment} \cdot \overline{LFPR}}$$

Where,

$$\overline{Health} = \frac{\left(\sqrt{\left(\frac{10}{MMR} \cdot \frac{1}{AFR} \right) + 1} \right)}{2}$$

$$\overline{Empowerment} = \frac{\left(\sqrt{(PRf \cdot SEf)} + \sqrt{(PRm \cdot SEM)} \right)}{2}$$

$$\overline{LFPR} = \frac{(LFPRf + LFPRm)}{2}$$

Symbolically, the GII is finally represented as follows:

$$GII = 1 - \frac{HARM(Gf.Gm)}{G(\bar{f}, \bar{m})}$$

The higher the value of GII, the higher is the corresponding gender gap and loss in potential of human development. By highlighting this gendered loss in development potential, the GII helps identify where gender gaps could productively be closed.

Econometric Investigation

This section evaluates the relationship between gender budgeting and gender equality. The hypothesis we try to test is whether gender budgeting has positive impact on gender equality in Asia Pacific region. The scores on GDI and GII for each country are used as measures of gender equality or inequality. For both types of equality measures, the econometric analysis estimates the determinants of gender equality, and includes gender budgeting among those determinates. The

dynamic panel estimation is used in the paper in an effort to correct any endogeneity issues occurring in the static (fixed and random effects) models. The dynamic panel estimates methodology by Arellano and Bond (1991) is based on the instrumental variables approach. We can generate better – more efficient – estimates of the dynamic panel data model by applying an instrumental variable method in a Generalized Method of Moments (GMM) context. As the dynamic panel estimators are instrumental variable methods, it is particularly important to evaluate the Sargan-Hansen test results when they are applied.

The estimates are checked for diagnostics statistics using AR test for autocorrelation of the residuals. In Arellano Bond methodology, the residuals of the differenced equation may possess serial correlation. The difference GMM approach used by Arellano and Bond is to tackle the endogeneity. The Arellano Bond methodology deals with endogeneity by transforming the data to remove the fixed effects. However, any first difference (FD) transformation removes the fixed effect at the cost of initiating a correlation between $\Delta y_{i,t-1}$ and Δv_{it} , both of which have a term dated $(t - 1)$. The disadvantage of the first difference transformation is that it widens the gaps in unbalanced panels. If some value of y_{it} is missing, then both Δy_{it} and $\Delta y_{i,t-1}$ will be missing in the transformed data. However, the panel we used for the analysis is highly balanced and therefore it will not affect our Arellano-Bond dynamic models.

The model we consider for analysis is as follows, where we test whether gender budgeting (GB) is a significant determinant of gender equality (GE) in Asia Pacific region, along with control variables (X).

$$GE_{it} = a + b_1 GB_{it} + b_2 X_{it} + \epsilon_{it}$$

The control variables we use in our models are log of public spending on health and education, GDP per capita and female labour force participation. The gender equality is proxied by two variables, Gender Development Index (GDI) and Gender Inequality Index (GII).

The dynamic panel estimates in Table 1 shows that gender budgeting is significantly and positively related to GDI in Asia Pacific countries. In the dynamic panel model, public spending on health and education, as well as growth, are found insignificant in determining GDI.

Table 1: Determinants of GDI and GII (Dynamic Panel Estimates)

Variables	Model (1) GDI	Model (2) GII
Lagged GDI	0.7711* (10.5700)	0.7167* (0.0571)
Log of GDP per capita	0.0001 (0.8300)	0.0000 (0.0000)
Female labor force participation rate	0.0019 (1.6200)	-0.0041* (0.0017)
Log of public spending on education	0.0004 (0.2800)	0.0031 (0.0022)
Log of public spending on health	-0.0011 (-0.7400)	-0.0045* (0.0024)
Gender Budgeting in Call Circular regime	0.0024* (3.1100)	-0.0035* (0.0008)
Constant	-1.8669* (-3.1300)	2.9819* (0.6693)

Note: lags(i), vce robust estimates and artests(2). The figures in the bracket refers to standard error.

Source: (Basic Data), UN Human Development Reports, IMF Gender Database and World Development Indicators

The results also show that GII is significantly determined by gender budgeting initiatives, public spending on health and female labour force participation. Spending on education and economic growth variables are found insignificant in reducing the GII. The estimates showed that a one per cent increase in public health spending in Asia Pacific can reduce GII by 0.0045 percentage points, while rise in female labour force participation can reduce GII by 0.0041 percentage points.

Impact of Gender Budgeting on Fiscal Space

Against a backdrop of fiscal consolidation and rule-based fiscal policy, countries in the region are increasingly adhering to a three per cent ratio of fiscal deficit to GDP. In India, the Fiscal Responsibility and Management Review committee has recommended the national and subnational governments to adhere to a debt-GDP ratio of 60%. In determining fiscal space, could gender budgeting be a determinant?

To analyse this, we have examined sectoral patterns in public spending in education and health, and examined whether gender budgeting has any impact on public spending on these sectors. The dynamic panel estimates in Table 2 reveal that gender budgeting is found insignificant in increasing fiscal spending on health. We proxied Maternal Mortality Rate (MMR) as the gender-related health indicator, which was found significant in determining fiscal spending in health. Public spending on health increases with increase in economic growth.

Table 2: Effect of Gender Budgeting on Fiscal Space

(Dynamic Panel Estimates for Health Sector in Asia Pacific)

Variables	Coefficients
Lagged (health spending)	0.6795* (.0447)
Log of GDP per capita	0.0001* (0.0000)
Gender Budgeting in Call Circular	-0.0068 (0.0167)
Maternal Mortality Rate	0.0017* (0.0007)
constant	6.3525 (14.4790)

Note: lags(i), vce robust estimates and artests(2)

Source: (Basic Data), UN Human Development Reports, IMF Gender Database and World Development Indicators

The dynamic panel estimates in Table 3 show that gender budgeting does not have an impact on fiscal space in the education sector. Moreover, the impact of gender budgeting on aggregate fiscal space has not been attempted, as the sectoral inferences are insignificant. Overall GDP and the sectoral outcome indicators are found to be the determinants of sectoral fiscal space.

Table 3: Effect of Gender Budgeting on Fiscal Space

(Dynamic Panel Estimates for Education)

Variables	Coefficients
Lagged education spending	0.7065 (0.5473)

Log of public spending on health	0.8933 (0.5774)
Log of GDP per capita	0.0020* (0.0010)
Gender Budgeting in Call Circular	0.1982 (0.3511)
Female Literacy rate	-0.1893* (0.0991)
Constant	-172.6384 (297.4006)

Note: lags(i), vce robust estimates and artests(2). The figures in the bracket refers to standard errors.

Source: (Basic Data), UN Human Development Reports, IMF Gender Database and World Development Indicators

Conclusion

Following the methodology of Stotsky and Zaman (2016), this study has analysed the impact of gender budgeting on gender equality indicators in gender budgeting and non-gender budgeting countries, at the aggregate level and disaggregated levels. Study has used the GDI based on equally distributed equivalent methodology to arrive at gender equality sensitive indicators on three dimensions – education, health and income – as gender a combined equality outcome measure. Study has also used the Gender Inequality Index (GII) to capture the gender disparities in health, women’s empowerment, and labor force participation. Study has categorized the countries into *gender budgeting and non-gender budgeting* based on whether countries have integrating gender budgeting processes in a formalized manner. Using dynamic GMM estimation for the panel data, the study has found that gender budgeting efforts have significant impact on gender equality sensitive indices as compared to economic growth. Public policy variables like public spending on health and education were also found relevant for the progress in gender equality in the region. Finally, study evaluated the impact of gender budgeting on increasing fiscal spending in health and education, using MMR rates as a proxy for health and the gender disparity ratio in education enrolment (ratio of female to male students enrolled at the relevant schooling divided by the cohort of that age group) as a proxy variable for education outcomes. The implications of gender budgeting in

these areas were insignificant. This has public policy implications as the countries in the region have not yet incorporated gender budgeting as a prioritization in their spending decisions in education and health sectors.

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A Study on GST (Goods and Service Tax): The Way Forward

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Abstract

The much-awaited biggest indirect tax reform GST (Goods and service Tax) has been introduced in India since July 1, 2017 as an 122nd amendment of the constitution converting India into a unified market of 1.3 billion citizens. GST was implemented on the notion of “**One Nation, One Market, One Tax**”. This single indirect tax has subsumed many indirect taxes of centre and states such as VAT, central excise duty, central sales tax (CST), service tax etc. besides dismantling all the inter-state trade barriers with respect to trade. But as was much touted at the time of its launch that this tax will be one of the biggest game changer that will help businessman and manufacturer by eliminating multiple taxes, cascading effects of taxes, reducing tax evasion and corruption, bringing more transparency in collection of taxes hence increasing government revenue by widening tax base and GDP of the country. But nothing proved to be true and even after nine months of its implementation and various changes made by the government, manufactures and businessmen are still in mess juggling with GSTN portal, monthly returns, various slabs of GST etc. likewise government also facing problem with decreasing revenue, no check on corruption and new methods of tax evasion etc. Hence this paper is a modest attempt to find out why GST failed in fulfilling its objectives and what should be the way forward for GST so that it may prove a boon to the country rather than hampering the growth of the country.

Keywords: Indirect Taxes, GST, VAT, CST

Need of the Study

This study will help to examine the problems and challenges of GST after its implementation and will suggest the measures for government and policy makers for effective implementation of GST.

Introduction

GST (Goods and Service Tax) implemented in India on July 1, 2017 is an indirect tax subsuming 17 central and state taxes including service tax, VAT, octroi, duties and other charges across the country to create a common market in the \$ 2.6 trillion economy (HT April 20, 2018) with 1.3 billion people. GST is a comprehensive, multi-state, destination-based tax that is levied on manufacture, sale and consumption of goods and services applicable throughout India (except J & K) to replace many indirect taxes levied by central and state governments. It is levied at the point where the goods are originating. Worldwide 160 countries have implemented GST up till now. Most of the countries have a unified GST system while India has adopted a dual GST system like Canada where tax is imposed by both central and state governments. The idea of GST in India was first proposed by Shri Atal Bihari Vajpayee in 1999 and a committee was set up under the leadership of Shri Asim Das Gupta the

then finance minister of West Bengal to design a GST model. It was supposed to be implemented from 1st April 2010 but due to political issues and conflicting interests it could not come into force. Finally, it was passed by Lok Sabha in May 2016 as 122 constitutional amendment bill and was launched at midnight on July 1, 2017 by the president of India in the joint session of parliament. Experts enlisted the benefits of GST as

- It would introduce the concept of “**One Nation, One Market, One Tax**”.
- It would absorb all the indirect taxes of central and state governments into one thus eliminating cascading effects of taxes.
- It would rationalize the tax structure and simplify the compliance procedure.
- Automation of compliance procedures would reduce errors and increase efficiency.
- It would widen the tax regime by covering all the sectors including the unorganised one thus widening the tax base and increasing the tax revenue for the government.
- It would provide credit for taxes paid by the producer earlier in the goods and services exchange chain so producer will get encouragement to buy raw materials from different registered dealers and would bring more and more vendors and suppliers under purview of taxation.
- Because of efficiency gains and prevention of leakages the overall tax burden on most commodities will come down that will help to reduce the prices of goods and services and in turn will help consumers and companies to increase their sales.
- It would reduce the custom duties so Indian exports will be competitive in the world market.
- Youth will get employment as GST trained experts.

Literature Review

Since the research area chosen for the study being ‘taxation’, the researcher also reviewed the reports of various committees of taxes appointed by government of India time to time.

L.K.Jha committee (1976) set up by government of India on July 19, 1976 to review indirect taxation system in India did a comprehensive study on incidence of indirect taxes, the problem of multiplicity rates etc. and recommended a set of four excise rates, the introduction of Value Added Tax (VAT) at the manufacturing stage called MODVAT to tackle the problem of cascading effects of excise taxation.

Raja J. Chelliah committee (1991) appointed by government of India on August 29, 1991 to examine the structure of direct and indirect taxes. The committee submitted its reports in three instalments: an interim report and final reports in two parts. These reports contained recommendations for restructuring and rationalization of personal income tax, corporate income tax, wealth tax, excise duties, import tariffs, tax administration and enforcement machinery.

Kelkar committee (2002) appointed by government of India in July 2002 to recommend measures for simplification and rationalization of direct and indirect taxes. Consequently, two task forces were set up. The committee suggested various measures under direct taxes like expansion of tax payer services both qualitatively and quantitatively. Easy access to tax payers through internet and e-mail and extension of facilities such as tele-filing and tele-refunds and in case of indirect taxes the task force recommended custom clearance to be based on trust and to be uniformly applied to all importers and exporters, multiplicity of levies to be reduced, implementation of service tax on comprehensive basis.

Empowered Committee on Goods and Service Tax (2007) was appointed to prepare a roadmap for introduction of GST in India. A joint work group was also set up on May 10, 2007 who after intensive internal discussions and interaction with experts and representatives of commerce and industry submitted its report to empowered committee in November 2007.

Shagunbakshi (2018) (Bakshi, 2018) found impact of GST on various sectors like FMCG, IT, food

Industry, infrastructure sector etc. and concluded that government should make a consensus regarding various issues related to implementation of GST.

Sima Kumari and Shubham Arora (2018)(Arora, 2018) did SWOT analysis of GST and found out that if implemented properly by improving GSTN portal it can reduce black money and bring more revenues to the government.

Objectives of the Study

- To understand the conceptuality of GST
- To study the features of GST in India
- To find out the weaknesses in the present GST model of India
- To suggest the measures to correct these weaknesses

Research Methodology

This research is exploratory in nature. It is based on secondary data taken from journals, articles, newspapers, internet, research papers and feedback from manufacturers and businessmen. Keeping in view the objectives of the study the research design is descriptive and analytical in nature.

Limitations of the Study

Due to time and manpower constraint limited number of manufacturers and businessmen have been talked about. If number could have been increased more problems would have been identified.

Table :1 Model of GST Applied in India

Indirect Taxes	GST	Goods/Services produced and consumed in same state	Goods/ Services Produced & Consumed in different States (Inter-state)	Goods/ Services Exported	Goods/ Services Imported
Excise Duty	CGST	CGST rate + SGST rate Levied	Integrated GST (IGST)	GST Not Applicable	CGST rate + SGST rate Levied
Service Tax					
Custom Duties					
Central Sales Tax					
State Sales Tax	SGST				
Entertainment Tax					
State VAT					
Professional Tax					

Under GST goods and Services are taxed at 0%, 5%, 12%, 18%, 28%. There is a special rate of 0.25% on rough precious and semi-precious stones and 3% on gold. In addition, a cess of 15% over and above GST applies on certain luxury and demerit goods. (See Table 2)

Table :2 GST Slabs

0%	5%	12%	18%	28%	28%+cess
Food Grains, egg, Milk, fruits and vegetables, newspaper, curd, salt	Coal, Sugar, spices, Tea and Coffee, Drugs and Medicine, Edible Oil, Indian Sweets	Tooth powder, sports goods, Juices-Fruit, Milk Beverages, Fertilizers	Capital Goods, Industrial Intermediaries, electronic toys, clocks, LPG stoves	Air-conditioners, Refrigerators, aerated drinks, perfumes, after-shave lotions	Small Cars (1-3% cess) Luxury Cars (15% cess)

Key Features of GST in India

GST is the greatest indirect tax reform that has been taken place in India after independence changing the entire indirect tax system, tax structure, tax

incidence, tax computation, input credit, report procedure etc. The purpose is to curb tax terrorism and inspector Raj. India has adopted dual system of GST

CGST- Central Goods and Services Tax charged by central government of India

SGST- State Goods and Services Tax charged by state government of India

IGST- Integrated Goods and Services Tax. The tax amount is divided in some ratio between the two states

GST is governed by GST council and its chairman is finance minister of India Shri Arun Kumar Jaitley. Finance ministers of all states are other members of it. The 2/3rd representatives in the council are from states and 1/3 from union. Decisions are taken by 2/3rd majority of votes. It was also made mandatory that central government will compensate these states for loss of revenue for a period of 5 years or more on the recommendations of GST council.

GST works through GSTN network. GSTN (Goods and Service Network) has been set up by government as a private company under erstwhile section 25 of companies Act 1956. GSTN provides three first end services namely registration, payment and refund to tax payers. Government has already appointed M/S Infosys as a managed service provider (MSP) at a total project cost of around Rs. 1380 crores for a period of 5 years.

Problems in the Present GST Model

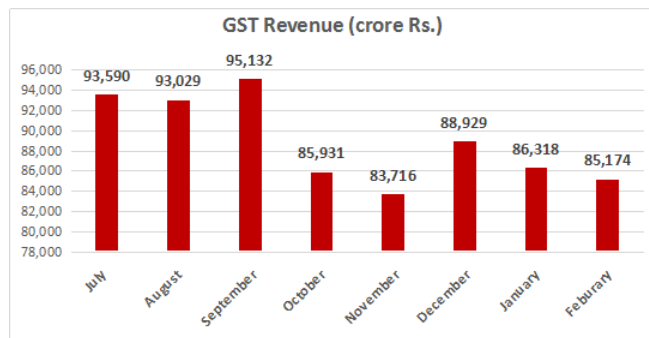
GST was expected to provide the much-needed stimulant for economic growth in India that was hampered due to demonetization by transforming the existing basis of indirect taxation towards free flow of goods and services within the country and also eliminating the cascading effects of taxes in view of the important role that India has to play in the world economy in the years to come. The expectations from GST were high not only in India but also abroad. But they did not prove true and even after 9 months of its implementation GST has not been able to deliver the desired results. Instead businessmen, manufacturers and traders are facing numerous problems everyday juggling with GSTN portal, filing of returns, different slabs etc. According to World Bank Biannual India Development Report (HT March 16, 2018) "GST implemented by Modi government is one of the most complex with the second highest tax rate in the world among a sample of 115 countries which have a similar indirect tax system". However, the main problems with the current GST are

- India has highest number of GST slabs in the world namely 0%,5%,12%,18%,28%, 28%+cess. Further gold is taxed at 3%, precious stones at 0.25% while alcohol, petroleum products, stamp duties on real estate and electricity duty are excluded from GST and continue to be taxed by state governments at state specific rates. As many as 49 countries around the world have a single slab of GST, while 28 countries use two slabs, only five countries including India use four non-zero slabs. Thus, India has among the highest number of different GST slabs in the world.
- GST lacks clarity on discontinuation of local taxes so many states evolved their own taxes. For example, Tamil Nadu devolved an entertainment tax to local governments in order to impose over and above a 28% GST. Likewise, Maharashtra, to preserve revenue collections, increased motor vehicle tax to compensate for losses due to GST.
- Many GST forms are not available on GSTN portal.(Sharma Harikishan March 18, 2018) For GST total 69 forms should be uploaded but the design of many forms is still not ready. For Example For filing returns there should be 10 forms but GSTR-7 and GSTR-8 is still not ready. Likewise, GST PMT-3 form related to register and leisure is still not developed. Same is the case for the form appeal and advance ruling.
- IT structure of GST is very complex and difficult to understand for a simple businessman so always he/she is roaming all around tax professionals CA and advocates who have increased their rates of filing GST returns so high that not only cost is increasing but for the whole month businessman energy is being wasted to file returns.
- IT network of GST (GSTN) has various problems due to which not only businessmen are facing much trouble but government also has to face awkward situation, criticism and protests. This is why GST council has to postpone the dates of filing of returns many times.
- Even the tax officials don't know anything how to help taxpayers in case of confusion or dilemma. Though excise and sales tax have been merged but both officials don't know their role under GST.

