

# INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

I  
J  
R  
C  
M



A Monthly Double-Blind Peer Reviewed (Refereed/Juried) Open Access International e-Journal - Included in the International Serial Directories

*Indexed & Listed at:*

Ulrich's Periodicals Directory ©, ProQuest, U.S.A., Cabell's Directories of Publishing Opportunities, U.S.A., Google Scholar,

Indian Citation Index (ICI), J-Gate, India [link of the same is duly available at Infflbnat of University Grants Commission (U.G.C.)],

Index Copernicus Publishers Panel, Poland with IC Value of 5.09 (2012) & number of libraries all around the world.

Circulated all over the world & Google has verified that scholars of more than 6408 Cities in 196 countries/territories are visiting our journal on regular basis.

Ground Floor, Building No. 1041-C-1, Devi Bhawan Bazar, JAGADHRI – 135 003, Yamunanagar, Haryana, INDIA

<http://ijrcm.org.in/>

# CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	<p><b>ENRICHMENT OF EMPLOYEES IN BIDAR SAHAKARI SAKKARE KARKHANE LTD.</b></p> <p><i>Dr. SHANTKUMAR A BANGUNDI</i></p>	1
2.	<p><b>INVESTORS AWARENESS ABOUT MUTUAL FUND WITH SPECIAL REFERENCE TO GEOJIT FINANCIAL SERVICES LIMITED, CALICUT</b></p> <p><i>Dr. JEOTHILAKSHMI.SK, Dr. K DEVADAS &amp; AKSHAYA VP</i></p>	5
3.	<p><b>DESTINATION COMPETITIVENESS OF UTTARAKHAND</b></p> <p><i>BHANU PRATAP DURGAPAL &amp; Dr. ARVIND SARASWAT</i></p>	14
	<b>REQUEST FOR FEEDBACK &amp; DISCLAIMER</b>	19

**FOUNDER PATRON**

**Late Sh. RAM BHAJAN AGGARWAL**

Former State Minister for Home & Tourism, Government of Haryana  
Former Vice-President, Dadri Education Society, Charkhi Dadri  
Former President, Chinar Syntex Ltd. (Textile Mills), Bhiwani

**CO-ORDINATOR**

**Dr. BHAVET**

Former Faculty, Shree Ram Institute of Engineering & Technology, Urjani

**ADVISOR**

**Prof. S. L. MAHANDRU**

Principal (Retd.), Maharaja Agrasen College, Jagadhri

**EDITOR**

**Dr. NAWAB ALI KHAN**

Professor & Dean, Faculty of Commerce, Aligarh Muslim University, Aligarh, U.P.

**CO-EDITOR**

**Dr. G. BRINDHA**

Professor & Head, Dr.M.G.R. Educational & Research Institute (Deemed to be University), Chennai

**EDITORIAL ADVISORY BOARD**

**Dr. SIKANDER KUMAR**

Vice Chancellor, Himachal Pradesh University, Shimla, Himachal Pradesh

**Dr. A SAJEEVAN RAO**

Professor & Director, Accurate Institute of Advanced Management, Greater Noida

**Dr. CHRISTIAN EHIOBUCHÉ**

Professor of Global Business/Management, Larry L Luing School of Business, Berkeley College, USA

**Dr. JOSÉ G. VARGAS-HERNÁNDEZ**

Research Professor, University Center for Economic & Managerial Sciences, University of Guadalajara, Guadalajara, Mexico

**Dr. TEGUH WIDODO**

Dean, Faculty of Applied Science, Telkom University, Bandung Technoplex, Jl. Telekomunikasi, Indonesia

**Dr. M. S. SENAM RAJU**

Professor, School of Management Studies, I.G.N.O.U., New Delhi

**Dr. KAUP MOHAMED**

Dean & Managing Director, London American City College/ICBEST, United Arab Emirates

**Dr. D. S. CHAUBEY**

Professor & Dean (Research & Studies), Uttaranchal University, Dehradun

**Dr. ARAMIDE OLUFEMI KUNLE**

Dean, Department of General Studies, The Polytechnic, Ibadan, Nigeria

**Dr. SYED TABASSUM SULTANA**

Principal, Matrusri Institute of Post Graduate Studies, Hyderabad

**Dr. MIKE AMUHAYA IRAVO**

Principal, Jomo Kenyatta University of Agriculture & Tech., Westlands Campus, Nairobi-Kenya