- Exporters are not getting refund so they are facing working capital problem even the production of manufacturer is suffering due to it. (DJ April 15, 2018) Due to technological problem in GSTN portal their data is not matching with GSTN portal so exporters are unable to get their IGST refund on time due to which they are facing many problems.
- Tax evasion has increased under GST after government postponed anti-evasion measures such as e-way bill, matching of invoices of buyers and sellers and a reverse charge mechanism wherein the large registered buyers have to pay tax on behalf of small unregistered sellers. Under the composition scheme businessmen are evading the tax. Mint reported that the directorate general of GST intelligence had unearthed evasion amounting to Rs. 440crores in a Pan-India operation. (Nair, 2018) In E-way bill people are under invoicing of bills as E-way bill is not applicable on goods less than 50000 Rs. and 150 items are out of its purview.
- There are reports of an increased administrative tax compliance burden on firms and a locking-up of working capital due to slow tax refund processing.
- Though inter-state E-way bill has been implemented from April 1, 2018 but it is not without fault. According to Confederation of All India Traders (DJ April 24, 2018) businessmen are facing much problems **First**, it is not generating easily. **Second** problem is of HSN code because many businessmen don't know about it. **Third** problem is about tax rate about which many businessmen are still in dilemma. **Fourth** problem is of GST portal because on it some information gets uploaded while some not. **Fifth** problem is of complexity of returns.

According to the first advance estimates released by CSO economic growth of the country has been decelerated from 9.1% (March 2016) to 6.5% in 2017-18 (Mishra, 2018) due to the teething trouble associated with implementation of GST, delays in refunds to exporters, has led to a temporary dip in manufacturing. Not only growth but government revenue from GST has also fall down. (DJ March 28, 2018) see figure 1

Figure :1



Source: Finance Ministry

This shows that plan of GST implementation was brought without vision and without doing any pilot study due to which it created so many problems for businessmen, manufacturers, exporters and proved to be a case of criticism and protest to government.

Suggestions

Procedure of filing GST return should be made simple and number of GST forms should be less or a simple one-page form should be there to file the returns.

Controversial issues of GST should be resolved so that businessmen may not be confused about tax rate, GST form etc. and may file their return very easily.

Automatic tax calculation procedure should be there in IT software of GSTN so that taxpayer may not confuse about amount of tax.

GST slabs should be reduced to one or two.

Petroleum products should be brought under GST as this time petrol and diesel rate is all time high of Rs. 74 and Rs. 68 respectively that is increasing inflation and unrest among public.

No state should be allowed to levy local/state tax on GST goods on the name of revenue loss as central government is already compensating the loss for first 5 years.

All GST forms should be designed and uploaded on GSTN portal as soon as possible and should be designed so easy to fill that businessmen may fill them at their own and should not require to roam about tax professionals to file their GST.

IT structure of GST should be made strong and simple and all technical faults should be removed. There should be IT technical team 24 hours to support the taxpayers if any problem arises during the GST filing process. If server hangs or portal creates problem no penalty should be charged from taxpayers.

Youth should be trained as GST professionals for filing returns and their rates of filing GST returns should be fixed and nominal just like income tax.

Exporters should be provided refunds immediately and automatically so that their production process may not hamper due to lack of working capital.

For checking tax evasion immediate steps should be taken and those taxpayers should be rewarded and encouraged who are paying their tax honestly.

Problems of E-way bill should be rectified immediately. For checking tax evasion E-way bill should be compulsory for each and every product (No exempted products). To check under invoicing there should be no limit of Rs. 50000. Likewise, there should be no discrimination whether the goods are transported through motorised vehicle or non-motorised vehicle.

Conclusion

Change is definitely never easy. Whenever a new thing is implemented many problems arise that is what is happening with implementation of GST in such a vast country of 1.3 billion people with lots of diversity. The government should take care of all problems that are coming in proper implementation of GST and should be sensitized towards the problems of taxpayers. It is encouraging that government is taking steps towards solving the problems of businessmen, manufacturers, exporters etc. It has appointed a five-member ministerial group under the chairmanship of deputy CM of Bihar Shri Sushil Modi who will give its report in April 2018. Though the final report will come by June 15, 2018. In between Government has refunded 12,700 crore Rs. as refund to exporters.(DJ April 2, 2018) and 17,616 crore Rs. refund has been sanctioned.(DJ Apr 3, 2018). To solve problem of GST portal government has made IT complaint redressal Mechanism(DJ Apr 5, 2018) to give relief to those taxpayers who were not able to file their return due to problem in IT structure of GSTN Portal.

Once the teething trouble of GST are over and it is implemented successfully, the country will experience the advantages of having a unified tax system, easy input credits and reduced compliance and will become a single market where goods can move freely and India will take a step forward towards ease of doing business.

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Contribution of Information Systems in the Organizational Change

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Abstract

In this research paper researcher analyzed the contribution of information regarding organizational change in term of short and long decisions including bring into being ideal administrative decision and amicable environment in the establishment. Which is directly contribute in the industrial administration in term of socio-economic-legal-administrative system in the organization for maximization of productivity, sense of pluralistic nature in context of social inertia, resistance to change, individual responds, and organizational execution. These are produced sense of participatory, individual responsibility, objectivity, and high quality of work life, including organizational change. This leading edge full for strategically change as per the paramount of an assortment of appropriated data for administrative decision in the organizational edifice with careful reflection of socio-economic-political and legal administrative mechanism for the change among the industrial for the participatory administrative and decision disinter of barriers to development, growth and organizational change.

Keywords: Industrial Administration, Participatory, Pluralism, Quality of Work, Assorted Data, Administrative decision.

Introduction

Effective implementation relies on systematic change for Small - scale projects and face-to-face facilitation. A strategy for long term change and large scale innovations requires a broader strategy, the conceptual and empirical work on implementation, both within MIS and OR/MS and in political science, provides few guidelines and some very pessimistic conclusions. The main argument of this paper is that information systems development is an intensely political as well as technical process and that organizational mechanisms are needed that provide MIS managers with authority and resources for negotiation. The traditional view of MIS as a staff function ignores the pluralism of organizational decision making and the link between information and power information systems increasingly alter relationships patterns of communication and perceived influence authority and control. A strategy for implementation must therefore recognize and deal with the politics of date and the likelihood even legitimacy of counter implementation.

The Causes of Social Inertia

“Social inertia” is a complicated way of saying that no matter how hard you try nothing seems to happen. The main causes of inertia in relation to information

systems seem to be Use information only for small component in the organizational decision process; (ii) Human capitals information’s - Processing in experimental and relies on simplification; Organizations systems are very complex and

change it in incremental and evolutionary from by large steps and avoided, even resist; (iii) Data are not merely an intellectual commodity but a political resources whose redistribution through new information systems affects' the interest of particular, group, and organizational systems. The main causes on social inertia? (2) The explicit constriction of organizational change? (3) What are the efficient mechanisms for executive change? (4) The main execution needs to amend regarding organizational change?

Informative system based data which play a fundamental role in decision making process. According to study of Mint berg' & Stewart's, advocate that the execution of the managerial activities and suggest this is often not the case; this is the data based decision by authority. In wide-ranging, decision processes are astonishingly, what has worked in the past is most likely to be frequent. Under pressure decision makers discard information, avoid convey in proficiency and explore new alternatives, they simplify the problem and to point-out where it becomes controllable. Approximately, every descriptive study of a complex decision process indication that formal analysis of quantified information is, at best a slight aspect of the situation. Brower, Negotiations, Strauss habit riles of thumb and "muddling through' has far more force. This may seem an extreme assertion but there is little if any empirical evidence to challenge it. The point is not that managers are stupid or information systems irrelevant but that decision making is multifaceted, emotive, conservative, and only partially cognitive. Formalized information technologies are not as self-evidently beneficial as technicians presume. Many descriptive models of decisions making, imply that "improved" information will have almost no impact.

Simon's concept of bounded rationality stresses the simplicity and limitations of individual information processing.² There has long been a conflict between the normative perspective of OR/MS and MIS, Which defines tools based on a rationalistic model of decision making and the descriptive, largely relativistic position of many behavioral scientists who argue that conception is unrealistic.³ Midriffs' study of the Apollo moon scientists is perhaps the best supported presentations of this position.[54] Regardless of one's viewpoint on how individuals should make decisions, It seems clear that the processes they actually rely on do not remotely approximate the rational ideal. This gap between

the descriptive and prescriptive is a main cause of inertia:

- According to supportive evidence the concept of consist as per inclination of industrial administrative functions goes to rational ideology. (Braybrooke and Lindblom [9] , Kahneman
- Industrial administration & subordinates those who are opt the traditional systems of the industrial 6tools and experiments faced difficulty in the trade - off preference .
- Observation regarding administrative and participatory systems and discriminating of systems;
- There are lucid biases and personality are facing different psycho mental problem in the decision making status"(Huysmans[30], Mc Kenney and Keen & Doktor that may even lead individual to refuse and may be use precise and functional information.
- In case of intellectual the practiced decision makers may makes some mistake in the logical systems including end.
- Industrial Administration or representatives' may prefers tangible and unwritten data to formal analysis in the decision systems.

The human information-Processing tends to be simple and experimental; there is no analytic response but it is reasonable and completely effective. Bowman 8, The application of information system in the perspective of organizational decisions are required to appropriate thus often seen as threatening and surplus to requirements. They are an intrusion into the universe of the users who notice these in eminent and no relevant techniques as a criticism of themselves.

Leavitt's classifications of organizations as a diamond, (Figure.1) in which Task, Technology, People and structure are interrelated and mutually adjusting indicates the complex nature of social systems. When Technology is changed, the other components often adjust to damp out the impact of the innovations. Many writers on implementations stress the evocative behavior of organizations, and the need to "unfreeze the status quo". (This term is taken from the lewin - Schein frame work of social change, discussed below.

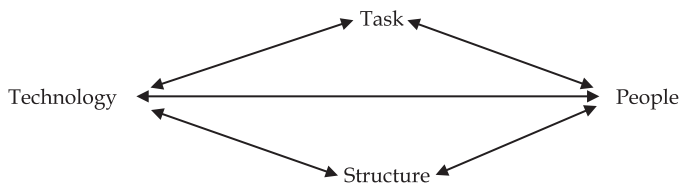


Fig. :1 the Leavitt "Diamond": Components of the Organization.

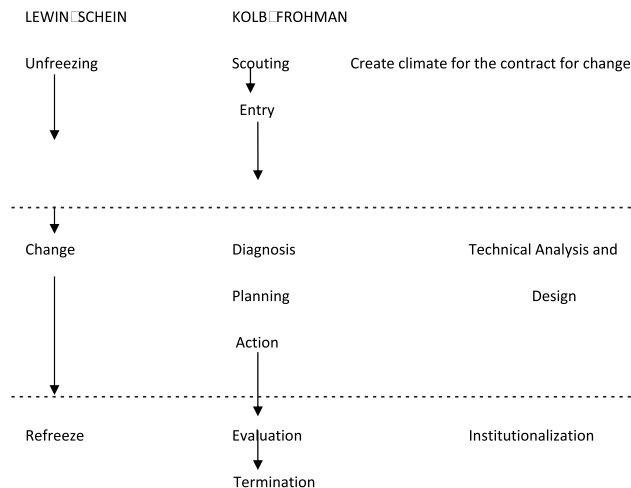
Information systems are often intended as coupling device that coordinate planning and improve management control. (Galbraith [21] Cohen and March's view of many organizational decision processes as a garbage can, Powerful conception of "loose coupling imply, however, that signals sent from the top often get diffused, defused and even lost, as they move down and across units whose linkages are tenuous. The more complex the organization, the less likely the impact of technical change; homeostatic, self- equilibrating force in loosely coupled system are a major explanation for the frequency of failure of large - Scale planning projects.

The Characteristics of individuals and organizations listed above suggest that theatrical change rarely occurs in complex social Systems. Lindblom's, Well known concept of muddle through reinforce that view. He points out the value of incremental, remedial decision making and rejects the "synoptic ideal." similarly disdains formalized planning and recommended an avowedly political process based on partiality and incremental analysis. He contrasts political and economic rationality. The latter looks for optimal solutions through systematic methodologies. Compromise is pathological since by definition it represents a retreat from rationality (one might expect that few people would espouse this position in so pristine a form - until one listens to a faculty full of micro economists.) Political (or Social) rationality looks only for feasible solutions and recognizes that utopian change cannot be assimilated by complex system composed of individuals with bounded rationality. Only small increments are possible and compromise, far from being bad, is an essential aspect of the implementation process.

The absolute causes of inertia are less passive than the others. Data are central political resources. So many agents and units in the organization get their influences and autonomy from their control over the information. They will not readily give that up. In many instance new information system represent a direct threat and they respond accordingly. We

now have adequate theories of implementation. We have with a reduction of understanding of counter execution, the life force of more than a few public sector organizations and a veiled attribute of many private ones.

Fig. 2: Tactical Models for Managing Change.



All these forces towards inertia are constraints on innovation. They are not necessarily binding ones. Implementation is possible but requires lack of complaint means fortitude and a strategy that recognizes the organizational change process must be explicitly administer. Only small successes will be achieved in most situations. These may, however be strung to gather into major long- term innovations, " Creeping socialism" is an instance of limited tactical decisions adding up to strategic redirection; no one step appears radical.

Overcoming Social Inertia: A Tactical Approach

There are several well defined tactical models for dealing with inertia. They are tactical in the sense that they apply largely to specific projects. They recommended simple, phased programs with clear objective and facilitation by a change agent in the organizational system to negotiate among interested Parties and make side payments. The Lewis- Schein framework and an extension of it Kolb and Foreman's model of the consulting process, have been used extensively by researchers MIS implementation both in descriptive studies and prescriptive analysis, this conception of the change process (See figure 2) emphasizes:

The immense amount of work needed prior to design; change must be self motivated and based on a "felt need" with a contract between users and implementer built on mutual credibility and commitment;

The difficulty of institutionalizing a system and embedding it in its organizational context so that it will stay alive when the designer / consultant leaves the scene;

The problem of operational zing goals and identifying criteria for success.

This tactical approach is "up and in" rather than "Down-and - out". Leavitt and webs, Do is based on direction from the top lengthy design stages, and a formal system for planning and project management. UI relies on small groups with face to face involvement and participative management. The design evolves out of the Entry Process. Leavitt and Webbs point out that UI works well for small projects. However, large- scale change required an engineering approach to design that quickly encounters social inertia. The dilemma is that UI limits itself to feasible, incremental change while DO, the broader strategic process, is rarely Successful. The tactical model needs extension; facilitation is not enough and social inertia is dangerously close to social entropy, No formal effective strategic model exists. If it did one might expect to find it in political science which frequently reconstructs the processes underlying efforts to deliver major social, technical or political programs. (Saplosky, Pressman and Wildvasky, Hargrove, political science deserves the label of the "dismal" science far more than economics, which after all believes in the eventual triumph of rationality; most studies in this field deal with failures. the analysis of the Polaris project is a rare example of a Success.) They identify as forces impending change not only social inertia but also pluralism and counter implementation is most likely to occur when outsiders bring in threatening new technologies.

The Concept of Organized Pluralism

Political science views organizations mainly as groups of actors, often with conflicting priorities, objectives and values. The management literature generally assumes far more commonality of purpose. The Down- and -out approach relies on this. Up- and- In evades the problem by limiting the scope of the project and hence the number of

actors involved: it fails completely if consensus is not impossible. The more the organization is viewed as a set of loosely couple units. Where joint action rests on negotiations, the more any strategy for implementations must emphasize the need to mobilize coalitions, to provide the necessary support for an innovative proposal. Obviously, that process is based on political rather than economic rationality. The corollary of this argument is that lack of attention to the constraints on change imposed by pluralism in organizations will result in failure. Many writers who attack the rationalist tradition on which OR/MS and MIS are based stress the legitimacy of pluralism and hence of incremental decisions making. According to Lindblom, the use of social interactions instead of analysis and planning as analogous to reliance on a market system to simplify and to provide the evidence of resource allocation. Strauss argues that "Social order" and decision making in any organization are predominantly based on negotiations; when individuals or groups or organization work together to get things done then agreement is required about such matter as what, how, when, where, and how much . Continued agreement itself may be something to be worked at... negotiations pertain to the ordering and articulation of an enormous variety of activities. The Pluralistic, perspective denotes the formal information method as either morally perilous in that they impose a false judiciousness, or simply irrelevant. They also deny their value as coupling devices that help coordinate planning and communication; pluralistic see merit in disorder and redundancy. So observation of federalism Summarize this argument; what is needed is "planning denotes, a different endeavor: to foster choice through observant structuring of social interactions."

These viewpoints are obviously not shared by most proponents of analytic methodologies. Since they are mainly based on studies of public policy issues one may argue that business organizations re more tightly coupled and less dominated by pluralism and instrumentalism. This may be true in particular instances there are many companies whose planning systems are effective in establishing and communicating goals involving managers in the decision process and creating a climate for innovations. Even so, most case studies of complex decisions suggest that companies are far more pluralistic than we conveniently assume. Pettigrew's analysis of a decision to purchase a computer for example reveals innumerable territorial disputes

maneuvering for position, conflict over goal, and irreconcilable differences in perspective among organizational units, so Believers in frame pluralism do not find that surprising but most computer specialists do. The main point is not to justify pluralism. It seems clear; however that it is a main cause of inertia. Getting thing done whether Down and out or up - and- down as per requirements. the careful edifice of coalitions on the situation and develop mechanism of negotiations. The larger the scope of a project and the more strategic its goal, the truer this will be because of the "geometric growth of interdependencies, whose implications extend over time." The section 8 suggests some organizational mechanisms that can provide information systems developers with the authority and resources to resolve these complexities.

Organizational Retardation on Execution:

The supporters of rationalism commonly produce the view of resistance to change in contest of protection of vested and developed the interest concealed. The tactical approach to implementation sees resistance as a signal from a system in equilibrium that the costs of change are perceived as greater than the likely benefits. The bringers and sellers of change- academics computer specialists and consultants - assume that what they offer is good. In Practice there are many valid reasons to go beyond passive resistance and actively try to prevent implementation. Many innovations are dumb ideas. Others threaten the interest of individuals and groups by intruding on their territory, limiting their autonomy reducing their influence or adding to their workload. While we all may try to act in the corporate interest we often have very different definition of exactly what that is (Dearborn and Simon point out that even senior executive adopt the perspective of their department.

Researcher's advocates the execution is a diversion and draws an outline regarding the progress and countermoves by (1) the participants redirect resources from a project; (2) redirect its goals; (3) dissipate its energies. So, the victorious respond to implementations is that there is no need to take the risky step of visibly opposing a project. The simplest approach is to rely on social inertia and use moves based on delay and tokenism. Technical outsider should be kept outside and their lack of awareness of organizational issues encouraged. (Why don't you build the model and we'll deal with the people issue

later; there's no need to have these interminable meetings.") If moves active counter implementations is needed one may exploit the difficulty of getting agreement among actors with different interests by enthusiastically saying, "Great idea- but let's do it properly !" adding more people to the game and making the objectives of the venture broader and more ambitious and consequently more contentious and harder to make operational. The research analysis by author has been originated by examples of soggy of the tactics Bartech identifies in as ongoing study of the implementation of information system and models for educational policy analysis in state government. Before discussing them it is important to examine what is perhaps the single most important cause of count implementations in information systems development - the politics of data. The link between control over information and influence has often been noted. "Information is a resource that symbolizes status, enhances authority and shapes relationship. Information is an element of power." Computer systems often redistribute information, breaking up monopolies. (1) Which type of people share it (2) What will be the professed the impact of rearrangement on: (I) Employees Assessment: (ii) Degrees of execution authorize to authority. (iii) Declaration.

He or she should then get ready to deal with respond to implementation. Dorn busch and Scott define evaluation as central to the exercise of authority [18]. In general providing management (or outside agencies) with data that permits closer observation of subordinate's decision making or helps define additional output measure increase control and decreases autonomy. Many public sector agencies protect data on their operations as a means of maintaining their independence. Laudon's study of information's systems in local government provides many illustrations of this point i.e. police agencies protest their data from mayors and budget agencies. Information's of control.

Assessment and scrutinizing are often "Enhanced" from the manager's viewpoint) through the collection of regular outfitted data. An unanticipated side effect of information's systems is increase by the superior's capability and to evaluate workforce. For example, Telecommunications, Office automations, and integrated data bases provide and record simple access to information that may then be used to observe subordinates. The introduction of office automation has for instance led some

managers to study “productivity” of clerical staff measured in terms of lines typed of error rates. Hospitals similarly use computer derived data to track nurses performance previously evaluation required interaction some degree of negotiation and respect for the nurse “professional” judgment. Some managers are concerned that trends in computer networking and database administration may similar encourage their superiors to snoop. The link between evaluation and authority is recognized by many trade union leaders. Greenberger et al.’s discussion of the joint effort of Rand and the administration of Mayor Lindsay in New York to apply management Science to city government provides several examples of their refusal to permit data to be gathered that might later be sued to evaluate productivity. Teacher unions similarly opposed efforts to introduce accountability programs. In at least one state, the Department of Education joined them in an elegant counter implementation move a variant of one Bardach [5] labels pile on. Teacher accountability measures had been tracked onto a school finance bill. The department of Education suggested six comprehensive programs, all of which involved collecting and processing additional data. It then scheduled about 30 state wide meetings, open to parents the press school officials and teachers and loftily entitled. This generated 44 separate accountability measures. The program is of course now dead. This counter implementation was overt and skilled but puzzling to analysts who saw the need for better data as in the interests of all.

An outcome of the link between valuation and appropriate authority are produce, the relationship between possession of information and self-sufficiency. The various cases, either departmental or individuals have influenced just because they have data domination. So that organization are partly designed in terms of set of laws for filtering and channeling data. In the particular unit are specified responsibility for collecting and analysis of data by other units which may be and may not be challenging them. For other systems as Financial planning system as example may own data on capital allocations. In state government agencies budget official often have a domination on the details of particular programs and expenditure which gives them great influence on the decision making process. Staff specialists who often lack direct authority rely on careful rationing of technical information’s in negotiations and on their ability to with hold data.

Information systems redistribute data and are sometimes intended to break up monopolies. This may be equivalent to redesigned parts of the organization disrupting patterns of communications and reallocating authority. Of course this also means that they may be explicitly used to Perpetuate or modify decision processes and social structures. Information’s systems become a tool for organizational development in the most literal sense of the term. The key point is that designers must recognize that far from being divorced from messy “Politics”, information technology has a major impact on a critical resource and source of power. It is hardly surprising then that teachers view a productivity reporting system as an outrage or that operating division opposes the efforts of finance to coordinate Planning through a budget tracking system. Computer specialists tend o be very surprised.

Table :1

Execution of Games

Resources	Sample Motivation
Capital	Get a little more than we give back:
Finances	We never turn down money”
Avert objective	Make sure we’re in chare and don’t let outsider cause trouble; take it slowly.”
Measure	let’s do it right! – we have to make sure our interest are included in the project.”
Up for Grabs	if they don’t know what they want, we’ll take over.”
Keep the Peace	we are going to have to work closely with Marketing and make sure happy.
Vicinity	This is our job.” “We think we should run the project since”
Marketing Problem	Marketing really ought to handle this”
Odd- Man -Out	We’re certainly interested and we’ll be happy to provide some inputs,
Position	I want an integrated -on -line real -time -database- management - distribution.

The Strategy of Respond to Execution

The main step in the strategic move toward to execution is to convert the general impetus for change which is usually based on broad goal and rallying cries into operational objectives and a

specific contract.(Kolb and Frohman, Any project is very vulnerable to counter implementations until this is done programs that have unclear goals or ambiguous specifications and that rely on continuing high levels of competence and coordination are easy targets for skilled game players are outlines a variety of games. (Table 1) Easy Money involves supporting a project because it can be used to finance some need activity within the player’s sphere of interest. The Budget game is played by Managers as budget Maximizes and Territory is similarly used to protect or extend control Within a game there are some predictable moves Tenacity exploits social inertia and interdependencies all it takes is the ability and the will to stymie the completion or even the progress of a program until one’s own Particular terms are satisfied.” Odd Man out creates an option to withdraw if the project gets into trouble and then the change to say “ I told you so this move is made easiest in projects where only the designer is accountable and no visible commitment is required from the game player. Up for Grabs is used to take over a Program where the mandate is half- hearted or ambiguous; all these moves are found in information systems development. There is an additional maneuver employed wherever computers are found – the Reputation game.

The administrative authority gets credit as a bold innovator by support a new system – the closer to the state of the art the better, since this increases his or her visibility and creates excitement. The Reputation gamer will have been transferred to a new position by the time the project collapses and can then ruefully say” When I was in charge of things....” The short tenure of upwardly mobile managers and their need to produce fast results encourages this move, which is only possible however when the goals of the project are not made operational or specific commitments made to deliver phased outputs. The analysis, of execution by the game is in the ironic nature. However, it seems essential to ask at the start of a project.

Execution Respond

The Reputation game player can get early credit and not be held accountable later. Easy Money is possible only because the goals of the project are too broadly stated. Odd Man out occurs when technicians have to carry the venture so mainly suggests designers use “Scenario- writing” (Table ii) and in essence ask “who can foul it up.” The tactical approach to

implementation makes the same recommendation, through more optimistically.

Table : 2
Adapted Circumstances

Critical objectives	What exactly are you trying to get done? (Not what does the system look like?)
Dilemmas of Administration	What elements are critical? Are any of them subject to monopoly interests? Will their owners be uncooperative? Can you work around them or buy them off? Will they respond with delays or tokenism? How will you deal with massive resistance?
Games	What games are likely to Divert resources, Deflect goals, Scatter energies?
Delay	How much delay should you expect, What negotiations are needed, What resources do you have for negotiations. Would it help to use project management work around? Possible obstacles and delay or enlist intermediaries?
Setting up the Game:	What senior management staff aid do you need, what resources do they have? What incentives are there for them to play the fixer role, Can you build a coalition to fix the game?

At the entry stage the implementer tries to identify and bring into the (facilitative) negotiations any party whose actions or inactions can affect the chances of success. Scenario - Writing forewarns the designer and partially protects him or her

against (1) Monopoly and tokenism; (2) massive resistance; and (3) delays, deliberate or accidental. Basic recommends a variety of responses to counter implementation such as creating substitute monopolies (information systems personnel can use their specialized technical resources in this way for bargaining), Co-Opting likely opposition early, providing clear incentives. The Management game uses control mechanisms overlaid on others' games. By assigning priorities, developing project management procedures and above all, by keeping the scope of the project small and simple which is often intellectually harder than designing a complicated system, the implementer can limit the range of moves actors can make. The management game is difficult to play without a "fixer"¹⁰ a person or group with the prestige visibility and legitimacy to facilitate deter, bargain, and negotiate effectively. Information Systems teams often lack this key support.

Conclusion: A Strategic Perspective on Change

Closed Counter implementation (CCI) is largely defensive, whereas the facilitative tactical approach is proactive. To an extent CCI involves containing and doing the opposite of counter implementers whose strategy may be summarized as:

(i) Rely on inertia Keep the project complex hard to coordinate and vaguely defined; (ii) minimize the implementers' legitimacy and influence; (iii) Exploit their lack of inside knowledge.

The tactical model addresses some of these issues (I) Make sure you have a contract for change; Seek out resistance and treat it as a signal to be responded to; Rely on face to face contracts; Become an insider and work hard to build personal credibility; Co-opt users early. A strategic model for change needs to resolve some additional concerns: (I) what happens when consensus is impossible? (ii) How can large - Scales projects evade social inertia? (iii) What authority mechanisms and organizational resources are needed to deal with the politics and data and counter implementations?

An assortment of summit is noticeable from of the analysis so far. Whether we like it or not we can only hope for incremental change. This reality suggests that systems designer must always aim for simplicity of design and precise objectives. However if they are to go beyond tactical innovations based on up and In they need Down and out directional

Planning: they must establish the direction of change and evolve complex systems out of phased components. This requires nontechnical resources such as (1) a meaningful steering committee and (2) authority. The analysis in this paper indicates the information development must be spearheaded by a general not coordinated by aides de camp. It must be defined as part of the information function of the organization instead of being a staff service labeled data processing or management science. The issues of negotiations seem central. (Killing and Garson [40] to position a system one must clarify objectives respond to resistance adjust other components of the Leavitt Diamond (Task, technology, People, Structure) and block off counter implementation. The politics of data (and of software engineering; see Keen and Garson [35] make it essential that negotiations be handled by a fixer will linked into senior managements decision making. Large scales change is a process of coalition building this cannot be done by staff analysts who are too easily caught in the middle with no formal powers.

The strategy for managing social change is based on acceptance of the political nature of information systems development and the need for suitable authority. Many organizations have moved in this direction. Neal and Radnor and their colleagues [56,62] conclude that OR/ MS groups with formal charters (budgets senior job titles for their managers and the right to turn down user requests) are more successful than ones that are a corporate service unit. The few Grand old Men in the information system field who have risen to senior positions in large companies have built up organizational mechanism that provide them with authority and strong links with top level planning in the organization. There is perhaps an almost Darwinian process of natural selection, Where the MIS group adopts a purely technical focus or cannot obtain authority for negotiations, It become merely a data processing service limited to routine applications and Subject to all the forces of inertia and counter implementation discussed here.¹¹

It is not the aim of this paper to define a specific strategy for implementation. The outline seems clear:

- A senior level fixer must head the information function ; he or she must have full authority and resources to negotiate with or between users and with those affected by information systems;

- There must be some policy planning or steering committee which includes senior line managers it will delegate to technical staff responsibility for projects that do not have significant organizational impact but will be actively involved with ones that are part of the politics of data (the policy committee also provide a negotiating table);
- The planning process will require substantial time and effort in the predesigned stages where objectives are made operational and evolution of the larger system is defined by breaking it into clear phases:
- Formal Contracts will be needed in which commitments must be clearly made and such games as up for Grabs, Reputation, Easy life and Territory made illegal and ineffectual;
- Hybrid Skills must be developed in systems staff they cannot dismiss organizational and political issues as irrelevant or not their responsibility but must be able to operate in the managers' world and build credibility across the organization. 12
- With the umbrella provided by the fixer's authority and the steering committee the tactical approach remains an excellent guide to managing the implementation process for a given project.

The Simple central argument presented here is that information systems development is political as well as sometimes for more so than technical in nature. When that is accepted the organizational mechanisms follow naturally. Unfortunately, "Politics" have been educated with evil corruption and Worst of all blasphemy in the presence of the Rational Ideal but politics are the process of getting commitment or building support or creating momentum for change they are inevitable.

Conclusion

According to the researcher final conclusion of the study is the industrial administration very high and relevant for implementation of strategy as well as participatory executive. The legal administrative systems improve the degree of assurance among the employees and administration. Which develop the sensitivity regarding job responsibility, and increase the organizational productivity and develop the good work culture in the organization? The political aspects of information systems are the

development of maximum degree of participations. The topic is rarely discussed in textbooks and even the literature on tactical implementation deals with it only peripherally. Yet when one tries to reconstruct or observe the progress of any major project this is an obvious and important feature. It is absurd to ignore it or treat it as somehow as unsuitable subject for study or for training MIS specialists. There is come fragmented research available. Pettigrew's observation of a computer purchase decision, Laudon's Computers and Bureaucratic Reform [43] and the work done by the Urban information systems Research Group at the University of California at Irving also provide some vivid illustrations of the political nature of computer models in public policy making. Most of this work is based on case studies. Politics are hard to study. They involve many hidden agenda (counter implementers do not boast about their triumphs) and in most instances a skilled observer has to ferret out and interpret what has happened. In political Science, The work on implementation is almost entirely narrative and descriptive. A political perspective on information systems is needed in research. It will of necessity be based on comparative field studies that illustrate theoretical concepts. It can immensely add to our understanding both of the implications of information technology and the dynamics of effective implementation. For a, "Negotiations" and "authority" be increasingly found in the titles of papers on information systems. That the papers will often be case studies does not mean they are not "legitimate" research. We needs to deep perceptive from of these issues are fundamental based and important for the effective utilization of information technology provides a full discussion of the difficulties of studying phenomena which involve soft variables and need an integrating perspective. The research is a noticeable example of how much we can learn from simple, imaginative observation, which often conflicts with complex over -narrow experimentation.

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Applications and Deterrents of Blockchain Technology in Logistics Management

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Abstract

Logistics management is a very complex yet unavoidable part of any organization. The complex network of products, people and processes involved in logistics make traceability and verification of anything involved very difficult and very expensive. Till date, centralized approaches to logistics management are cost-ineffective and complex, while decentralized approaches have the problem of providing consistent and relevant data. However, the new blockchain technology has the potential to provide consistent and relevant data and it is cost-effective and yet, it avoids the complex central control structure. We provide an insight into the different applications of blockchain technology to logistics management. Currently, there is a considerable amount of research in this sphere with corporates all over the world investing in pilot projects or full-scale applications of blockchain technology to logistics. In our paper we examine such applications. In addition, we identify different deterrents of applying blockchain technology to logistics management based on our research.

Keywords: Logistics, Blockchain, Information, Traceability, Deterrents

Introduction

Logistics Management is a complex process which involves a lot of processes including materials, packaging, transportation, storage, security among others. In industry, flow of information/services/goods from origin to consumption is considered to be part of logistics management (Figure 1). The aim of logistics management is to maximize the quality of operations involved and to minimize time and cost.

Another definition of logistics is “Logistics is about getting the right product, to the right customer, in the right quantity, in the right condition, at the right place, at the right time, and at the right cost (the 7 Rs)” - John J. Coyle et al.

Logistics management is a nascent area in terms of automation in organization management. The reason is that it generally involves complex operations, lot of people and lot of processes at distributed locations which vary from organization to organization which is difficult to standardize. Though efforts have been made to optimize individual components in logistics in some organizations, a lot remains to be done.

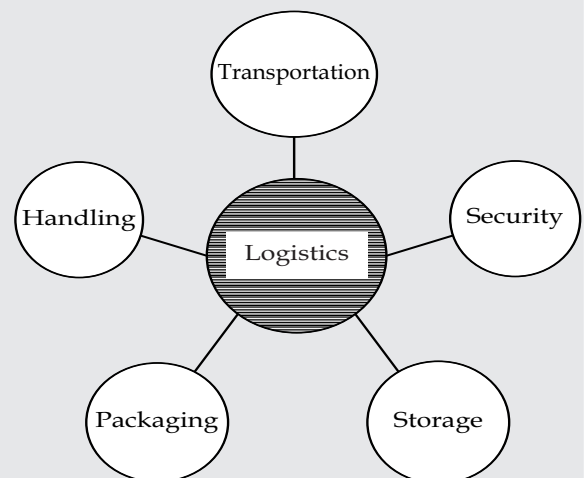


Fig. :1 Logistics Components

In Section 2, we discuss the problems with logistics management. Section 3 explains blockchain technology. In Section 4, we discuss various applications of blockchain technology to logistics management and its deterrents. Section 5 contains the conclusions and references are given in Section 6.

Issues in Logistics Management

Technology has been applied to logistics management over considerable period in time. Whether it is databases for storing transportation details, inventory, etc, RFID tags for tracking products, networks for transmitting data, software for generating reports and so on, technology has been at the forefront of logistics management. However, it is difficult to integrate the information from all the technologies to generate consistent and cohesive data without maximizing the expenses involved in a prohibitive manner.

We illustrate the problem using a simple example in logistics management. An organization is producing a brand of washing powder. The washing powder ingredients have to be brought from suppliers to the factory. The factory produces washing powder, packages and sends it to the distribution warehouse. The distribution warehouse sends the packets to the retailers who we assume to be the customers in this case (Figure 2).



Figure 2: Example of Logistics in a Washing Powder Manufacturing Company

Let us see how technology is applied to the above at present to improve the logistics management. Databases and software systems are extensively used to store data and process data at various stages show in Figure 2. For example, there may be Material Management Software Systems, Transportation Management Software Systems and Regulatory Management Software Systems to process material handling, transportation handling and regulatory compliance processing. RFID tags and barcodes may be used to track materials and so on. However, as the different stages are likely to be in different geographic locations especially in today's era of globalization and ownership/handlers at different stages may vary to a large extent, hence it is difficult to create a single uniform repository for storing and tracking data which is fail-proof and not prohibitively expensive.

Different systems at different locations complicate logistics management and make it cumbersome. Payments and transfer of goods take a lot of time and manpower. Middlemen take advantage of the complicated system and get involved further complicating matters. A lot of other professionals are also involved including but not limited to lawyers, bankers, accountants and so on. What appears on paper to be a series of simple transactions in reality is a complex maze of payments, goods and services which is inevitably difficult to fathom and hence, control.

Digitization of logistics management systems had started a long while ago with the advent of RFID tracking, enterprise resource systems and supply-chain management systems among others. However, due to different geographic locations, different software systems, different ownerships of processes/people/organizations, etc, the IT-enabled systems are rarely integrated resulting in loss/redundancy of data. This in turn prevents smooth information flow and hence, error-free functioning in logistics.

We demonstrate how technology incorporation is yet to provide consistent coherent information with an example below. A manufacturer sends a stack of shipment to a shipment provider. The manufacturer and the shipment provider are two different organizations with their own IT systems. Both do not attempt to build a consistent and coherent IT system because it would be prohibitively expensive, the manufacturer may choose a different shipment provider for his next shipment and in addition, the shipment provider may have other customers besides the manufacturer.

Now the shipment provider receives some info from the manufacturer but keeps only that it considers relevant and tracks the products using its own system with information that it considers relevant which may be difficult to match with that of the manufacturer (Figure 3). Thus there are islands of useful information in logistics but they are rarely consistent and coherent with each other.

MId	Product	Lnghth	Width
A1	Steering wheel
B3	Steering shaft
C1	Universal Joint
D2	Steering gearbox

Shipping ID	Item	Pkg Dimensions
S1	Steering Wheel components	10 x 20 x9

Blockchain technology has the potential to provide the coherence lacking in the digital infrastructure created for logistics management so far. It will provide every detail involved in the logistics of a product/service/information provided by an organization to its customers from the beginning till the end.

In the next section, we explain the basics of blockchain technology.

Basics Of Blockchain Technology

A blockchain is a distributed digital ledger which keeps records of transactions. Each transaction in the ledger is called a block. Copies of the ledger exist at multiple computers called nodes and are updated simultaneously. There is no central point of control. The distributed ledger can be modified/ updated only by simultaneous collaboration of the nodes involved. This prevents the possibility of falsifying records in the ledger.

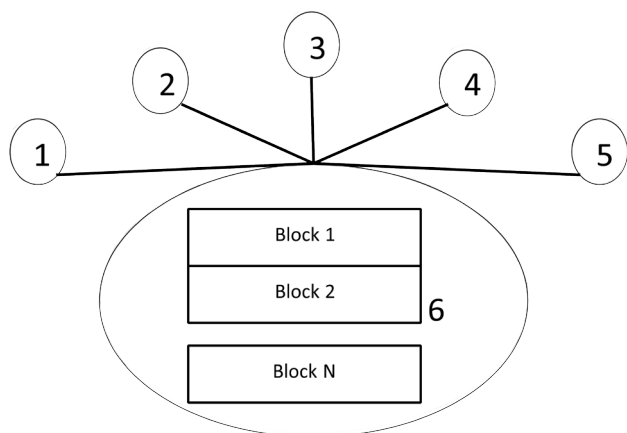


Figure 4: A Blockchain Ledger

We illustrate the working of blockchain technology with a simple example illustrated in Figure 4. Six computer nodes store the distributed blockchain ledger. A total of N blocks or transactions are stored in each block. The N blocks in each node are exact copies of each other. If any block is to be modified in any one node, say node 6, it cannot be done without the consent of all the remaining 5 nodes. If any block N+1 is to be added to block N in node 6, it cannot be done without the consent of remaining 5 nodes. If we consider a large network where a huge number of nodes are involved in the blockchain ledger, then modifying/changing anything requires consent of all nodes falsifying which is next to impossible.