**Dr. NEPOMUCENO TIU**

Chief Librarian & Professor, Lyceum of the Philippines University, Laguna, Philippines

**Dr. BOYINA RUPINI**

Director, School of ITS, Indira Gandhi National Open University, New Delhi

**Dr. FERIT ÖLÇER**

Professor &amp; Head of Division of Management &amp; Organization, Department of Business Administration, Faculty of Economics &amp; Business Administration Sciences, Mustafa Kemal University, Turkey

**Dr. SANJIV MITTAL**

Professor &amp; Dean, University School of Management Studies, GGS Indraprastha University, Delhi

**Dr. SHIB SHANKAR ROY**

Professor, Department of Marketing, University of Rajshahi, Rajshahi, Bangladesh

**Dr. SRINIVAS MADISHETTI**

Professor, School of Business, Mzumbe University, Tanzania

**Dr. ABHAY BANSAL**

Head, Department of Information Technology, Amity School of Engg. &amp; Tech., Amity University, Noida

**Dr. KEVIN LOW LOCK TENG**

Associate Professor, Deputy Dean, Universiti Tunku Abdul Rahman, Kampar, Perak, Malaysia

**Dr. OKAN VELI ŞAFAKLI**

Professor &amp; Dean, European University of Lefke, Lefke, Cyprus

**Dr. V. SELVAM**

Associate Professor, SSL, VIT University, Vellore

**Dr. BORIS MILOVIC**

Associate Professor, Faculty of Sport, Union Nikola Tesla University, Belgrade, Serbia

**Dr. N. SUNDARAM**

Associate Professor, VIT University, Vellore

**Dr. IQBAL THONSE HAWALDAR**

Associate Professor, College of Business Administration, Kingdom University, Bahrain

**Dr. MOHENDER KUMAR GUPTA**

Associate Professor, Government College, Hodal

**Dr. ALEXANDER MOSESOV**

Associate Professor, Kazakh-British Technical University (KBTU), Almaty, Kazakhstan

**RODRECK CHIRAU**

Associate Professor, Botho University, Francistown, Botswana

**Dr. PARDEEP AHLWAT**

Associate Professor, Institute of Management Studies &amp; Research, Maharshi Dayanand University, Rohtak

**Dr. DEEPANJANA VARSHNEY**

Associate Professor, Department of Business Administration, King Abdulaziz University, Saudi Arabia

**Dr. BIEMBA MALITI**

Associate Professor, School of Business, The Copperbelt University, Main Campus, Zambia

**Dr. SHIKHA GUPTA**

Associate Professor, Lingaya's Lalita Devi Institute of Management &amp; Sciences, New Delhi

**Dr. KIARASH JAHANPOUR**

Dean of Technology Management Faculty, Farabi Institute of Higher Education, Karaj, Alborz, I.R. Iran

**Dr. SAMBHAVNA**

Faculty, I.I.T.M., Delhi

**YU-BING WANG**

Faculty, department of Marketing, Feng Chia University, Taichung, Taiwan

**Dr. TITUS AMODU UMORU**

Professor, Kwara State University, Kwara State, Nigeria

**Dr. SHIVAKUMAR DEENE**

Faculty, Dept. of Commerce, School of Business Studies, Central University of Karnataka, Gulbarga

**Dr. THAMPOE MANAGALESWARAN**

Faculty, Vavuniya Campus, University of Jaffna, Sri Lanka

**Dr. JASVEEN KAUR**

Head of the Department/Chairperson, University Business School, Guru Nanak Dev University, Amritsar

**SURAJ GAUDEL**

BBA Program Coordinator, LA GRANDEE International College, Simalchaur - 8, Pokhara, Nepal

**Dr. RAJESH MODI**

Faculty, Yanbu Industrial College, Kingdom of Saudi Arabia

**Dr. BHAVET**

Former Faculty, Shree Ram Institute of Engineering & Technology, Urjani

**FORMER TECHNICAL ADVISOR**

**AMITA**

**FINANCIAL ADVISORS**

**DICKEN GOYAL**

Advocate & Tax Adviser, Panchkula

**NEENA**

Investment Consultant, Chambaghat, Solan, Himachal Pradesh

**LEGAL ADVISORS**

**JITENDER S. CHAHAL**

Advocate, Punjab & Haryana High Court, Chandigarh U.T.