In logistics, blockchain satisfies the need for a distributed model. From a manufacturer to a shipment provider, all can use the same blockchain with a copy at their respective nodes. The information (whether it is of inventory, warehousing conditions, delivery times and dates, and so on) is stored in the same format with all entities involved in the logistics ecosystem and information cannot be falsified without each and every entity’s approval which is next to impossible. Thus blockchain satisfies the need for reliability and integrity in logistics management.

Applications of Blockchain Technology to Logistics Management

Blockchain has increasingly been applied to logistics management by different organizations via startups and pilot programs. We have given examples of some below.

Global retailer Walmart uses blockchain to track sales of pork meat in China. Its system lets the company see where each piece of meat comes from, its processing and storage, and sell-by date. In the event of product recall, the company can also see which batches are concerned and who bought them. Food and pharmaceutical products often need special storage. Sensors on such products can record temperature, humidity, vibration, among others. These readings can then be stored on blockchain. They are permanent and tamperproof. If a storage condition deviates from what has been agreed, each member of the blockchain will see it. A smart contract can trigger an action to correct the situation. Depending on the size of the deviation, this action may be to simply adjust the storage. However, it could also extend to changing “use-by” dates, declaring products unfit, or applying penalties. [1]

Provenance, a U.K. software startup, looks to use blockchain technology to establish the authenticity of food. Provenance is testing the technology to authenticate tuna caught in Indonesia delivered to Japanese restaurants. Provenance takes information from sensors or RFID tags and records it on the blockchain to track the fish from “hook to fork.” IBM is also interested in food traceability, and has announced a consortium with several major food producers and retailers.^[2]

At the Watson IoT Center, Capgemini and IBM have developed a prototype for Smart Container Management based on Blockchain technology. Based on the use case, every container is equipped with sensors which transmit all quality related data (e.g. temperature, pressure, vibrations) to an integrated IoT-Platform. The collected data is visible in real-time to all affected members of the Supply Chain through this platform which guarantees data availability and manipulation security. The monitoring of real-time quality data enables companies to minimize their response time to events. If a quality affecting temperature decrease below a given threshold is noticed during transport, a shipment of replacement products can be triggered in real-time. Furthermore, the destination can be aligned or additional quality checks can be assigned. It is imaginable to automate this processes with Smart Contracts. A change in temperature which poses a breach of contract can trigger automated processes like an insurance proposal, a contractual penalty for the forwarder and a reorder at the supplier. At every point in time, the product’s history and its place of origin are uniquely identifiable, and additional information (e.g. on compliance with the required cool chain of goods) can be secured. In this concept it is imaginable that reactive processes are automated by Smart Contracts. If there is a negative effect on the goods, posing a breach of contract, processes like an insurance proposal or a contractual penalty for the forwarder can be triggered automatically.^[7]

Blockchain can also be used for transport traceability and organization in logistics. The practical setup is as follows. RFID tags for cartons or pallets store information on delivery location and date. Logistics partners run applications to look for these tags and bid for delivery contract. The partner offering optimal price and service gets the business. A smart contract then tracks status and final delivery performance.^[1]

In one projected pilot by a company called T-Mining, the blockchain will give clearance for personnel – like a truck driver – to pick up a load. One of the key advantages of blockchain is that it is much, much more secure than traditional IT solutions. A relatively recent trend in logistics is fictitious pickups. These occur when con artists show up at a shipper’s dock, provide fabricated insurance documents, DOT numbers for trucks, and pickup documentation. It is argued that blockchain could help prevent these kinds of thefts. On organization called Kouvala Innovation has an even more audacious vision. Pallets with RFID tags would communicate their need to get from point A to point B by a certain date. Carrier “mining” applications would bid for the right to move that load. The RFID tag would award the business to the carrier that bests meets a shipper’s price and service needs. Then as the move progresses, the blockchain would continue to track the shipment.^[2]

In logistics, the best known blockchain pilot program involved Maersk and IBM. It centered on creating a digital distributed ledger to create a single electronic place where all the myriad documents related to a shipment could be housed.^[2]

Blockchain can also improve the smoothness of logistics operations by reducing middlemen involvement like those of bankers. Blockchain allows the transfer of funds anywhere in the world. Traditional banking methods are not needed. Transfer is direct between payer and payee. It is also secure and rapid – in minutes, compared to days for automated clearing house payments, Australian vehicle manufacturer Tomcar uses bitcoin to pay suppliers. Currently, three partners in Israel and Taiwan accept this. Tomcar’s supplier agreements use standard terms. The Transactive Grid is an application running on blockchain to monitor and redistribute energy in a neighbourhood microgrid. The program automates the buying and selling of green energy to save costs and pollution. The technology for running the program is the Ethereum platform, designed for building smart contracts of any kind.^[1]

Organizations have made huge investments in digital infrastructure and yet, they have limited control and visibility over their overall logistics. Blockchain looks to be a promising solution to this problem. However, there are still challenges to be met.

While blockchain technology is reliable, it is not tamper proof. There have been instances when cryptocurrencies based on blockchain technology were hacked and stolen. Hence, it is important to use and implement blockchain technology in way that there is minimum information theft and mismanagement in the system.

In addition, blockchain technology requires a set of complex technological and business skills which needed skilled personnel. Recruiting and training personnel with such skills is an important issue in implementing blockchains. Last but not the least the mindset of organizations partners and employees have to be changed so that they can accept a distributed control system. This is the most difficult part of all. Human nature is prefers centralized control and to switch over to distributed control requires a considerable change in mindset which organizations need to overcome.

Conclusions

The findings above are just the tip of an iceberg. Profitability of organizations depend a lot on logistics management. It has proved to be a complicated and expensive process in spite of in corporation of technology in the same. Blockchain provides a solution which provides the possibility of transparency, integrity and cohesiveness without prohibitively increasing expenses. A lot more organizations will further implement blockchain in their logisitics management in the near future. They need to be studied in more detail to understand the impact of blockchain in logistics and its deterrents.

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Empowerment of Tribal Women through Skill Development: The Role of Self Help Groups

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Abstract

Empowerment of Tribal women is the central issue that has been pervading the development debate since eighties. Improving the status and empowering women would go a long way in accomplishing egalitarian gender relations in society. Tribal Women who are hitherto constrained by their social structure for their self-expression constitute the target of most of the development programs, which aim at bringing them into the mainstream of the development process and skill development training is a way to give a ray of hope to the community, to make them realize that they are capable of doing a lot more and to introduce them with self-confidence. Keeping in view the importance of skill development, an attempt has been made to know the impact of training programmes on empowerment of tribal women in the study area which not only reduced poverty & improved the welfare of participating households, but also enhanced the household's capacity to sustain their gains over time.

Keywords: Tribal Women, Empowerment, Self Help Groups, Skill Development and Area Development.

Introduction

Training and Development function plays a significant role to bring out the hidden talents and the capacity of all the SHG members through systematic modular training. Various kinds of training programmes are offered to the members to make them employable and self-independent. Women self-help groups are at present playing a vital role in the personality and skill development of women in India. Skill development determines the productivity as well as the ability to adapt to the changing industrial environment. Majority of rural women do not possess marketable skills, which is an impediment in getting decent employment and improving their economic condition. Keeping in view the importance of skill development, SHGs provide both skill development and human capital training services to their members. The skill formation training aims at improving income generating activities such as; farming, craft or business and is mostly provided to SHGs that are already credit linked. In order to promote employability of women, the SHG focuses on the skill up gradation strategy to enhance the employability of women in the self-employment & wage employment sectors.

Objectives of the Study

To examine effectiveness of microenterprise training programmes on self-help groups.

Hypothesis

In the light of the above mentioned objectives of the study and after reviewing the existing literature on the subject, the following hypothesis has been selected for the purpose of testing.

H_01 : Impact of training imparted to members of SHGs is same irrespective of their demographic profile.

H_a1 : Impact of training imparted to members of SHGs differs significantly on the basis of various demographic attributes

Research Methodology

Keeping in view this socio-economic feature of the state, a multi stage sampling has been designed for the purpose of seeking a representative sample of respondents. The study is both descriptive and evaluative in nature, examines the impact of training programmes on skill development of tribal women. The study has been conducted in 2 blocks namely Pangi and Bharmour of the Chamba District. Four villages from each Block and one Self Help group from each village has been selected on random basis. Thus the total eight Self-help groups were selected for the study. The sample consists of 80 rural women SHG members. This study will help the government to contribute substantially towards inclusive growth and to frame various policies which contribute substantially towards empowerment of women residing in tribal areas. Interview technique has been used for assessing the training needs of self-help group members.

Need of the Study

Self-Help Groups have become the focal point of poverty reduction efforts and occupies pride of place in national programmes such as Swarnajayanti Gram Swarajgar Yojana (SGSY), Rural Women Development and Empowerment Project, Swayamsidha Project and promotional programmes of the National Bank of Agriculture and Rural Development. Training is expected to inculcate positive changes in their knowledge, skill and attitude and to bring out the hidden talents and the capacity of all the SHG members, to improve employment, reduce poverty, provide livelihood opportunities, and enhance productivity to promote environmentally sustainable development.

Results & Discussion

Impact of training on improving skill of the women in the study area according to their age, education, marital status and family occupation has been presented in the following tables. Mean score of

satisfaction along with standard deviation of the responses gathered from respondents relating to the impact of training on skill development programme in the study area is depicted in table 1.

Table 1: Block-wise Impact of Training on Skill Development Programme:

District	Mean	Standard Deviation	S.E	F	P-Value
Pangi	4.16	.865	.109	45.247	.000
Bharmour	4.08	1.021	.129		

Source: Data collected through Interview Schedule

By applying F-test, the significance value has been found significant at 1 percent level of significance, which shows that block wise there is no significant difference in the responses of the respondents regarding impact of training on improving skill development of the tribal women.

Analysis of table 2 reveals age-wise impact of training on skill development programme. It is clear from the table that respondents less than 35 years of age feel more satisfied with the training programme in enhancing their skill as their mean score has been found highest (3.87), whereas mean score of satisfaction level of respondents above 55 years has been found least (3.36).

Table 2: Age-wise Impact of Training on Skill Development Programme:

Age Group (in Years)	Mean	Standard Deviation	S.E	F	P-Value
Less than 35 years	3.87	1.067	.157	2.934	.05
36- 55 Years	3.65	1.061	.121		
Above 55 Years	3.36	1.368	.149		
Total	3.58	1.208	.084		

Source: Data collected through Interview Schedule

Further, maximum variation in responses has been observed among the respondents having age above 55 years (1.368). By applying F-Test, impact of training on skill development has been found significant at 5 percent level of significance, which shows that age of the respondents has positive bearing in enhancing skill through training.

Table 3: Educational Qualification-wise Impact of Training on Skill Development Programme:

Educational Qualification	Mean	Standard Deviation	S.E	F	P-Value
Under Matriculation	3.30	1.185	.158	2.190	.080
Higher Secondary	3.66	1.318	.167		
Graduate	3.80	1.033	.125		
Post Graduate	3.33	1.328	.313		
Total	3.58	1.208	.084		

Source: Data collected through Interview Schedule

Table 3 highlights the descriptive statistical analysis of impact of training on skill development programme on the basis of educational qualification of the respondents. It is clear from the table that mean score of satisfaction in enhancing skill has been found highest among respondents having qualification up to graduate level (3.80) followed by Higher Secondary respondents (3.66); Maximum variation has been observed among graduate respondents (1.328). Further, the impact of training on skill development has been tested by using F -test and the significance value has been found insignificant at 5 percent level of significance which leads to the conclusion that all respondents irrespective of their education background have shown the same level of satisfaction as there is no significant difference in the responses.

Analysis of table 4 reveals that women who are single have been found more satisfied with the training programme in enhancing their skill, as the mean score of satisfaction of single women has been found highest (4.09) in comparison to married, widow and divorcee women

Table 4: Marital Status-wise Impact of Training on Skill Development Programme:

Marital Status	Mean	Standard Deviation	S.E	F	P-Value
Single	4.09	1.097	.151	9.770	.000
Married	3.57	1.203	.123		
Widow	3.12	1.141	.150		
Divorcee	3.65	1.061	3.65		
Total	3.58	1.208	.084		

Source: Data collected through Interview Schedule

Further, the married women have shown maximum variation in the responses. The significance value of F has been found significant at 1 percent level of significance which shows that marital status of the women has great impact in enhancing their skill through training programme.

Table 5: Family Occupation-wise Impact of Training on Skill Development Programme:

Family Occupation	Mean	Standard Deviation	S.E	F	P-Value
Agriculture	3.57	1.126	.113	6.420	.000
Labor/Helpers	3.88	1.162	.132		
Petty Ventures	2.73	1.343	.263		
Employed	3.50	.577	.289		
Total	3.58	1.208	.084		

Source: Data collected through Interview Schedule

It is clear from the table 5 that, women engaged as labour/helpers (3.88) have reaped the benefit of training to the maximum extent as compared to women engaged in agriculture (3.57) and petty ventures (2.73) as far as role of training in their skill development is concerned. Further F-test, also supports the result as significance value of F has been found significant at 1 percent level of significance which shows that family occupation of the respondents significantly affect the impact of training on skill development as there is a significant differences in the responses has been observed.

Table 6: Demographic Profile-Wise Mean Satisfaction Regarding Skill Development Training of Self Help Group Members

On the basis of demographic profile, mean satisfaction is shown in table 6. Demographic profile is sub-categorised into age, district, marital status, educational qualification and family occupation.

**1 stands for "Reading/Writing Skills", 2 stands for "Communication Skills", 3 stands for "Confidence in Operating Bank Accounts", 4 stands for "Enhancement of Management Competencies and Capabilities" and 5 stands for "Knowledge of Development Programmes".

Demographic Variables		Statements					Overall Mean
		3	4	5			
1							
2							
Age	Less than 35 years	2.69	2.53	2.41	2.04	2.67	2.47
	36- 55 Years	2.64	2.46	2.43	2.37	2.69	2.52
	Above 55 Years	2.62	2.49	2.54	2.45	2.75	2.57
Overall Mean		2.65	2.49	2.46	2.29	2.70	
District	Chamba	2.69	2.53	2.51	2.40	2.74	2.57
	Kinnaur	2.60	2.32	2.53	2.40	2.47	2.46
Overall Mean		2.64	2.43	2.52	2.40	2.61	
Marital Status	Single	2.68	2.51	2.49	2.41	2.68	2.55
		2.70	2.53	2.51	2.39	2.78	2.58
		2.23	2.06	2.85	2.46	2.08	2.34
		2.74	2.54	2.52	2.22	2.81	2.57
Married							
Widow							
Divorcee							
Overall Mean		2.59	2.41	2.89	2.37	2.59	
Educational Qualification	Under Matriculation	2.43	2.00	2.50	2.50	2.64	2.41
	Higher Secondary	2.48	2.17	2.46	2.31	2.42	2.37
Graduate		2.78	2.66	2.53	2.44	2.79	2.64
Post Graduate		2.81	2.67	2.63	2.51	2.74	2.67
Overall Mean		2.63	2.38	2.53	2.44	2.65	

Source: Field Survey

Age wise mean satisfaction reveals that beneficiaries under the age group of less than 35 years are highly satisfied with the statement 'Knowledge on Development Programmes whereas, beneficiaries of all age group are least satisfied with the same statement 'Enhancement of Management Competencies and Capabilities'. On the Whole, statement-wise satisfaction ranges between 2.75 for "Knowledge of Development Programmes" to 2.45 for "Enhancement of Management Competencies and Capabilities".

District-wise, highest mean satisfaction value among beneficiaries of Chamba and Kinnaur district is observed for the same statement Reading/

Writing Skills at 2.64 & Knowledge on Development Programmes at 2.61 respectively. But the lowest mean satisfaction value at 2.46 is computed for "Enhancement of Management Competencies and Capabilities" by beneficiaries of Kinnaur district.

Marital status-wise, maximum mean satisfaction among married & Divorcee beneficiaries is measured at 2.58 & 2.57 for the statement "Confidence in Operating Bank Accounts". On an average, married beneficiaries are more satisfied in contrast to widow beneficiaries with mean value of 2.58 & 2.34.

Educational Qualification-wise, mean score highlights that beneficiaries who are post graduates are having highest level of satisfaction for the statement "Knowledge on Development Programmes" and beneficiaries passed up to higher secondary have least mean score for the statement "Communication Skills".

Conclusion & Suggestions

Training and Development function plays a significant role in energizing and empowering group members by increasing their skills through innovative and productive programmes as a silent revolution is taking place in the remote and backward tribal areas of Pangi and Bharmour of Chamba district with womenfolk emerging as harbinger of change by strengthening their economy and improving their socio-economic status. Training programmes has proved its value, in all occupations, as a weapon against poverty and hunger. With access to microfinance, women can earn more, build up assets and protect themselves against setback and business losses. These programmes enable Women to have more exposure in social, economic, political, educational and technical aspects. The impact of training on assets reveals that training strengthens member's reading/writing skills, communication skills and their enhancement of management competencies and capabilities.

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Going Cashless: Stepping Towards Digital India

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Abstract

A Cashless Economy is an economy in which all types of transactions are carried out through digital means. It includes e-banking (Mobile banking or banking through computers), debit and credit cards, card-swipe or point of sales (POS) machines and digital wallets. The paper under study tries to throw light on the rising trend of digital transactions in India being carried out in various cashless modes over the last few years but simultaneously being ourselves making alert of the negative impact of going cashless thereby showing downside of digital India. As the people of India are showing amazing response towards move of digitalization, it is the big indicator of prosperous future for India to be cashless India. So the need of an hour is to spot the weaknesses involved in cashless transactions and work out on them to achieve the vision of Prime Minister Modi's Digital India.

Keywords: Card-Swipe, Cashless, E-Banking, Mobile Banking, Pos.

Introduction

Objectives of Study

To find out benefits in going cashless.

To chalk out the major challenges in making India cashless.

To access growth of India on the path of being cashless in terms of digital transactions such as POS, Credit & debit cards and payment banks etc.

"We want to have one mission and target: Take the nation forward - Digitally and Economically"

-Shri Narendra Modi

Prime Minister, Mr. Narendra Modi launched the Programme "Digital India" with a vision to transform India into a digitally empowered nation and creating a cashless, paperless economy. As per the current status

of India, only 7% to 8% of all the payments are taking place electronically. On Nov 8, 2016, a historical date, he talked about making India a cashless economy and on Nov 27 during an election rally in Uttar Pradesh, he again motivated the people of India to become familiar with cashless transactions. On the same day, during his radio Programme "Mann ki Baat", he said: "Learn how this digital economy works.

Learn the different ways you can use your bank accounts and internet banking. Learn how to effectively use the apps of various banks on your phones. Learn how to run your business without cash. Learn about card payments and other electronic modes of payment. Look at the malls and see how they function. A cashless economy is secure, it is clean. You have a leadership role to play in taking India towards an increasingly digital economy".

Meaning Of Cashless Economy And Where India Stands?

A Cashless Economy is an economy in which all types of transactions are carried out through digital means. It includes e-banking (Mobile banking or banking through computers), debit and credit cards, card-swipe or point of sales (POS) machines and digital wallets.

At present, India is far behind to other economies with regard to cashless transactions. The ratio of cash to **gross domestic product in India** is one of the highest in the world-**12.42% in 2014 as compared with 9.47% in China or 4% in Brazil.**

Another report by **Boston Consulting Group (BCG) and Google India** mentioned that last year around 75% of transactions in India was cash based while it was 20-25% in developed nations such as US, Japan, France, Germany etc.

Another statistics have revealed that **India has 76.47 billion currency notes in circulation in 2012-13 as compared with 34.5 billion in the U.S.** Moreover, various other studies have shown that people prefer to make payments in cash in malls even when they carry credit cards with them.

But, the step taken **on Nov 8, 2016 of demonetization** has pushed digital and e- transaction to the forefront in India due to depletion in cash. Now, e-banking, e-wallets and other transaction apps are becoming more prevalent.

Benefits of Going Cashless to the Economy

Going cashless has helped in creating a positive impact on society as the paper based methodology in financial transactions has been reduced thereby economy in operations, time and cost.

Various Benefits of Going Cashless can be Listed out as Under

- It will help in curbing the generation of black money. The cashless economy has attacked the parallel economy. People who hoard money under their bed, people who launder money bypassing banking channels, terrorist who need money to finance their terror will find difficulty in cashless economy.
- It will help in reducing instances of tax avoidance. All the transactions can be monitored and hence traced back to an individual. Income tax officials

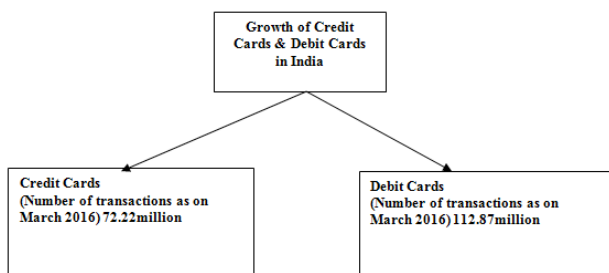
can easily trace out the transactions and it will become difficult for individuals to evade taxes. Ultimately, it will help in increasing revenue of the government from taxes and more productive activities can be carried out in the economy.

- It will lead to reduction in real estate prices because of curbs on black money as most of it is invested in real estate which ultimately inflates the prices of real estate markets.
- RBI spent Rs.27 billion in financial year 2015 on currency issuance and management. This could be avoided if India becomes a cashless economy.
- Cashless economy will boost consumption as people would not be attracted towards keeping money in banks. More consumption will lead to more production, more employment opportunities & hence, income of people will increase..

Practical Implementation For Moving on Path of Going Cashless (In Context of India)

For making India cashless, these are the various modes available in form of digital transactions which are being considerably implemented and which clearly indicate that cashless transactions are being actively used by people in India. These can be highlighted as under:

- **Payment Banks:** Payment bank is a new model of banks introduced by RBI. Payment can issue services like ATM Cards, mobile banking, net banking, and debit cards etc. These payment banks offer amazing competition to traditional banks in terms of services. **Two such prominent licensees are Airtel (founded in 1995, in 2016 reaching at revenue of \$14.5 billion) and Paytm (founded in 2010 and valued at \$1 billion presently)**
- **Electronic Fund Transfer Systems:** Two popular methods RTGS and NEFT are increasingly used by people at a large scale for making funds transfer from one bank to another leading to less time and economy in operations.
- **Mobile Wallets:** Option to open a zero KYC or a full KYC wallet along with your mobile number and the application to be downloaded to your smart phone.
- **Internet Banking:** For this type of digital service to take benefit of, the individual must hold a bank account and opt for the online service same.
- **Banking Cards:** Banking cards are available by the bank by providing the KYC (know you customer) information to the bank. Applying for a card and getting a pin for the same. Credit and Debit cards are plastic cards that are used as method of payment



Source: www.medianama.com (Fig.1)

- **Banks Pre-Paid Cards:** For this service, a bank account is there with wallet or a pre-paid card and a smart phone to generate the MPIIN.

Point of Sale: A handheld device with the biometric reader along with a merchant bank account and internet connectivity. POS machines facilitate acceptance of payment from customers by swiping of their debit/credit/prepaid cards on POS terminals. Number of POS terminals in India has increased from 5 Lakh in year 2010 to 14.62 Lakh in year 2016. (Source: www.indianexpress.com)

Table : 1 Growth of POS Terminals in India (Bank wise)

Bank	Number of POS terminals(in lakh)
State Bank of India	3.29
HDFC	2.88
Axis Bank	2.7
ICICI	2.02

Source: www.indianexpress.com

4.8 Mobile Banking: A bank account is required along with a mobile phone application of the bank and internet connectivity to take benefit of this digital service. Mobile banking concept is gaining its momentum over the years. As shown in graph below, value of transactions using mobile banking increased is maximum than in other digital platforms such as POS, PPI etc.

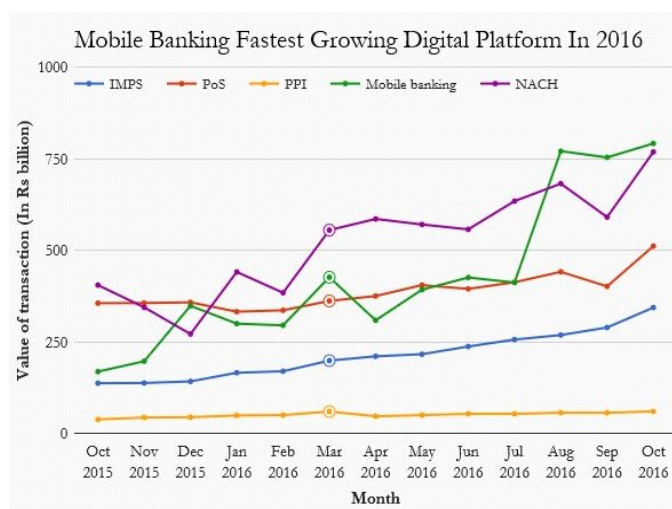


Fig.: 2

Negative impact of going cashless

As we know every good has its bad side also, surely aura of cashless transactions is spreading all over India converting India into Digital India, simultaneously the more and more use of internet is giving rise to various negative effects also. **Following can be highlighted as the negative effects of going cashless with reference to India:**

- **Increase in Cyber Crimes:** Due to the increasing rate of online frauds, the risk of hacking will also increase as more people will be on the digital mode. More and more use of internet is giving boost to cyber crimes at an increasing pace as can be seen below:

**Rate of Cyber Crimes in India (Under IT Act)
(Table-2)**

Year	Registered Cases	Persons Arrested
2011	1791	1184
2012	2876	1522
2013	4356	2098
2014	7201	4246
2015	8045	5102

Source: <http://factly.in>

- **Increased chances of trapping:** Performing digital transactions using public networks can be more prone to traps on mobile devices and thereby giving opportunity to hackers to access account related sensitive information.
- **Frauds through digital transactions:** A report by ASSOCHAM-EY on study titled "Strategic Nation measures to combat cyber crimes" highlights **46% Complaints of credit/debit cards frauds, 18 % on account of hacking of email ids and 21% complaints on account of cheating through mobiles.** (Source: newsnation.in)
- In October 2016, 3.2 million card details were stolen in malware related security areas. These cards belonged to customers of SBI, HDFC, ICICI, Axis Bank and were used at ATMs. Stolen debit cards were used in china. No legal decision has been taken and the case is still under

investigation. (Source: economic times of India, December 2016)

Challenges In Making India A Cashless Economy

There are a number of obstacles in making India a cashless economy. Some of them are as under:-

- A large part of the population, approx. 50% of Indians is not covered under any banking system. According to 2015, report by Price Waterhouse Coopers, India's unbanked population was at 233 million. Though bank accounts have been opened through Jan Dhan Yojana, most of them are lying unoperational. Unless, people start operating bank accounts, cashless economy is not possible.
- The digital mode is a big hurdle for the tech-unfriendly people. Since, India has a low penetration of 34.8% as per Internet live stats and only 26.3% of all mobile phone users have a smart phone, therefore, it is difficult to go digital.
- The low literacy rates in rural India & lack of infrastructure like internet access and power make things extremely difficult for people to adopt cashless economy.
- In India, there are approx. 350 million internet users. The internet penetration rate is just 27% which is very low in comparison to countries like Nigeria, Kenya & Indonesia etc. It has to be at least 67% which is global median.
- Only 17% of Indians use smart phones which is very less and only 15% of Indians have internet on their smart phones.
- The internet loading speed is very low. The **average page load time is 5.5 seconds in India in comparison to 2.6 seconds in China.**
- POS machines (Point of sales) are must for any cashless transactions. A study was conducted by Macquarie Research and it was posted on website of **National Payments Corporation of India**, in which it has been highlighted that **India still far behind in terms of Number of POS machines which is 2 per 1000 debit cards as compared to other countries like in Brazil 14.8, China 12.5, Russia is 6.1, U.S 13.1 and in Australia is 33.2 per 1000 debit cards.**(Source: www.indianexpress.com)

- Since, India is dominated by small retailers; therefore they don't have enough resources to invest in electronic payment infrastructure.
- Most card and cash users have the perception that they will be charged more if they use cards. Moreover, non- users of credit cards are not aware of the benefits of credit cards.

Steps Taken By Rbi and Government to Discourage Use of Cash

Government is also promoting mobile wallets. Mobile wallet allows users to instantly send money, pay bill, and recharge mobiles, book movie tickets, and send physical and e-gifts both online and offline. Recently, the RBI had issued certain guidelines that allow the users to increase their limit to Rs 1, 00,000 based on certain KYC verification. Various incentives offered by government to promote digitalization in India to make India "Digital India" by focusing on cashless modes are:

- On digital transactions up to rupees 2000, Service Tax of 15% waived off
- 7.1.2 Digital purchase of fuel through credit cards, mobile wallets or e-wallets, discount of 0.75%
- Free accident insurance worth rupees 10 lakh on account of online ticket buyers
- On purchase of new LIC policies online via its site, 8% discount is offered.
- Government has also launched **UPI (PDF) (Unified Payment Interface)**, payment system that can be used for immediate mobile transfers between account holders of two different banks.
- Government has introduced various technologies like **BHIM (Bharat Interface for Money) app** to transact between each other as well as with other merchants. **BHIM App currently has 17 million downloads in less than 3 months since its launch.** And government is considerably promoting their digital cashless technologies other than **BHIM such as UPI & Aadhar Enabled Payment Systems.** As per **National Payments Corporation of India, payment transactions through Aadhar enabled Payment Systems have raised 12 times over 6 months from April 2016 to October 2016** which is highlighting that traditional bank themselves are moving towards e-wallet services on mobiles at a faster pace.
- In addition to govt or RBI, Companies are also participating in combating of cyber crimes because of increasing trend of cashless or digital transactions. **Microsoft** opened full scale **cyber security Center** called **Cyber security Engagement center (CSEC)** in India. This centre, located in Delhi, functions as a satellite to company's Redmond Digital Crime Unit (DCU). This centre monitors how viruses are spreading, from where cyber attacks are originating and helping customers to tap pool of security specialists.

Measures To Be Taken For Stepping Towards Cashless India

- Basic cyber hygiene must be taken care of such as non-sharing of passwords with others, non-saving of passwords on public networks and Better access to control techniques with strong authentication measures should be implemented by mobile e-wallet companies.
- Open Bank accounts and ensures they are operationalised.
- Abolishment of government fees on credit card transactions; reduction of interchange fee on card transactions; increase in taxes on ATM withdrawals.
- Tax rebates for consumers and for merchants who adopt electronic payments.
- Need is to scale up the capabilities of POS machines for faster rollouts in country.
- Making Electronic payment infrastructure completely safe and secure so that incidents of Cyber crimes could be minimized and people develop faith in electronic payment system.
- The Reserve Bank of India too will have to come to terms with a few issues, from figuring out what digital payments across borders means for its capital controls to how the new modes of payment affect key monetary variables such as the velocity of money.
- RBI will also have to shed some of its conservatism, part of which is because it has often seen itself as the protector of banking interests rather than overall financial development.

Conclusion

The future of the Cashless India looks pretty promising as the response of the country people towards this move of the government and the support towards It is a clear indication that the government's move is likely to succeed. The transparency in the economy will increase through the e-commerce transactions and the digital payment gateways which will increase the GDP of the economy. This will increase the creditability of the country and make a rise in investments. This step of cashless is truly going to create ripples of big success and it will help to attain vision of Prime Minister Modi's vision of "Digital India".

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Marketing of Indian Indigenous Products and Services in Digital Era

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Abstract

The quest of this paper is to make aware about the Indian Indigenous products and brand their history and marketing practices. In this paper the author has highlighted the importance of Indigenous products and brand, why it is important to market such products for making India more economically sound and lively in terms of providing employment and GDP. Author has insisted the use of E-commerce platform and marketing mix to mark the global presence of Indian indigenous product. Marketing practices of certain indigenous brand has also been discussed in the paper. This paper through its literature try to accomplish the laid objectives like to know the demand pattern of the Indian Indigenous product and brand, ease of positioning indigenous brand after the advent of e-commerce and digital India.

Keyword: Indigenous, Brand, Product, E-Commerce, Positioning, Economy, Global Marketing **Keywords:** NTFPs, Procurement Agencies, Kalahandi, Odisha

Introduction

Indigenous products refers to the product that is related to the native land, culture, belief or tradition of a particular country. Furthermore, it can be said that those product which inherit the character of place, region or country in terms of culture, belief, cuisine, clothing system and so forth. For example: The Betel of Banaras "Banarasi Paan", Mithila Painting of Madhubani, Rassogula of West Bengal etc. Indigenous products are also coined as "Swadeshi" in India which is of own country. Question arise here "Does Indian Products have potential for indigenous product. To answer this India has a huge demographic dividend. It enjoys cultural, linguistic and diversity related to religion. The women of India are so creative at every Ten Miles in India there will be change in language, dialect, clothing system and folk. None of the country in the world enjoy such diversity. India is also the youngest citizen in the world with majority of the population is young. The country has huge potential to produce and market indigenous product and services to add. Services now a day globally are backed by technology and data. Technocrats and scientist from India are contributing to many organizations across the globe by being in a top leadership position. If Indian people are has very important role to play, why India cannot restore the tag of "Golden Bird". During 16th century India was ranked 2nd after China in G.D.P or production. The composition of India's production that time was 25 % of world production. India did produce so hugely due to demand of Indigenous product which is related to Indian land like spices, silk and sculptures had enjoyed goodwill. Due to huge export backed by global demand country could make huge repository of gold by marketing and delivering Swadeshi Products outside. This golden period of Indian Economy could not linger as the country got trapped by colonial rules of British. Right after

independence and inception of Industrial revolution in phased manner the nation market which could have reaped the fruits of their oldest culture, tradition and cuisines by converting them into innovative products was replaced by the goods and services backed by western thought. Majority of goods and services present in Indian Market belongs to foreign land which eventually have added more values to Indian Economy. Imagine a situation where the country could have recognized the potential of indigenous product and have tried to innovate the products and services and have made it customer friendly and marketed globally the way western market have done India would have been in double economic capacity from the present capacity. Adopting western lifestyle and music were supposed to be the testimony of modernization and quality lifestyle. Gradually from kitchen to sanitary, food nutrition to medicines, clothes to accessories everywhere there are products flooded with foreign brands. Indigenous production and marketing has very important role to play in economy, It will add values to the economy: 1. Marketing will raise the demand which will increase the production in long run. 2. Increased production will give employment and regional balance as more number of skilled and unskilled labor will be accommodated 3. Rise in global demand will increase export that will add to foreign exchange reserve of the country. Despite of presence of foreign companies in India in such a large number even larger proportion of youths are unemployed, migration rates have not gone down from semi urban and rural areas to metro cities. GDP per capita has not increased the way it should increase. Indian population will surpass the china by 2022. Aspiration of the country is going to increase, more jobs more income and career opportunities in the local region will be the need of hour. Won't there be a need to foster the indigenous production and marketing to accompany with dominant foreign goods market. There is dire need to produce and market indigenous products and services. After so much ponder on the need of indigenous production and marketing one must understand and look back at the root cause of failure in production and marketing. There are various reasons of failure and to highlight important one is the intent and passion of which wiped out with the infusion of western culture and brand tremendously. Foreign brands due to their operation on economies of scale and efficient technology attract large number of retailers and wholesaler. Small artisans, women craftsmen, vocalist due to lack of know-how, finance, segmentation, targeting and positioning could not expand their business in terms of production and marketing. After considering all these problems into consideration and relate it to the current marketing ecosystem, things seem to be optimistic for such vulnerable producers and marketers. Entire business globally from pin to plane are sold either directly on digital platform or has some deal on online or digital platform. After the influence of technology the market is now boundary less and free from location. Earlier to deliver a product to the end customer a producer to reach out to the customer had to open an entity or to float their products with the help of wholesaler, distributors and retailers and producer don't had the option to track their good in transit and quick feedback and response system. Even from the demand side it is easier for the customer whatever they want. From the cost efficiency point of view maintaining a brick and mortar store and maintaining fixed operating cost per month with the human resource cost is the other challenge the offline company could face. Maintaining an app and website will have less cost and operating cost with numerous advantages. It is a matter of study to look at potential of indigenous product in e-commerce and digital ecosystem. In this paper, author will ponder upon the possibilities of revival of indigenous products and services in the era of digital marketing and e-commerce.

Objectives

- To look at the demand pattern of indigenous product
- To check the priority whether the production or marketing of indigenous products are important
- To study the ease of marketing of indigenous product in the era of digital marketing and e-commerce.

Literature Review

Indian Indigenous Brands: A note

Researcher across the world has acknowledge the fact that Brand's country of origin has to play an important role in purchase decision. The "Made in" tag plays a psychological purchase decision making. Kantar WorldPanel's Brand Footprint Study done in some past few years have shown the rise of local brands

worldwide. Local brand may have better understanding of taste, culture and belief. They also have to offer value for money. Local brands may go deeper to the untapped market. Innovation and tailor made modification is required for the survival and sustenance of indigenous brands.

K.C. Das: A Journey of Vigor and Sheer Perseverance

Mr. Nobin Chandra Das innovate and came up with the idea of manufacturing canned Rassogullas for the native Bengali people travelling to UK. A product with shelf life of 24 hours was packaged in such a manner that It can be extended for six months. Das also worked in the moderation of sugar content in their sweets. The company pioneered in the customized diabetic sweets since 1970s. Under leadership of Das, everything right from the raw material to cooking style are under check

on periodic basis. Even the Bengal Government has asked Mr. Das to spearhead for GI tag. K C Das is also a worker friendly company where employees are paid well including provident fund and other social benefits. Tinned Rassogulla in USA are suppose to be the perfect treat. People are willing to buy this can at more than \$20. At France and Italy they have considered as best dessert served after meal in comparison to the dessert served at Five Star Hotels. Das innovates on periodic basis to keep customer satisfaction at top.

The Priya Story

Priya Foods Products Ltd. believe that only advertising does not mean sell. Combination of different aspects pitch and positioned a product. Everything matters to succeed. With this intention Priya started exporting in the countries like Australia, China, Singapore and Korea with little modification according to the taste. Packaging are also different and packets are big. Priya adheres to the quality by testing their products and raw material on periodic basis.

It's about Oil and Spices – The Journey of Shalimar

According to the Shalimar Industry there is no such target audience they target. They focus on entire market. In Southern India market is price sensitive to retain in the market one has to play with the price. It is also necessary to keep the fueling their advertising campaign to be in the market.

Hamel and Prahalad (1996) Firm that succeed globally are those that perceive the changes in the international environment and are able to develop strategy which enable them to respond quickly.

Srivastava U . There is a suspicion in the west about the goods and services and its qualities by developing countries. However, the human resource in general and in science and technology field in specific are highly valued abroad. The same respect India does not receive in goods and services abroad. There is less investment in time, labor and money in conducting indigenous research. Local companies need to create a brand should foster discipline, business ethics, sincerity of services and professionalism.