**CHANDER BHUSHAN SHARMA**

Advocate & Consultant, District Courts, Yamunanagar at Jagadhri

**SUPERINTENDENT**

**SURENDER KUMAR POONIA**

## **CALL FOR MANUSCRIPTS**

We invite unpublished novel, original, empirical and high quality research work pertaining to the recent developments & practices in the areas of Computer Science & Applications; Commerce; Business; Finance; Marketing; Human Resource Management; General Management; Banking; Economics; Tourism Administration & Management; Education; Law; Library & Information Science; Defence & Strategic Studies; Electronic Science; Corporate Governance; Industrial Relations; and emerging paradigms in allied subjects like Accounting; Accounting Information Systems; Accounting Theory & Practice; Auditing; Behavioral Accounting; Behavioral Economics; Corporate Finance; Cost Accounting; Econometrics; Economic Development; Economic History; Financial Institutions & Markets; Financial Services; Fiscal Policy; Government & Non Profit Accounting; Industrial Organization; International Economics & Trade; International Finance; Macro Economics; Micro Economics; Rural Economics; Co-operation; Demography; Development Planning; Development Studies; Applied Economics; Development Economics; Business Economics; Monetary Policy; Public Policy Economics; Real Estate; Regional Economics; Political Science; Continuing Education; Labour Welfare; Philosophy; Psychology; Sociology; Tax Accounting; Advertising & Promotion Management; Management Information Systems (MIS); Business Law; Public Responsibility & Ethics; Communication; Direct Marketing; E-Commerce; Global Business; Health Care Administration; Labour Relations & Human Resource Management; Marketing Research; Marketing Theory & Applications; Non-Profit Organizations; Office Administration/Management; Operations Research/Statistics; Organizational Behavior & Theory; Organizational Development; Production/Operations; International Relations; Human Rights & Duties; Public Administration; Population Studies; Purchasing/Materials Management; Retailing; Sales/Selling; Services; Small Business Entrepreneurship; Strategic Management Policy; Technology/Innovation; Tourism & Hospitality; Transportation Distribution; Algorithms; Artificial Intelligence; Compilers & Translation; Computer Aided Design (CAD); Computer Aided Manufacturing; Computer Graphics; Computer Organization & Architecture; Database Structures & Systems; Discrete Structures; Internet; Management Information Systems; Modeling & Simulation; Neural Systems/Neural Networks; Numerical Analysis/Scientific Computing; Object Oriented Programming; Operating Systems; Programming Languages; Robotics; Symbolic & Formal Logic; Web Design and emerging paradigms in allied subjects.

Anybody can submit the **soft copy** of unpublished novel; original; empirical and high quality **research work/manuscript** **anytime** in **M.S. Word format** after preparing the same as per our **GUIDELINES FOR SUBMISSION**; at our email address i.e. [infoijrcm@gmail.com](mailto:infoijrcm@gmail.com) or online by clicking the link **online submission** as given on our website ([FOR ONLINE SUBMISSION, CLICK HERE](#)).

## **GUIDELINES FOR SUBMISSION OF MANUSCRIPT**

1. **COVERING LETTER FOR SUBMISSION:**

DATED: \_\_\_\_\_

**THE EDITOR**

IJRCM

**Subject: SUBMISSION OF MANUSCRIPT IN THE AREA OF** \_\_\_\_\_

**(e.g. Finance/Mkt./HRM/General Mgt./Engineering/Economics/Computer/IT/ Education/Psychology/Law/Math/other, please specify)**

**DEAR SIR/MADAM**

Please find my submission of manuscript titled ' \_\_\_\_\_ ' for likely publication in one of your journals.

I hereby affirm that the contents of this manuscript are original. Furthermore, it has neither been published anywhere in any language fully or partly, nor it is under review for publication elsewhere.

I affirm that all the co-authors of this manuscript have seen the submitted version of the manuscript and have agreed to inclusion of their names as co-authors.

Also, if my/our manuscript is accepted, I agree to comply with the formalities as given on the website of the journal. The Journal has discretion to publish our contribution in any of its journals.

<b>NAME OF CORRESPONDING AUTHOR</b>	:	
Designation/Post*	:	
Institution/College/University with full address & Pin Code	:	
Residential address with Pin Code	:	
Mobile Number (s) with country ISD code	:	
Is WhatsApp or Viber active on your above noted Mobile Number (Yes/No)	:	
Landline Number (s) with country ISD code	:	
E-mail Address	:	
Alternate E-mail Address	:	
Nationality	:	

\* i.e. Alumnus (Male Alumni), Alumna (Female Alumni), Student, Research Scholar (M. Phil), Research Scholar (Ph. D.), JRF, Research Assistant, Assistant Lecturer, Lecturer, Senior Lecturer, Junior Assistant Professor, Assistant Professor, Senior Assistant Professor, Co-ordinator, Reader, Associate Professor, Professor, Head, Vice-Principal, Dy. Director, Principal, Director, Dean, President, Vice Chancellor, Industry Designation **etc.** **The qualification of author is not acceptable for the purpose.**

**NOTES:**

- a) The whole manuscript has to be in **ONE MS WORD FILE** only, which will start from the covering letter, inside the manuscript. **pdf. version is liable to be rejected without any consideration.**
  - b) The sender is required to mention the following in the **SUBJECT COLUMN of the mail:**  
**New Manuscript for Review in the area of** (e.g. Finance/Marketing/HRM/General Mgt./Engineering/Economics/Computer/IT/ Education/Psychology/Law/Math/other, please specify)
  - c) There is no need to give any text in the body of the mail, except the cases where the author wishes to give any **specific message** w.r.t. to the manuscript.
  - d) The total size of the file containing the manuscript is expected to be below **1000 KB**.
  - e) Only the **Abstract will not be considered for review** and the author is required to submit the **complete manuscript** in the first instance.
  - f) **The journal gives acknowledgement w.r.t. the receipt of every email within twenty-four hours** and in case of non-receipt of acknowledgment from the journal, w.r.t. the submission of the manuscript, within two days of its submission, the corresponding author is required to demand for the same by sending a separate mail to the journal.
  - g) The author (s) name or details should not appear anywhere on the body of the manuscript, except on the covering letter and the cover page of the manuscript, in the manner as mentioned in the guidelines.
2. **MANUSCRIPT TITLE:** The title of the paper should be typed in **bold letters, centered and fully capitalised**.
  3. **AUTHOR NAME (S) & AFFILIATIONS:** Author (s) **name, designation, affiliation (s), address, mobile/landline number (s), and email/alternate email address** should be given underneath the title.
  4. **ACKNOWLEDGMENTS:** Acknowledgements can be given to reviewers, guides, funding institutions, etc., if any.
  5. **ABSTRACT:** Abstract should be in **fully Italic printing**, ranging between **150 to 300 words**. The abstract must be informative and elucidating the background, aims, methods, results & conclusion in a **SINGLE PARA**. **Abbreviations must be mentioned in full.**
  6. **KEYWORDS:** Abstract must be followed by a list of keywords, subject to the maximum of **five**. These should be arranged in alphabetic order separated by commas and full stop at the end. All words of the keywords, including the first one should be in small letters, except special words e.g. name of the Countries, abbreviations etc.
  7. **JEL CODE:** Provide the appropriate Journal of Economic Literature Classification System code (s). JEL codes are available at [www.aea-web.org/econlit/jelCodes.php](http://www.aea-web.org/econlit/jelCodes.php). However, mentioning of JEL Code is not mandatory.
  8. **MANUSCRIPT:** Manuscript must be in **BRITISH ENGLISH** prepared on a standard A4 size **PORTRAIT SETTING PAPER**. **It should be free from any errors i.e. grammatical, spelling or punctuation. It must be thoroughly edited at your end.**
  9. **HEADINGS:** All the headings must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
  10. **SUB-HEADINGS:** All the sub-headings must be bold-faced, aligned left and fully capitalised.
  11. **MAIN TEXT:**