Baruah D, Kakati V, Das A K

There are large number of products innovated locally to suit particular context. However, it could not be seen in the market in absence of commercial manufacturer that can be proved beneficial for innovators, users and to MSMEs as well.

Vadakepat V M

It was identified that retail channel that offers the maximum returns to producer and satisfaction to consumers. Result indicated that those entity owning exclusive retail channels guarantee sustainable marketing relationship for rural artisans.

Report on Market Research for promotion of Indian Handloom Brand

It was revealed that Handloom products are famous amongst youth because of its quality of fabric and look. Handloom products are airy and an ideal attire for summers. Fabric are only purchased for special occasion and not for regular. The challenge is to increase the usage. The advertisement should carry the information related to quality, comfort, eco-friendliness and pictures of Indian heritage. To promote the use of handloom occasion specific dresses should be marketed and well communicated. Major reason for non popularity of handloom products are limited availability and negligible communication. To promote the products the marketer must ensure availability via e-commerce sites, exclusive outlet in malls. It was observed that the youth are not much educated about the distinction between Khadi, Handloom and cotton fabrics.

Khan A W, Amir Z

Due to richness of Handicraft product if buyer like it, he may prepared to pay price which is more than standard price. It is appealing to them because of channel agent such as middlemen, retailer or distributors.

Vadakepat M V, Khateeb A F

Quality of the handloom products is one of the important strength but they fail in competing with the private production due to its innovative and customer centric marketing strategy. Handloom department should also shift their focus to innovative and creative marketing practices. The market threat could not be anticipated much as due to lack of data.

Baruah R S

North Eastern India Culinary Tourism having huge potential. Besides socio-economic development it will also add to foreign exchange reserve of the country. India is known for its richness in diversity at every hundred miles culinary tourism can be seen. Tourist will not have only the experience of place but also have the experience of food. The circuit of tourism in India is concentrated to some places. Culinary Tourism will add to jobs and growth and curb migration.

Sen Gupta A

In this study researcher's objective was to find out the affiliation of Indian consumers towards foreign brand in three fashion brand. In conclusion it was found that affinity for procurement of both local and global brands will increase due to economic progression. Study further revealed that some composition of Indian consumer have strong inclination towards

Procuring global brand and some composition of customer remain undecided. Additional finding of the study was that the north and north east India and west and South India have common choice in India whereas East India are less exposed to global brand.

(Anooja A, 2015) Digital India will revolutionize e-commerce which will provide e-commerce to expand its trade, efficient warehousing and will also explore market for buying and selling. It will also add to innovation in rural India and big innovation can transform the life of rural people.

Conclusion and Recommendation

This paper after various literature review come to the conclusion that there is huge potential for Indian brand for goods and services to mark their important presence in the global market however there is need to adopt good marketing mix with innovation throughout the passage of time. Indian brand at this time where Indian foreign relations with our foreign counterparts are improving gradually, India is going to be world's largest e-commerce platform. Youngster of this country are so vibrant and innovative with various skill set. There is dire need that the country should their energy to make their culture, cuisine, art and folk in form of products more global. Not only the goods but also the indigenous services have to be the part of the global marketing practices. India too can have indigenous app like Facebook , Mailbox and Whatsapp and let the world follow Indian system. Same manner Yoga, Ayurveda and Indian Vedic philosophy should also be marketed with modified marketing mix.

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Agribusiness Scenario and Scope in India

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Abstract

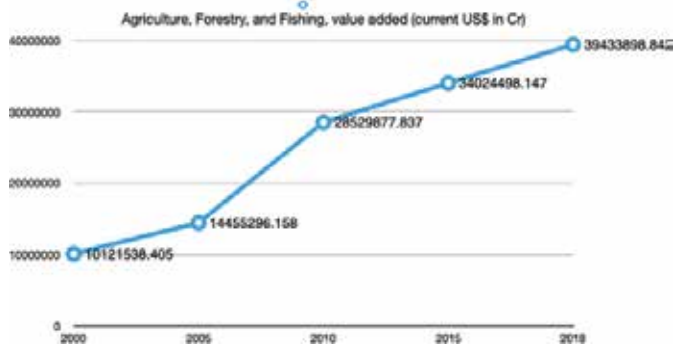
India's agricultural culture and region specific climate contribute significantly to global food baskets. India has diverse food culture and history, it consists of wide variety of cuisines full of spices, flavor and intoxicating aromas. Indian curry, pickles, snacks and spices are known around the world for their excellent quality for fairly long time. Agriculture is a major source of livelihood for about 58% of the country's population. Total value added collectively by agriculture, forestry and fisheries is estimated at Indian Depository Receipts (IDR) 1853 trillion (US \$27.100 billion) in 18 fiscal years, especially in the food processing industry.

This paper attempts to study the goals set and efforts being made by the Indian government to boost agriculture based industry and allied activities. It also evaluates the efforts of the Government made previously, their effectiveness, achievement and the bottlenecks identified and resolved. This is an analysis of the key aspects of the Indian economy and the impact of various existing and new policies on key industries and sectors linked to Agriculture. The insights of the paper might be useful to reassess and analyze the commitment of the Government of the day to double the farmer's income by 2022.

Keywords: Agribusiness, Sustainability, Fork-to-farm, Agricultural Growth.

Introduction

Agriculture is the most important sector of the Indian economy. India's agriculture sector accounts for 18% of India's Gross Domestic Product (GDP) and provides "employment" to 50% of the country's workforce. India is the world's largest producer of legumes, rice, wheat, spices and spice products. India has many areas to choose from for business, such as dairy, meat, poultry, fisheries and cereals. India has emerged as the second largest producer of fruits and vegetables in the world. According to data provided by the Bureau of Economic Statistics (DES), the country produced 283.73 million tons of edible grains in 2018-19, riding record rice and wheat production for the year. Despite the noteworthy yield, Indian agribusiness is still facing challenges. For example, reliable and useful information that farmers need on a variety of agricultural issues with low levels of coordination and integration of business units is not easily accessible to them.



Source: World Bank

Purpose of Research

- To outline the agricultural development in India
- To explore the policy initiatives taken by the Indian government to grow agribusiness.
- To identify key bottlenecks in the implementation of the Agribusiness Growth Plan
- To evaluate the significant achievements of previous campaigns and their contribution to the Indian economy

Methodological Framework

As mentioned in the previous section, the paper aims to explore the agribusiness opportunities and challenges in India and its contribution to the Indian economy. The research design used in this study is Exploratory-cum-Descriptive Research Design, which involves exploring the insight of the general research problem and describing the data and the characteristics of what is being studied. We primarily relied on secondary data which have been taken from World Bank, official website of the Ministry of Agriculture, and several other websites and newsgroups. The authors critically analyzed various government reports, schedules, and research papers to assess the initiative and its impact.

Indian Government Initiatives

Some of the recent major government initiatives in this area are:

- Indian Prime Minister launched Pradhan Mantri Kisan Samman Nidhi Yojana (PM-Kisan) and transferred Rs 2,021 crore (US \$ 284.48 million) to bank accounts of more than 10 million beneficiaries.
- The Indian government has announced a transportation and marketing assistance (TMA) scheme that provides financial support for agricultural transportation and marketing to facilitate the export of agricultural products.

- The 2018 agricultural export policy was approved by the Indian government in December 2018. The new policy aims to raise India's agricultural exports to US \$ 60 billion by 2022 and US \$ 100 billion with a stable trade policy regime over the next few years.
- In September 2018, the government of India has sanctioned Rs 15,053 crore for implementation of Pradhan Mantri Annadata Aay Sanrakshan Abhiyan' (PM-AASHA). The new Umbrella Scheme includes the mechanism of ensuring remunerative prices to the farmers and is comprised of:
 - Price Support Scheme (PSS),
 - Price Deficiency Payment Scheme (PDPS)
 - Pilot of Private Procurement & Stockist Scheme (PPPS).
- In September 2018, the Cabinet Committee on Economic Issues (CCEA) approved a support package of 5,500 crore for the Indian sugar industry.
- The Government of India will provide 2,000 crore for computerization of the Primary Agricultural Credit Society (PACS) so that cooperatives can benefit through digital technology.
- With the goal of enhancing agricultural innovation and entrepreneurship, the government is introducing a new AGRI-UDAAN program to guide start-ups and connect with potential investors.
- The government launched Pradhan Mantri Krishi Sinchai Yojana (PMKSY) investing rupees 50,000 crore (US \$ 7.7 billion) to develop an irrigation source to provide a permanent solution from drought. .
- The government plans to triple India's food processing sector capacity from 10% of its current agricultural products, and invest Rs.6000 crore in domestic mega food parks. A part of the development scheme (SAMPADA) for agricultural and fishery processing and agricultural product processing clusters(SAMPADA).
- The Government of India permits 100% FDI in food marketing and food e-commerce under automated routes.

Sector Outcomes

- According to the Indian Sugar Factory Association (ISMA), sugar production in India reached 27.35 million tons (MT) in the 2018-19 sugar season.
- The Electronic National Agricultural Market (eNAM) was established in April 2016 and created a unified national market for agricultural products by networking existing APMCs. By May 2018, 9.87 million farmers and 109,725 traders were registered on the

e-NAM platform. In India, 585 Mandies are linked to e-NAM platform in 2018-19.

- India's agricultural storage capacity increased by 4% in CAGR during 2014-17, reaching 131.8 million tons.
- Coffee exports reached a record 395,000 tons in 2017-18.
- During 2014-18, 10,000 clusters were approved under Paramparagat Krishi Vikas Yojana (PKVY).
- From 2014-15 to 2017-18 (until December 2017), a storage capacity of 2.3 million metric tons was added down, and a steel silo with a capacity of 625,000 was created in the same period.
- About 100 million soil health cards (SHCs) were distributed in the country in 2015-17, and the soil health mobile app to support Indian farmers was launched.

Agribusiness in India: Latest Developments

Agribusiness is the practice of activities with backward and forward relationships related to raw and processed food, feed, fiber production, processing, marketing, trade and distribution, and the supply of inputs and services for these activities. Along with structural changes in the economy, the proportion of agricultural production (agriculture) is decreasing and the proportion of processing, distribution and trade is increasing. The increase in disposable income is reflected in increased purchasing power and increased nuclear families, so the demand for processed foods has increased significantly. These factors further trigger the need for sophistication in various areas of the agricultural business, such as procurement, storage, transportation and distribution. The significant developments that are on ground today in India promoting agribusiness majorly include:

Mega Food Parks

While adding to the 8 mega food parks already functional, the Ministry of Food Processing Industry, Government of India has plans to establish 42 mega food parks nationwide by 2019.

The Indian government has set the goal of raising the level of processed foods from the current 10% to 20%. The goal is to raise the processing level of fresh food from "6%" to "20%" and increase India's share in the global food processing industry from "1.5%" to "3%" (until 2020).

Cold Chain Industry

Cold Chain Industry's Compound Annual Growth Rate (CAGR) during 2014-16 remained 20%. It is going to further grow impressively considering the factors below:

- The Indian government has approved an integrated cold chain project. The value of the cold chain industry has reached Rs. 624 billion by 2017 and is showing further growth phenomenally.
- India has 6,300 refrigerated facilities with a total capacity of 30 million tons (March 2016).
- The Government of India has allocated a budget of Rs 1,87,223 million to rural, agricultural and related sectors (Union Budget 2017-18). The Government of India imposes a 0.5% "Krishi Kalyan Cess" on all taxable services.
- National Agricultural Market (e-NAM) coverage ranges from 250 markets to 585 APMC (Agricultural Produce Marketing Committees).
- All e-NAM will receive up to 750,000 rupees assistance.

Micro Irrigation

- NABARD's dedicated micro-irrigation fund has announced that it will "increase yield per drop" in its original corpus of "Rs. 5,000 crore" (Union Budget 2017-18).
- Small-scale irrigation is expected to reduce overall irrigation water savings by 20-38%, fertilizer by 28.5%, and energy by 30.5%.

Farm Mechanization

- India's agricultural equipment industry size: "US \$ 6.5 billion" (FY15).
- Current mechanization level: 40-45%.
- Government efforts such as the National Rural Employment Guarantee Act (NREGA) will increase the amount of mechanization.

Crop Protection

- Pradhan Mantri Fasal Bima Yojana is being implemented throughout the Country successfully.
- An area of approximately 273.69 million hectares is under pest monitoring and 53,452.68 million biological control agents have been sent to various states for the management of various pests and diseases (March 1994-2017).
- 17,234 * Farmers Field School organized by Ministry of Agriculture, Government of India
- 5,17,260 * Farmers are trained on Integrated Pest Management (IPM) technology

* (Director of PPQ & S under DAC, all data from 1994 to March 2017)

Importance of Indian Agribusiness

Along with structural changes in the Indian economy, the proportion of agricultural production (agriculture) in the economy is decreasing and the proportion of processing, distribution and trade is increasing. In addition, the increase in backward and forward links has made the distinction between agriculture and the agricultural industry vague. Farm production, processing and trade continue to be more integrated. Robust supply chain requirements are gaining momentum. The increase in disposable income is reflected in increased purchasing power and increased nuclear families, so the demand for processed foods has increased significantly. These factors further drive the need for sophistication in various areas of the agricultural business, such as procurement, storage, transportation and distribution.

Composition of AGRI+BUSINESS segment in India

Manufacturing

Manufacturing Production includes the sowing, planting and harvesting of agricultural products that are channelized in the Agribusiness Value Chain. It is important to ensure high-quality crop production while increasing the production per unit of farmland area. Good product technology helps increase productivity and make expensive products cheaper.

Inter-cultivation and Plant Protection

Inter-cultivation and plant protection Proper crop protection is essential for producing high-quality crops optimally using scarce resources such as land and water. This is also economically appropriate. You can deliver food to the market at a low price. If we stop practicing common protection practices on fruit and vegetable crops, there are far fewer food options available for consumption. The global yield will drop by about a third. Some of the foods that are abundant today are only available in certain regions and are in short supply, resulting in higher prices and lower quality.

Agricultural Processing

Agricultural processing This refers to activities carried out for the conversion and handling of raw materials and intermediate products from the agricultural sector.

This component covers all operations from the harvest stage until the finished material reaches the end user. Research shows that in developed countries, up to 14% of the total labor force for agricultural processing is employed directly and indirectly, while in India, only 3% are engaged in agricultural processing. Focusing on this component is important because of the great potential for growth and, in particular, the socio-economic impacts that can have on employment and income generation.

Storage and Distribution

The storage component includes the storage of goods from production to consumption. This sector ensures that there is a continuous flow of goods to the market and that there is no gap between them. It also plays an important role in products with seasonal demand and helps stabilize prices by maintaining supply and demand. Distribution in the agricultural business is one of the main factors because it can be expensive or can reduce the quality of goods due to delays. Therefore, there are usually fewer intermediates in this sector. The choice of channels that provide the optimal level of sales and costs ensures maximum profits while taking into account the freshness of the product.

Retail and Export

Retail and export India is the second largest agricultural producer in the world. It accounts for 7.68%. The country exports several agricultural products such as basmati rice, dried fruits and spices, and 10% of its export revenue is derived from agricultural products. Total agricultural exports from India increased from US \$ 24.7 billion in FY12 to US \$ 33.3 billion in FY2015.

Agricultural Growth and Future Potential Agribusiness

Although more than 52% of India's land can be cultivated, the global average is 11%. India is one of the highest ranked countries for the production of various products such as rice, cotton and dairy products. Meanwhile, ongoing efforts to improve productivity through measures such as simplifying the regulatory process, increasing the efficiency of food distribution systems, increasing awareness of modern agricultural practices, and tackling unpredictable weather patterns is required.

To this end, the government has set up a mega food park, started easier access to farmer's credit, created a long-term irrigation fund, introduced a Krishi Kalyan Cess and national cold chain development scheme, etc. Took the initiative. Over the years, India has become the 15th largest exporter of agricultural, fishery and forestry products in the world, enhancing the competitiveness of export of certain specialty products. In 2015, India recorded a trade surplus of US\$9.4 billion for agricultural, fishery and forest products. Major exports consisted of basmati rice, beef / meat, frozen and shrimp, cotton, and refined sugar. Sub-segments and their growth

Farm mechanization India needs to continually support and develop the agricultural sector to feed a growing population of about 1.3 billion people (today). Increasing agricultural production is more challenging due to many factors. Slow growth of the entire domestic arable land.

India will soon be a major service and manufacturing base. This is evident from the increased service and manufacturing sector contributions to GDP. • Further urbanization has led to further movement of farm workers.

The best way to overcome these challenges is through the evolution of farm mechanization. This increases agricultural productivity and significantly reduces manual labor. India's agricultural equipment industry is valued at around US \$ 6.5 billion and has shown strong growth in recent years. The Indian agricultural machinery market is estimated to grow at a CAGR of over 10% over the period 2013-18. India is currently at a level of 40-45% from a mechanization perspective. Tractors make up the bulk of Indian farm mechanization, which is also the world's largest market for tractors. Other major segments include threshing machines, rotating machines and tillers.

In India's agricultural sector, the use of animal and human power has decreased significantly. This has led to a shift from traditional agricultural practices to more mechanized processes. Although the level of mechanization in India is low compared to other developed countries, it certainly shows an upward trend.

The table below shows the scope of mechanization at various levels in the value chain:

Soil Working and Seedbed Preparation	40%
Seeding and Planting	29%
Plant Protection	34%
Irrigation	37%
Harvesting and Threshing	60-70%
Overall	40-45%

Source: Department of Agriculture and Cooperation, Ministry of Agriculture

Micro Irrigation

As the population increases and the landholding scale rapidly declines, the issue of feeding the masses has emerged as a major issue. Here, irrigation plays an important and important role. Considering that Indian agriculture depends on natural water resources and monsoon, the efficient use of available water resources becomes more important. Therefore, in 2015, the concept of micro-irrigation under Pradhan Mantri Krishi Sinchayee Yojana (PMKSY) was reintroduced. The advantages of micro irrigation are:

- 20-38% overall savings on irrigation water
- 28.5% overall fertilizer savings
- 30.5% energy savings overall

- Easy to implement (within several months)The total potential of micro irrigation in India is estimated to be about 69 million hectares, but the coverage of micro irrigation was 7.73 million hectares from 2015 to 2016 (the application range of drip irrigation is 3.37 million hectares, sprinkler irrigation is applicable to 4.36 million hectares). Therefore, there are still many undeveloped possibilities for microirrigation. Using a micro-irrigation system minimizes transportation losses. Evaporation, runoff and deep penetration are also reduced by using micro-irrigation methods. Another water-saving advantage is that water sources with limited flow, such as small wells, can be used. Micro irrigation provides very high water use efficiency due to proximity and intensive applications. Micro-irrigation in India from 2009-10 to 2015-16

Distribution and Storage

India is a major producer of many agricultural products such as fruits, vegetables, spices, milk and other marine products. Nevertheless, the proportion of Indian exports in these segments is relatively low. The same reason is the lack of appropriate cold chain infrastructure facilities, including both storage and transport facilities. However, the progress of urbanization and the growth of the organized retail, food service, and food processing sectors are driving the growth of the cold chain industry. The Indian cold chain sector is a combination of surface storage and refrigerated storage. The industry has grown at a CAGR of 20% over the last three years (2014-16). The Indian cold chain market is expected to reach Rs.624 billion by the end of 2017. The largest source of revenue in the Indian cold chain industry is the cold store. There are approximately 6,300 refrigerated facilities in India, with an installed capacity of 301.11 million tons (March 2016). Major players in this market include ColdEx, Bhramanand Himghar, Dev Bhumi Cold Chain, Gati and Snowman Logistics.