***THE MAIN TEXT SHOULD FOLLOW THE FOLLOWING SEQUENCE:*****INTRODUCTION****REVIEW OF LITERATURE****NEED/IMPORTANCE OF THE STUDY****STATEMENT OF THE PROBLEM****OBJECTIVES****HYPOTHESIS (ES)****RESEARCH METHODOLOGY****RESULTS & DISCUSSION****FINDINGS****RECOMMENDATIONS/SUGGESTIONS****CONCLUSIONS****LIMITATIONS****SCOPE FOR FURTHER RESEARCH****REFERENCES****APPENDIX/ANNEXURE****The manuscript should preferably be in 2000 to 5000 WORDS, But the limits can vary depending on the nature of the manuscript.**

12. **FIGURES & TABLES:** These should be simple, crystal **CLEAR, centered, separately numbered** & self-explained, and the **titles must be above the table/figure. Sources of data should be mentioned below the table/figure. It should be ensured that the tables/figures are referred to from the main text.**
13. **EQUATIONS/FORMULAE:** These should be consecutively numbered in parenthesis, left aligned with equation/formulae number placed at the right. The equation editor provided with standard versions of Microsoft Word may be utilised. If any other equation editor is utilised, author must confirm that these equations may be viewed and edited in versions of Microsoft Office that does not have the editor.
14. **ACRONYMS:** These should not be used in the abstract. The use of acronyms is elsewhere is acceptable. Acronyms should be defined on its first use in each section e.g. Reserve Bank of India (RBI). Acronyms should be redefined on first use in subsequent sections.
15. **REFERENCES:** The list of all references should be alphabetically arranged. **The author (s) should mention only the actually utilised references in the preparation of manuscript** and they may follow Harvard Style of Referencing. **Also check to ensure that everything that you are including in the reference section is duly cited in the paper.** The author (s) are supposed to follow the references as per the following:
- All works cited in the text (including sources for tables and figures) should be listed alphabetically.
  - Use (ed.) for one editor, and (ed.s) for multiple editors.
  - When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc., in chronologically ascending order.
  - Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
  - The title of books and journals should be in italic printing. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.
  - For titles in a language other than English, provide an English translation in parenthesis.
  - **Headers, footers, endnotes and footnotes should not be used in the document.** However, **you can mention short notes to elucidate some specific point**, which may be placed in number orders before the references.

**PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:**

**BOOKS**

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

**CONTRIBUTIONS TO BOOKS**

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

**JOURNAL AND OTHER ARTICLES**

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

**CONFERENCE PAPERS**

- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–23

**UNPUBLISHED DISSERTATIONS**

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

**ONLINE RESOURCES**

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

**WEBSITES**

- Garg, Bhavet (2011): Towards a New Gas Policy, Political Weekly, Viewed on January 01, 2012 <http://epw.in/user/viewabstract.jsp>



**DESTINATION COMPETITIVENESS OF UTTARAKHAND****BHANU PRATAP DURGAPAL****RESEARCH SCHOLAR****SCHOOL OF COMMERCE & MANAGEMENT STUDIES****OPJS UNIVERSITY****CHURU****Dr. ARVIND SARASWAT****ASSOCIATE PROFESSOR****SCHOOL OF COMMERCE & MANAGEMENT STUDIES****OPJS UNIVERSITY****CHURU****ABSTRACT**

*This research paper is a part of an academic research on tourism destination image. Tourism destination image is a multi-dimensional concept. In the present study the objective is to evaluate the destination competitiveness of Uttarakhand. Destination competitiveness is dependent on a number of factors. The importance performance analysis technique is used to evaluate the factors.*

**KEYWORDS**

Uttarakhand, importance performance analysis, destination image, destination competitiveness.

**JEL CODES**

C83, L83, Z32.

**INTRODUCTION**

The state of Uttarakhand is a known tourism destination. Tourism comprises various sectors of the service industry and fuels the economy of the region. The status of tourism in the state can be seen by the total number of tourist arrivals in a year. Every year around 25-30 million tourists visit the state. With the growing number of tourists, it is imperative to have a proper planning and execution for tourism management. Tourism comprises other sectors which have a bearing on the tourism activity, and to have an integrated approach towards tourism will require time. The state being in a developing stage would require time and resources to integrate all the various sectors of tourism. The state has some wonderful unexplored areas, but infrastructure is still developing, accommodation facilities, the local community development programs are still in the initial phase, so while these unexplored areas can become tourist destinations but it would require a few more years before these destinations become tourist's favorite places. In the meantime, what is being done is that the government has assumed a developmental role in promoting these lesser known areas. Promotion is one of the parts of marketing, the product or service also needs to deliver the promised, the role of intermediaries and the price of the product are also the relevant constituents of marketing. In case of any product or service the basic product or service is one but in case of tourism, it is a service with high experience and credence quality.

Like products or services, tourism destinations are also marketed. While products or services have their brand names which are developed by the organization, in case of destinations the name is only symbolic and it is the image that is marketed, like we know the state of Uttarakhand is known as 'Devbhoomi' or the land of god. It is known by this name because of a number of religious and pilgrimage places that are located in the state. The tourist arrivals in Uttarakhand highlight the preference of the destination from a large number of tourists. But other destinations like Himachal Pradesh, Jammu and Kashmir too have many beautiful locations. It is crucial for the destination marketers to know the destination competitiveness of its destination.

**REVIEW OF LITERATURE**

Researchers Buhalis (2000) Dewyer (2001), Crouch and Ritchie (2000) have suggested models for destination competitiveness. Crouch and Ritchie (2000) have suggested a model for destination competitiveness. They purport that factor endowments and factor deployment are important determinants of destination competitiveness. The factor endowments are natural resources and factor deployment refers to how they are deployed. Researchers have concluded that destination competitiveness involves both assets and processes.

Dhariwal (2005) discussed the Indian tourism industry has grown in the past some years, highly contributing to the states gross domestic product, outside inter-change earnings and utilization. India, with its affluent natural attractiveness, is without a question as a destination that should support tourism. The study presented a factual investigation of the factors of global tourist coming in India spending yearly data from 1966 to 2000. The results appear that sociopolitical factors political, violence and tensions with Pakistan – constitute serious threats to the tourism industry, limiting the gains that could otherwise have been realized.

Rawat et al (2013) depicted the approach of distant distinguishing and GIS, i.e., relating to a strategy for assessment of land cover headway of a voyager town arranged in the Himalayan extent of the Uttarakhand viz., the Bhimtal Town and the Landsat satellite pictures of two altered periods.

Dey and Sarma (2010) described as a part of their travel arrangement, potential tourists attract in information search that assists them in decision-making. This study primarily aims to the use of information sources among various segments of travelers of the newly emerging tourist destinations of India's North East. Research of initial data through an observer of guest to the region using a factor-cluster segmentation approach resulted in three motive-based segments: Nature-loving travelers, Nature-feeling vacationers, and Change seekers. These segments were found to reveal differences in information source usage.

Kumar et al., (2013) in their study concluded that negative incidents like Ocean Tsunami (2004), Varanasi and Hyderabad Bombing (2006), and Mumbai terror Attack (2008), Leh Flood (2010), and Himalayan Tsunami (2013) affected the growth rate of foreign tourist arrival in India. The Uttarakhand tourism industry got affected due to the landslides and cloudbursts during rainy seasons and recorded a negative growth of 28.07% in the year 2013.

Bagri and Kala (2016) investigated the travel impact in emerging travel destination of rural India. This study was conducted to gain a satisfactory comprehension of residents' attitude and provide useful information and suggestions for establishing baseline data of tourism impacts and maintain to holistic development. Forest and Wildlife department on Uttarakhand state should constantly watch environmental and ecological aspects and should maintain the standard level of facilities for tourists and impose appropriate methods to a maximum quantity of tourist appearances.

Gupta and Das Gupta (2008) investigated that the Tourism has not only developed as the most profitable industry but also grows abruptly year on year. He also highlights that in the early 1990 and amidst 2000 the travelers were dependent on the embassies in the respective countries to find out details about Indian destinations. The implementation and use of Internet Communication Technology in tourism has increased the growth of travelers to India. Agra which is the top tourist destination of India needs adequate support to give a premier experience to the tourists visiting from various fragments of the country and abroad.

Jutla (2000) discussed an investigational valuation of the optical image of the urban Tourists' versus occupants' awareness of Shimla, a hill place in northern India. The tourists' likeness was founded on the natural and ethnic environment whereas residents' image was based on their friendliness with the city. There was some dispute on the most common indicators and areas. Both tourists and inhabitants were unsatisfied with the present blooming of Shimla. The study determines that there is an urgent need for landscape preservation though the development of new design guidelines.