The factors that accelerated the growth of the Indian cold chain industry are as follows. Organized retail growth – Over the past few years, the organized retail and restaurant industry has emerged as a new segment of the cold chain, mainly due to changes in consumption patterns. As well as adding capacity for refrigeration equipment for a series of very perishable products, demand for a wide variety of vegetables, fruits and grains is also increasing. End-user segment growth-As the end-user segment grows, the cold chain infrastructure is expected to help boost waste.

Demand from the pharmaceutical sector – Growth in the pharmaceutical industry is creating an accompanying demand for an increase in domestic cold chain facilities.

Food Processing

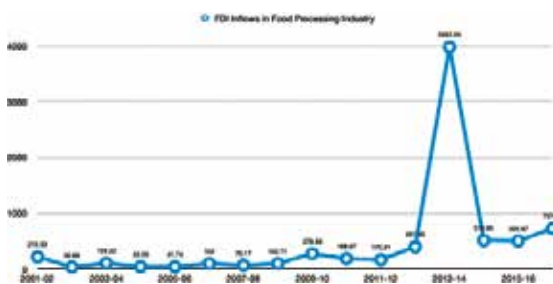
The food processing industry serves as an important link between the agricultural and economic manufacturing sectors. The Indian food industry is valued at US \$ 39.71 billion (as of 2013-14) and is expected to grow at 11% CAGR by the end of 2018 to US \$ 65 billion. India's food processing industry is one of India's largest industries, and the country's total food market ranks fifth in terms of production, consumption, exports and expected growth. Total agricultural exports from India increased to US \$ 3.338 billion in fiscal 2005 compared to US \$ 24.7 billion in fiscal 2012.

Some of the factors that contributed to the growth of the food processing sector are:

- Increase in the number of food processing units-The number of registered food processing units in the country increased significantly from 26,219 units in 2007-08 to 36,871 units in 2015.
- Increased FDI inflows – 100% FDI is allowed for automated routes in the food processing industry. As a result, this sector has witnessed an increase in FDI inflows, directly leading to accelerated growth in this sector

Year	FDI Inflows	Year	FDI Inflows
2001-02	219.39	2009-10	278.99
2002-03	36.88	2010-11	188.67
2003-04	109.22	2011-12	170.21
2004-05	43.98	2012-13	401.46
2005-06	41.74	2013-14	3982.89
2006-07	102.00	2014-15	515.86
2007-08	70.17	2015-16	505.87
2008-09	102.71	2016-17	727.22

Source: Department of Agriculture and Co-operation; World Bank.



Mega Food Park Scheme-As a result of the government-led initiative Mega Food Park Scheme, 42 mega food parks have been established in the country with a total investment of Rs 155 billion. The main purpose of this scheme is to facilitate the establishment of an integrated value chain and the processing at the core is supported

by the necessary forward and backward links. The scheme currently covers 22 states in India.

Recognition as a priority sector-The food processing sector was recognized as a priority sector in 2011. This was done to ensure the flow of entrepreneurial credit for installing food processing units and attracting investment in the sector. Food Processing Fund Creation-Budget 2015-16 set up a 2,000 crore (about US \$ 300 million) corpus to create a special fund called "Food Processing Fund" under the National Agricultural Rural Development Bank (NABARD) provides cheaper credits to the food processing industry. Excise tax on packaging and processing plants and machinery has been reduced from 10% to 6%.

Conclusion

India has a population of 1.3 billion, of which the youth population (age 15-34) is estimated to be 450 million as of 2016 and is expected to reach 464 million by the end of 2021. Some of the other factors, such as increased income levels and wealth, middle class, increased nuclear families and working couples, and increased urbanization, will lead India to become a rapid hub for processed foods. Exports of processed foods in India have steadily increased from US \$1,352 million in 2006 to US \$3,981 million in 2016.

The food industry, which was valued at \$39.71 billion in 2013-14, was expected to grow at 11% CAGR, reaching \$65.4 billion by 2018. The Indian restaurant industry is expected to reach US \$78 billion in 2018. The Indian organic food market is expected to triple by 2020 compared to 2017. In 2012-13, there were 1.6 million people in the registered food processing sector. This number is expected to increase to 9 million by 2024. However, increasing the efficiency of the entire value chain requires a significant investment in infrastructure development. Some of the investor's investment needs and opportunities are:

- Manufacturing
- High yield seed production
- Production of high-quality planting materials, including the use of micro-breeding tissue culture methods
- Nursery including nursery
- Organic farming
- Microbial culture and insect compost production
- Flower cultivation processing
- Processing of fruits and vegetables. Dewatering, canning, aseptic packaging, processing of unused fruits, processing of other products such as gray prawns, osmo-style dried fruits, fruit toffee, bleached dried ginger, spice powder

- Processing of starch and feed corn with improved mini / small mills and dry milling plants
- Millet processing for various purposes. Includes silk millet malt and RTE (ready to eat) products
- Sugar cane processing for various jaggery products such as spice jaggery, powder jaggery, and jaggery cubes
- Treatment of herbs and medicinal plants
- Processing of dairy products
- Processing of chicken products, including chicken dressings
- Processing of livestock products and livestock waste infrastructure.
- Cold chain infrastructure including cold store
- Storage and warehouse
- Professional transport services
- Package infrastructure including pack houses, and
- Agri Clinic and Service Center Trade and other
- Procurement by contract arrangement including contract agriculture
- Retail Supply Chain Management.
- Capacity development including human resource development in agribusiness.

Micro-irrigation is considered one of the most efficient solutions to overcome the water management challenges facing the agricultural sector. With the government's focus on providing rural electrification, the country is expected to see growth at the mechanized level of agricultural production. Mechanized agriculture reduces operational costs and time by improving post-production agricultural activities and promoting water conservation. Government initiatives in several areas, such as promoting farmer production companies, organic farming, improving soil management, and improving farmers-market partnerships (via e-NAM) further drive this sector.

The Mega Food Park Scheme creates a centralized infrastructure for performing processing activities that require state-of-the-art technology and testing facilities in addition to basic infrastructure such as water supply, electricity, environmental protection systems, and communications. Indian food processing industry will further strengthen food market production, consumption and export by linking agriculture and economic manufacturing sector. The food processing industry is expected to grow at a CAGR of 13% between 2015 and 2020.

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Grievance in the Workplace: A Review & Expanded Theoretical Perspective

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Abstract

Grievance in the workplace is an imperative issue in the area of employees & management relations. This is led to arrive at fundamental goals which are to examine the style of directors use in lead representative complaints and to concentrate on an impact of characters of the supervisors in taking care of complaints. The review investigate the most widely recognized variable for emerging the complaints are wages and compensation working environment, headways, move, nonattendance of correspondence, between departmental relationship, etc . The review moreover searches for the reason for complaint looked by a representative, complaint the board methods, and the administration strategies of settling the complaints. The study suggests that the employee's grievance in the workplace & public complaint component in the associations shifts significantly across the associations. There is in addition generous distinction in regard of the quantity of complaints got, arranged off and forthcoming in different associations, as likewise the degree of systematization of the change processes.

Keyword: *Grievance, Wages & Salary, Working Environment, Promotions & Transfer.*

Introduction

A protest is any mistake or vibe of inappropriate behaviour having relationship with ones business situation which is brought to the thought of the board . In extensively, a complaint is any disappointment that antagonistically influences association relations and efficiency. Disappointment is whatever upsets a representative, whether or not the disturbance is imparted in words. A complaint is more inborn than an objection. Grumbings are terms of complaints, however a complaint is innate to a level the employee makes a suitable recover which leads to fulfilment . The extraction of a complaint can be genuine or non existent. Specification of the administrator neglects to communicate his motivation the worker might perceive the managers conduct as upsetting and pompous. Then again, different workers might see that the director is practicing prejudice and being discriminatory. This kind of complaints depend on false insights.

Complaints at the working environment should be founded on the foundation of business representative relationship. In relationship of business representative while employees state their grievances about their complexity working with other employee, it is obligation of business that he needs to manage their complaints since that representatives

activities influences work guideline and work connection . Worker complaints can be created when bosses request of end of business are unfairly and not appropriately oversaw. States of business is a typical wellspring of representatives complaints as it identifies with issues like compensation, stipends, prizes and settlement. Move of work where Transfer incorporates the personality of a business as a going concern this make normal worker complaints that happen in such cases are the discontent and uncertainty of working under an alternate representative. States of work can be reason of any individual Employee complaints of this nature would identify with security and medical issue.

Every representative has some confidence in working where he is working for long time and attempts to contribute their best in working spot resulting to that he has discernment that the association will be compensated for their assumption. When the association doesn't complete their confidence then worker guess that the association is dealt with him unduly and afterward complaint happened. Grievance at work place happens when labourer feel that their protest is managed outlandishly and through customary technique delegate show their misstep and bad form with respect to the working condition.

Rationale of the Study

Complaint in the work place is prime worry that needs to annihilate or amend for holding proficient representatives and for their better exhibition and efficiency in the association. To evaluate the complaint and methodology followed by open and private association to address the complaints of the workers. It is reality that there are different elements that rouse the representatives to work for an association and cause them to hold in the association for a more extended timeframe. There are many variables with the reason for will determine if the representatives complaints are tended to and settled appropriately or not. It is immense that to zero in on the parts which is viewed as here for address the protesting in work place combine the awareness of the issue, the responsiveness of the specialists whom to report, the transparency of the worry individual, conversation of the issues, conditions and result, frameworks to stay away from such issues in future.

Objectiv of the Study

- Identify the grievance in the work place in different organisation & status of grievance under Ministry/ Department of Government of India.
- To know the reasons which causes different kind of grievance in working place.

- To investigate the reasons for dissatisfaction among employees.
- To estimate the effect of grievance on employer, employees and production.
- To recognize the complaint Management System existing in different organisations.
- To find the worker fulfilment after the redress of complaint.
- Study about the grievances met by employees.

Research Methodology

Research is an academic development and as such the term should be used according to a specific viewpoint. As shown by Clifford Woody exploration includes describing and re examining issues, figuring hypothesis or suggested game plan: gathering, figuring out and surveying data, making inference and showing up at goal. The audit relies upon discretionary data got from books, journals, reports, locales, etc

Data Collection

The review will be founded on information gathered from auxiliary sources. The optional information will be gathered from yearly reports, Books, Research distributions, diaries of global notoriety and different other authority sites and so on An option in contrast to information will be directed by and plan archives of Government of India.

Limitations of the Study

Like each study in sociology, this review has likewise limit. The fundamental limits of the review are: study depends on the study of writing did for the review, restricted to investigation of effect of segment qualities of representatives, concentrate on discoveries may not be appropriate across various group environments and societies of workers and time limit the outcomes would mirror the effect of the time requirement. The bits of knowledge of the workers were seen during the time of study. A more broad review led throughout a bigger time-frame like when there were larger quantities of issues, can incorporate bits of knowledge from representatives throughout a more extensive time span and can acquire further profundity into the examination.

Literature Review

According to "D'Cruz, 1999 ", Complaint is an important issue raised by labour to communicate frustration with the manager conduct and is an endeavour to bring out changes . In the view of "Anderson & Gunderson, 1982", Complaint enclose a people guaranteeing that the person in question has endured or been violated,

regularly in view of the activities or choices made by the administrator following up for the association. "Meyer, 1994," A validated complaint is a matter that a executive conduct was in fault or supervisor has laborers right. In the views of Hook, et. al, 1996, Frequently in associations, the complaint emerges in light of absence of lucidity in the express companies rules. "Noël, Hollenbeck, Gerhard & Wright, (2003)" comes up that such a large number of complaints might show an issue yet so may excessively not many. In their opinion, an incredibly low grumbling rate may create a fear of reporting an objection, a conviction that the complaint philosophy isn't fruitful or a conviction that depiction isn't adequate.

In the view of "Lawrence Nurse, Dwayne Devenish,(2007)", heading "Complaint Management and its connects to working environment equity", the purpose for choosing this topic is to research the effect of labour portion ascribes on their concept of systematic value from protest the board. In the view of "Gordon and Miller", "Allen and Kearney and Klaus" the important job that hope thesis could play in separating grievant and non grievant. Albeit ,not a total trial of hope thesis, "Lewin and Boroff" incorporated the agent saw adequacy of the grievances methodology as an illustrative variable.

According to "Bemmels, Reshef and Stratton Devine", they fused the shop stewards assessment of the amount of the time laborers approach them with grumblings. Yet most objections are formally recorded by delegates, the origin of a protest can arise out of laborers. Fussing to the shop administer is the delegates work in the complaint beginning interaction. Both evaluations saw the work pack with specialists who complained to the administer significantly more from time to time had complaint rates. Laborers fussing to their stewards is a harbinger to objection recording. The extent of thought and configuration were by and large related to repeat of delegate grievances in "Bemmels and the stewards" assessment of the managers data on the total arrangement was unfavourably related to grumblings "Levin and Peterson" points out the direct relationship with objection philosophy plan and complaint rates. They likewise observed large number of complaint rates under techniques that incorporate arrangements for sped up complaint dealing. It was seen that courses of action gives permission to oral demonstration of objections was connected to bring down speeds of made complaint, and screening of potential protests was connected to bring down speeds of formed grumbling, and screening of potential objections by a board or affiliation specialists was connected with lower protest rates.

"Allen and Keaven (1985) "noticed the conflicting outcomes and low informative force of studies zeroing

in on segment and occupation related factors to separate among grievant and non grievant. They zeroed in on a few attitudinal factors in their investigation of grievant and non grievant from the "1977 Quality of Employment Survey". They tracked down a few measurably critical contrasts in attitudinal measures among grievant and non grievant. Grievant were less happy with their positions, had less fortunate perspectives toward their line directors, had more prominent sensations of pay imbalance, had more grounded convictions that specialists ought to partake in navigation, were not really happy with their associations, and more dynamic in their associations. The lower fulfilment with the association among grievant might be because of disappointment with the handling of their complaints.

"Wyman (1971)" highlights that "managers must give a written answer regarding complaint resolution outcome to torture junior". He additionally coded that dissimilar to oral responses to complaints, the composed answer should adjust to set up convention which descends from the administration. Besides, system broadcasts that the created grievance ought to be shaved of every single other impinging feature at any rate inevitable. A printed reply for complaint the board is fundamental as a record for example case in the event that a similar issue emerges in future. According to them "Industrial Harmony Code for Conduct, n. d". The need for recorded complaint goal result additionally required assuming the complaint is referenced to the following stage in complaint system according. "Gordon and Miller (1984) "mention, investigations impact of the chiefs steps in distinguishing the issue of complaint It is likewise referred to that the principles ought to be set up so directors are coordinated by their overwhelming.

According to Clark (1988) ,he distinguished that connection coefficients showed solid connection between mentality toward the complaint technique and disposition of the bosses. "Labig and Greer (1988)" mean that countless complaints in a each department can be characteristic of lots of variables, including viable and incapable administrative execution. In the view of "Bemmels and Reshef (1991)", referenced that particular work bunch, numerous complaints are because of explicit practices by the chiefs. Subsequently, this current exploration has designated bosses as unit of examination. Clark (1988) and Bemmels and Reshef (1991)Indicate that "bosses manage and individual views might affect their styles in taking care of complaint through complaint technique.

"Clark (1986)" fostered a progression of proportions of patrons mentalities toward the complaint system, and results utilizing these actions were distributed in. These incorporate four aspects: view of the impact of

the complaint strategy on work environment value and respect; the reasonableness of the complaint interaction; the degree to which it addresses laborers interests; and the significance of having a complaint method. Segment qualities were for the most part irrelevant to the specialists perspectives toward the complaint technique, however work fulfilment, fulfilment with administrators, and laborers impression of the shop stewards expertise and accessibility were completely identified with more great mentalities toward the complaint methodology. Complaint filers saw the complaint methodology to have less impact on the work environment than non filers, yet filers saw the technique to be more delegate of their inclinations and more significant.

"Lewin and Peterson (1988)" likewise tracked down that association arrangements of submitting complaints to composing, and both association and the board approaches of taking specific complaints through the technique were identified with settlement and higher strides in the strategy, longer an ideal opportunity to arrive at settlements, and higher assertion rates.

According to "Knight (1986a)", zeroed in on the attributes, practices of chiefs identified with casual complaint goal. Administrators who went to more intervention hearings and had more regular discussions with association stewards, however went to complaint gatherings less much of the time, had higher extents of complaints settled casually.

According to "Gordon and Bowlby (1988)" considered grievant everlasting assessments of the complaint technique. Their survey estimated view of distributive equity, procedural equity, and a general assessment of the complaint system. Instead of the cutting edge relations declaration that protests settled at the most negligible development in the method, they saw that the agreement was not related to the grievant evaluations of the methodology. The outcome shows that various things, similar to the possibility of the agreement, are verifiably more basic to grievant than the level.

The outcomes recommend that different things, like the idea of the settlement, are definitely more critical to grievant than the level. This impact vanished when the head giving the presentation grading was not the one present at the time the complaint was recorded. They convincingly showed that adjustments of the mourners conduct couldn't represent the more regrettable evaluations got after complaint recording.

According to "Duane (1991)" estimated shop agent view of how they felt their constituents needed them to act in the complaint method. Agent who saw that their component needed them to be more serious while cooperating with the board on complaints had higher complaint

rates than the individuals who saw less wanted contest. Deciphering this outcome is troublesome, since it might reflect workers who are more forceful complaint filers, or it might reflect agent who act all the more forcefully to follow the apparent cravings of their constituents.

In the paper of "Dr. V. Mohana sundaram, N. Saranya,(2013)" ,Employee complaint committee are the outcome of people groups and capacities through individuals ,without people such committee can't exist.

Complaint Procedure in the Work Place

Complaint strategy is a conventional correspondence between a representative and the administration intended for the settlement of complaint. The protest system shifts starting with one affiliation then onto the next. The following steps are involved in grievance handling in the workplace-

- Step 1:** Administrator and worker talk about complaint, perhaps with an association agent.
- Step 2:** Express grumbling recorded as a printed version to the board.
- Step 3:** HR, the board and association talk about.
- Step 4:** The board communicates choice recorded as a hard copy.
- Step 5:** Affiliation decision whether to elevate protest, and on the off chance that they decide to raise.
- Step 6:** The objection is brought to public affiliation.
- Step 7:** An authority might be gotten to settle on a ultimate choice on the complaint.

Reasons of Grievance in the Workplace

There may lots of reason of grievance, but important reasons are following-

Workplace:

It could be unfortunate or unsuitable states of work. This may be happen when the norm in the affiliation is uneven, gadgets and material given to delegates are not performing, and the state of enterprise is terrible, material quality is not good, shortfall of credit, etc

Economic:

Complaint happens when specialist feel that the association is not given as a ton of to him when stood out from others it joins extra, settlements, extra time, etc Worker may intrigue for individual compensation change.

Association change:

Grievances occur in work bundle when agents don't endeavour to change with his partners, they think that

the other social event workers are ignoring him, feel dismissed, etc.

Supervision:

It very well may be issues with the general procedures for oversight related to the attitudes of the chief towards the delegate. When the boss is biasness, position associations, specific treatment showed to relatives or to those laborers who are near administrator then objection occurs.

Miscellaneous:

These might be issues identifying with specific infringement in regard of advancements, security technique, move, rules, fines, transport office, granting leave, clinical recompenses, and so on then complaint happen.

Sort of Grievance

There are three different kinds of grievances,

Individual Grievance:

One individual regrets that an organization movement has mishandled their opportunities under the total game plan, treated wrongly and face other hurdle like: progression, extra, remuneration, so on . It is shipped off the supervisor by those representatives who are baffled or not content with their work.

Group complaint :

A social event objection fuss that organization action has hurt a get-together of individuals correspondingly. This happens when the pack of supervisor has comparative protests with the association, subsequently they observed an objection from the complete assembling, for instance changes of shift time by the association.

Policy complaint :

With system or affiliation grievance, the affiliation fuss that an organization action manhandles the agreement .It by and large oversees contract understanding, not a solitary dissent. The relationship for the delegates records an objection and not by the individual. This happens when the executives is either in maltreatment of the aggregate understanding or in effectively deciphers it, which might disturb all individuals in the time ahead, for example relegating of off shift obligations with respects of predominance.

Bosses can find six ways to limit complaints from workers:

- Initial step to limit complaint is by doing discussion with the representatives ask their necessity and provide them extra obligation.
- Begin culture once again execution by line administrators.

- The organization is ready to remember the grumbling points and settle toward the starting platform.
- Easy-going executive gathering ought to complete consistently with the people who give indications of stress or badgering.
- Settling issue by proposing thought before a conventional complaint.

Advantage of Organizing A Complaint Handling System :

The positive side of a complaint system are:

- The organization can understand the specialists feeling and opinions about the companies approaches and practices. It can feel the beat of the specialists.
- The soul of the delegate will be high with the presence of genuine protest is inspected in an appropriate manner.
- The objection exercises notice the explanations behind labourer grumbling and consider on it.
- It is an instrument to study and ensure agent discontent.

Impact of Grievance

Accepting grievance is dealt with a fitting thought and thought, they will introduce positive changes in the relationship, in this way overhauling various levelled proficiency and labourer satisfaction. Essentially protest affects the Production, on the Employees, and on the Manager.

The effect is the following:

On the Production:

Inferior quality of creation.

Development in the wastage of material and spillage of mechanical assembly.

Extension in the cost of creation per unit.

On the Employees:

Decrease in the degree of representative assurance.

Expansion in the frequency of mishaps.

Decline in the level of liability, honesty and trustworthiness.

On the Manager:

Expansion in the level of oversight and control.

Expansion in indiscipline cases.

Stressed predominant subordinate relations.

Expert for Public Grievance in Various Ministry/Department of Government of India

The issue of assignment of power is pivotal to the viability of the complaint review instrument. The system regularly neglects to convey in light of jurisdictional contentions and absence of abilities vested with the Grievance Officer. Services have named a Assistant Secretary level official as Director of Public complaint . As is obvious from the table underneath, in many associations the Director of Public complaint is additionally endowed a broader scope of different obligations.

Table No. 1: Condition , work and Support Staff of Public complaint Officer in '15 Ministries' and '4 Departments'

		"Other responsibilities of the In charge "	Number of Support Staff
"Ministry of Coal "	Director	Posting/move/advancement and so on of Board level officials in 'Coal organization', All questions of Coal Mines Provident Fund Organisation , Welfare of coal labour	Five(US, SO and three Assistants)
"Ministry of Mines"	Assistant secretary	'Mining Policy', every authoritative matter, Indian Bureau of Mines and all matters identifying with Copper	Three (Director, US and SO)
"Ministry of Women and Child Development "	Assistant secretary	Organization, all approach matters identifying with ladies and Womens Bureau	,(Director,US and SO, three
"Ministry of Power "	Assistant secretary	Money and Budget Control	"DS,SO and one LDC ", three
"Ministry of Labour and Employment "	Assistant secretary	Organization (Part),Vigilance, Child Labor and Industrial Disputes Act	"Director, US and SO "Three
"Ministry of Water Resources "	Assistant secretary	Administration	DS,US,SO and one Assistant, Four
"Ministry of Social Justice and Empowerment "	Director	Administration, RTI Act and IFC	"Five (US,SO and three Assistants) "
"Ministry of Tribal Affairs "	Assistant secretary	Administration and Legislative matters.	Director, US and SO, Three
"Ministry of Information and Broadcasting "	Assistant secretary	All strategy matters, Administration and Advertising (counting DAVP)	"Four (OSD,SO and two Assistants) "
"Ministry of Human Resource Development"	Assistant secretary	Advanced education and Vigilance(He is likewise t5he Chief Vigilance Officer of the Ministry)	"Four (US,SO and two Assistants) "
"Ministry of Textiles "	Assistant secretary	Organization, all approach matters identifying with material industry	"Three (Director, Junior Analyst and one Assistant) "
"Ministry of Urban Development "	Assistant secretary	Management	DS, SO and three Assistants, Five

Source: IIPA Report

Accountability Mechanisms in Various Ministry/ Department of Government of India

One of the manners by which responsibility of the association in regard of review of complaints can be determined is by consolidating the report on complaints, including not just complaints got, discarded and forthcoming, as obvious in the yearly report of a couple of associations, yet additionally an investigation of the nature and explanations behind the particular sort of complaints and the activity intend to change and forestall these.

Table No. 2: Public complaint system and the yearly Review

“Ministry/ Department “	“Whether information about Public Grievances Redress Mechanism given in Annual Report “
“ Chemicals and Fertilizers “	Yes, but very briefly
“Civil Aviation“	No
“Coal “	No
“ Culture “	No
“ Defence “	No
“Development of North Eastern Region “	No
“Earth Sciences “	Yes, but very briefly
“Environment & Forests “	Yes
“Human Resources Development “	Indeed, however momentarily in prior yearly review. The Annual Report for 2007-08 will have a thorough review.
“Labour “	Indeed, comprehensively for EPFO and ESIC however not such a huge amount exhaustively for the Ministry.
“Micro, Small & Medium Industries	Indeed, however momentarily, on protests just, not so much for public complaints
“Mines “	Yes, in brief
“Minority Affairs“	No
“Petroleum and Natural Gas “	Yes, but very briefly
“Power “	Yes, in brief
“Road Transport and Highways “	Yes, in brief
“Steel “	Yes but very briefly
“Tourism “	Indeed, yet momentarily, on grumblings just however not really for public complaints
“Tribal Affairs “	No
“Urban Development “	Yes, in detail.
“Water Resources“	Indeed, yet momentarily, concerning State Governments just, not for the Ministry.
“Women and Child Development “	No
“Youth Affairs and Sports “	Yes, but very briefly
“Department of Commerce “	No
“Department of Consumer Affairs “	Indeed, however just for National Test House and Bureau of Indian Standards
“Department of Disinvestment “	No
“Department of Expenditure “	“Yes, but very briefly “
“Department of Food Processing Industries“	No
“Department of Industrial Policy and Promotion “	Yes, in a Chapter on Citizen’s Charter
“Department of Revenue “	Yes but in brief

Source: IIPA Report

Conclusion

The executives should ensure that the complaints ought to be recognized and surprisingly on schedule; along these lines the specialists get the necessary degree of fulfillment. Complaint in the work environment should correct for holding the representatives at working environment and keep up with their exhibition in the association. Review of the complaints is an absolute necessity to ensure great workers the executives relations and hierarchical harmony. Workers should discuss their concerns with their administration and getting the issues tackled in a quicker way . Considering the way that they don't think that it is hard to take their concerns to the administration and address them on schedule, they are content with the working environmental elements. Workers feel happy with the casual systems being followed. Therefore they could essentially work with work fulfillment just as a superior vibe of belongingness. Irritation of modern issues relies upon supervisor's methodologies and disposition in successful treatment of representative complaints.

The contention above recommends that the representatives complaint in the working environment and public complaint component in the associations differs significantly across the associations. Various affiliations and agency have to work on that with an inhabitant driven view.

A portion of the associations of the "Agency of Water Resources" manage issues which have a important bearing on the existences of individuals, so far they don't have an immediate public interface and consequently no powerful components and cycles for complaint review are set up in these. Generally of complaints relating to their exercises are raised through media .

Beginning these instruments for ideas and making them responsive for worker complaints is significant. There is huge deviation from one corner to another associations in regard of the representatives government assistance just as their execution as to the change of workers complaints. There is additionally significant distinction in regard of the quantity of complaints got, arranged off and forthcoming in different associations, as likewise the degree of standardization of the change processes.

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The Demonetization: How it has Accelerated Fintech Industry

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Abstract

The act of removing a monetary unit's legal tender status is known as demonetization. The Honourable Prime Minister of India, Mr Narendra Modi took the demonetization decision on November 8, 2016, with effect from November 9, 2016. For the time being, Rs.500 and Rs.1000 rupee currency notes would not be legal tender except in some critical services. The increasing the GDP growth rate resulting the higher demand of money and before the demonetization the India GDP growth rate were increasing. So when the demonetization decision was taken by the Indian government the demand of Indian currency was at the peak. Thus demonetization very hardly affects the various sectors of Indian economy and ultimately the GDP declined. At the same time demonetization have given the new life to fintech industry of India and after demonetization it increased rapidly and enjoying the last mover advantage. Demonetization pushed Indian Economy towards the cash less economy. The major goal of this research article is to look into the process of cashless economy and its implications for the financial technology industry.

Keywords: Demonetization, GDP (Gross Domestic Product), Fintech (Financial-Technology) Industry.

INTRODUCTION

Demonetization is the process of removing a old denomination with the new one . It occur whenever there is change in country's currency . The current form of money gets phased out in favour of new notes or coins. In India, Demonetisation is not new ; the 1000 and 10,000 denomination notes were demonetised in 1946. In 1954, the 1000, 5000, and 10,000 denomination notes were reintroduced, and in January 1978, they were banned once again.

The Indian government demonetised 500 and 1000 rupees high denomination currency on the 8th Nov, 2016 and it covered app. 86% value of Indian currency. Its results in the liquidity crash in the Indian market and the demand of goods and services declined and ultimately due to decline in the aggregate expenditure, GDP declined. Following table show the value of the high denomination currency in Indian economy.

“ Volume and Value of Currency Notes shown in table 1”

Currency Notes quantities			Currency Notes value			
Currency	Quantities (in Cr)	Notes (in %)	Notes ad coins	Value of Rupees(in Cr)	Currency Value (in %)	
2 & 5	1,162.6	12.88%	2 & 5	4500	0.27%	
10	3201.5	35.47%	10	32000	1.95%	
20	492.4	5.45%	20	9800	0.60%	
50	389.4	4.31%	50	19400	1.18%	
100	1577.8	17.48%	100	157800	9.61%	
500	1570.7	17.4%	500	785100	47.85%	86%
1000	632.6	7.01%			1000	
TOTAL	9026.6	100%	TOTAL	1641500	100%	

Goal of the Paper

The aim of this paper are as follow :

1. The purpose of this research is to learn more about India’s demonetization process.
2. To look into the fact how fintech industry affected by demonetisation.

Research Methodology

No primary data will be collected through a questionnaire or an interview schedule because this is a conceptual piece . Different types of instrument were used to compile the secondary data for this study for eg (Research paper , website etc)

Review of Literature

Sarkar.S, (2010) did a research on the “parallel economy” in India, where he focussed on its Causes, Impacts, and Government Initiatives, he also emphasised on the reasons and effect of ill gotten wealth in India. The fundamental cause for the development of black money, according to him, is the Indian political system, in which the countries government is more concerned with forming committees than with putting them into action . As a result, he came to the conclusion that regulations should be adequately enforced in order to manage black money in our system.

Is black money income a legitimate source of income, according to Kahanijow et al (2010). The need for DTAA

and ITEA amendments is based on the fact that illegal money is dispersed throughout India to a considerable extent and is constantly hidden overseas in a large quantity. They also looked into how black money has posed a threat to our economy and how it is used.

The cashless payment system in India was researched by Agarwal.R et al, (2010). They claimed that cash payments are an expensive proposition for the government, and that the country should move toward a cashless payment system that reduces track transactions, currency management costs, and eliminates tax dodging and fraud, among other things.

The White Paper on Black Money, edited by M. Aggarwal, (2012), looked into how violations of laws by the federal and state governments lead to illegal activity, which leads to the development of black money in the Indian economy.

The Effect of Demonetisation on Country’s GDP

Demonetization negatively affected the various sectors of Indian economy except few like financial technology sectors at their initial stage but after the remonetisation and sometime gap it became stable, connected and started growing. From the data given below we can clearly understand that after the demonetization the GDP decline but the after the sometime it comparably increased and given the sign of long term benefits of demonetization.

As per KPMG Report "GDP Growth Estimate by Various Agencies shown in Table 2"

Organisation	2016-17		2017-18	
	Before Demonetization	After Demonetization	Before Demonetization	After Demonetization
Imf	7.6	6.6	7.6	7.2
World Bank	7.6	7.0	7.7	7.6
Adb	7.4	7.0	7.8	7.8
Economic Survy Goi	7.0 To 7.75	6.5 To 6.75	-	6.75 To 7.5
Morgan Stanley	7.7	7.3	7.2	7.7
Hsbc	7.4	6.3	7.6	7.1
Goldman Sach	7.6	6.3	-	-
Icra	7.9	6.8	-	-
Care	7.8	6.8	-	-
Crisil	-	6.9	-	-
Fintch	7.4	6.9	8.0	7.7

Multiple Impact of Demonetization on GDP

Demonetization and Fintech Industry

Fintech is a combination of two word financial and technology, financial technology companies are those companies that providing the financial services by using the technology in most effective and efficient mode. As a result, the fintec industry is an economic sector made up of businesses that employ technology to improve the efficiency of the financial services sector. The Fintech industry has seen a significant transformation as a result of demonetization. The India has seen the emergence of huge start-ups and massive global investment. These entrepreneurs are using cutting-edge technology to provide smooth and creative financial services to both banked and unbanked people. Generally fintech industry in India operating on many themes but few of them and impact of demonetization thereon given below;

1. Payments of the Future
2. Blockchain In Financial Services (storing the financial data in decentralized database)
3. Robo-Advisory (services from man to machine)
4. Financial Inclusion (Jan Dhan Yojana)
5. Security and Biometric (e-kyc)

Following demonetization, the Indian payments sector has seen a lot of discoveries and development thanks to the fantastic measures taken by regulators and banks. The widespread acceptance of online payments aided the movement's success. NPCI's Immediate Payment Service (IMPS) technology is being used by several major banks to build their own digital wallets. These

digital wallets have social media capabilities built in. SBI's Buddy and Axis's LIME are two examples. Indian government has taken important measures in the direction of achieving the Cashless Bharat vision as: Launched UPI (Unified Payment Interface), a mobile-to-mobile money transfer mechanism. Within three to four months of demonetization, digital payments skyrocketed.

As per RBI Report "Table 3: Growth in Digital Modes of Payments" (RBI, 2017)

Category	Volume in million and value in Rs. billion				Change (%)		
		NOV-16	DEC-16	JAN-17	FEB-17	FEB-17 over NOV-16	FEB-16 over NOV-15
NEFT	VOLUME	123	166	164	148	20.4	10.4
	VALUE	8808	11538	11355	10878	23.5	14.3
	AVERAGE TICKET SIZE	71583	69376	69159	73397	2.5	3.5
CTS	VOLUME	87	130	118	100	15.3	18.0
	VALUE	5419	6812	6618	5994	16.6	19.2
	AVERAGE TICKET SIZE	62236	52395	55873	59677	-4.1	1.1
IMPS	VOLUME	36	53	62	60	65.2	25.1
	VALUE	325	432	491	482	48.5	23.2
	AVERAGE TICKET SIZE	8982	8183	7870	8071	-10.1	-1.4
UPI	VOLUME	.3	2.0	4.2	4.2	1346.1	
	VALUE	0.9	7.0	16.6	19.0	2001.2	
	AVERAGE TICKET SIZE	3150	3565	3995	4577	45.3	
USSD	VOLUME	0.007	0.102	0.314	0.225	3091.9	
	VALUE	00007	0.104	0.382	0.357	4789.4	

Thus the next generation payments industry has been growing rapidly since demonetization, several payments startups up came into competition after the demonetization. The government of India and RBI had taken various strategies for expanding online Payments:

4.1 Government of India

There has been an increase in online transactions since the national denomination status of the old "500" and "1,000" notes was revoked. To increase the speed of the process, the union Government come out with the combination of benefit and steps on 8/12/2016, which encourage country's virtual and online economy. The steps are as follow :

- a) Consumers will be given an opportunity by the National Government Petroleum Public sector enterprises, who will receive a 0.75 percent reduction on petrol/diesel purchases if we make payment through online .
- b) To boost online payment in village areas , National Government would offer monetary support to qualifying banks through NABARD for the installation of "two point-of-sale" devices in each of "1 lakh villages" having a population of "less than 10,000 people".
- c) As per RBI report "Rural Regional Banks and Cooperative Banks to deliver Rupay Kisan Cards to 4.32 million Kisan Credit Card users, helping them to perform online transaction."
- d) Customers who pay for monthly or seasonally tickets using online methods will receive a refund of up to 0.5 percent through the railway's suburban railway network starting January 1, 2017.
- e) All railway travellers who purchase tickets digitally will receive a free unexpected insurance policy worth up to '10 lakh.
- f) Railways will grant a 5% discount to passengers who pay for paid services such as food, lodging, retiring rooms, and so on, through their linked entities/corporations.
- g) The National Government Institute and union Bodies will guarantee that processing payments ,cost related online payments are not put on to consumers, and that they bear all such costs. State governments and institutions are being told that transaction fees/MDR charges associated with online payments should be absorbed by them rather than the customer.
- h) State governments and institutions are being told that transaction fees/MDR charges associated with online payments should be absorbed by them rather than the customer.

- i) On "online transaction charges/MDR for transactions up to '2000 per transaction" no service tax is charged,
- j) According to RBI Report "Users will receive a 10% rebate after paying tolls at Toll Plazas on National Highways with a broadcast identification technology (RFID) card/Fast Tags in 2016-17. On December 15, 2017, NITI Aayog unveiled the schemes Lucky Grahak Yojana and Digi-Vyapar Yojana, which will provide cash prizes to customers and businesses that use online payment devices for consumption expenditure." The programme began on December 25, 2016, with the first draw, and will conclude on April 14, 2017, with a Mega Draw. The system focuses on small transactions (between \$50 and \$3000) made by ordinary people.

As per MCA report "Lucky Grahak Yojan for the 15000 Consumers where they get every day reward of ` 1000 for a period of 100 days and,"

4.2 The Following measures taken by the RBI

- a) 10,000/- to 20,000/ increased with the limit of "Prepaid Payment Instrument" (PPI) with minimum information.
- b) Opening of a new type of "Prepaid Payment Instrument" for marginal traders that is self-declared and has a highest value of twenty thousand(20000) , at any given time.
- c) From January 1, 2017 until March 31, 2017, the dealer discount rate (MDR) was simplified for payments up to two thousand (2000).
- d) From January 1 to March 31, 2017, customer charges on Immediate Payment Service (IMPS), Unified Payment Interface (UPI), and USSD-based *99# platform transactions up to 1000/- were waived.
- e) As per RBI report "National Payments Corporation of India (NPCI) has received in principle clearance for the launch of the general App for UPI (BHIM App), design improvements in USSD *99#, and the general App for facilitating Aadhaar-based commercial payments (Aadhaar Pay)."
- f) NPCI has received in-principle clearance to establish the "National Electronic Toll Collection (NETC) Pilot System", which will give permission for toll payments .

Corrective measure :

- (i) As per report "All authorized card networks have been recommended to standardise the rapid response (QR) code to allow transaction compatibility utilising this technology. On February 20, 2017, the interoperable QR code (Bharat QR) was launched."

- (ii) As per Report "All permitted banks comes with the PPIs in the country have been urged to conduct a specialised inspection by CERT-empanelled IN's auditors as soon as possible and take prompt action to comply with the audit report's conclusions."

Conclusion

The demonetization adversely impact the mostly all sectors of Indian economy except financial technology industry. But after the some short period of time it seem like healthy movement for Indian economy and comparative GDP also increased and it was good signal for the Indian Economy. After the demonetization the Fintech industry rapidly increased and it's provided the aid for the cash less vision of Indian Economy. According to the Honourable Prime Minister of India Mr Narendra Modi ,If you want an effective and accountable government, you also needs to be fair in your duties and responsibilities. Honesty is a two-way street. Thus demonetization movement created enthusiasm in people and they adopted the digital payments method and resulting huge growth in the financial technology industry of Indian Economy.

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