Chauhan (2007) discussed the protection and security today, has been seen as one of the essential five overall powers that drive the tourism business, recognized an all-around examination about the affirmation and security in Kashmir and its effect on improvement objective picture. The conclusion recommends that affirmation and security is a condition for an impeccable objective picture. Along these lines, honest to goodness techniques should be figured to reduce the negative impact of such scenes.

John Matthai (2016) assessed the beneficial cases of tourism industry in India. Matthai showed, a huge amount of measures are there to figure the impact. The genuine measures are Input-Output Technique, Multiplier Method, advantageous impact estimation scale, Tourism Satellite Accounts Process, accidents of visitor costs system and measurable general adjust illustrate. In this examination, the maker is using the visitor spending strategy.

Sangeetha (2012) gave the degree of journey industry in India, which can help in impacting our overall population. Tourism is dissected as one quarter that will move advancement, purchase in remote exchange, enhance employability and result in organize progression. It is generally new fragment in India. It requires passing by the ordinary area without bothering the delicate organic network. Eco tourism makes riches for the area people, who consequently find out safeguard and extra the trademark resources. India with its basic arrangement is one of the perfect places on the planet for a characteristic tourism. The Himalayan region, Andaman, Kerala, and the Nicobar Islands the Western and Eastern is a segment of the warm region for a natural escape industry in India.

Mir (2014) suggests that the Indian Tourism acts as one of the major essential catalyst in the socio-economic improvement of both rural and urban areas contributing enormously to all the inter-related developments across the country. Tourism is an activity with linkages with other sectors. He also elucidated the possibilities of achieving high economic growth.

Singh (2013) has studied the benefits of tourism in emerging countries considering a small destination, Manali in Himalayas. He suggested that the focus should be on generating employment for unskilled sector rather than educated and skilled sector as the location is more populated with unskilled local dwellers. He also insists that the revenue generated could be implemented in the development of the society through infrastructure and improving standards of the local dwellers. Still the growth prospect of the business requires efficient role of state government.

Batta (2000) explained tourism comprises a diverse set of activities involving economic, social and environmental factors. He commented about the paradox of the major tourism development being a source of destruction of the environmental resources which are essential for tourism. He suggested that one might conclude that the tourism should either be liquidated or reduced but he suggested that tourism should be managed.

Go F., Zhang W. (1997) in their study conducted a survey among meeting planners to analyze the importance-performance of Beijing as an international meeting destination and to determine to which factors the city should devote its attention and resources to attract international meetings. The results suggested that Beijing provides a satisfactory environment for the staging of meetings, but it should improve its performance in meeting industry attributes that meeting planners consider important.

## RESEARCH OBJECTIVE

To evaluate the destination competitiveness of Uttarakhand.

## RESEARCH METHODOLOGY

**Questionnaire Design:** The selection of attributes assumes relevance because the methodology used is an objective one and it should be ensured that all possible attributes find a place in the list. In this direction research by Dwyer & Kim provided useful information. Their research titled "Destination Competitiveness: Determinant and Indicators" offers generic list of attributes for measurement of Destination Competitiveness. So many of the items that were identified by them have been used in the preparation of questionnaire. Data is collected from the tourists who visited Uttarakhand. The attributes used are the ones which were used for knowing the destination competitiveness of a destination. A total of 35 items were included in the questionnaire.

**Sample:** Convenience method of sampling was used. The sample size was set as 300 tourists visiting Uttarakhand.

**Data Collection:** Primary data was collected from a sample of 300 tourists visiting Uttarakhand.

**Data Analysis:** SPSS software was used for analysis for coding the data and generating the Importance Performance Analysis grid.

## RESULTS AND DISCUSSION

Importance Performance Analysis is used in service industries. Importance performance analysis approach is used to know which attributes are important and how that attribute performed. The result of IPA is a four quadrant figure. The first of the four quadrants is known by the name 'Keep up the good work' meaning that the importance and the performance of the attributes in this quadrant is high, the second quadrant is called 'Concentrate here', meaning these attributes are important for the tourist, but the performance has not been good, suggesting that the management needs to focus on improving the performance of these attributes; the third component is known as 'Low priority' meaning that this set of attributes is neither important nor their performance was good in the eyes of the tourist, and the final quadrant is 'Possible overkill', the attributes which are in this quadrant have low importance but they performance was above average. These attributes do not require improvement because the tourists are already content.

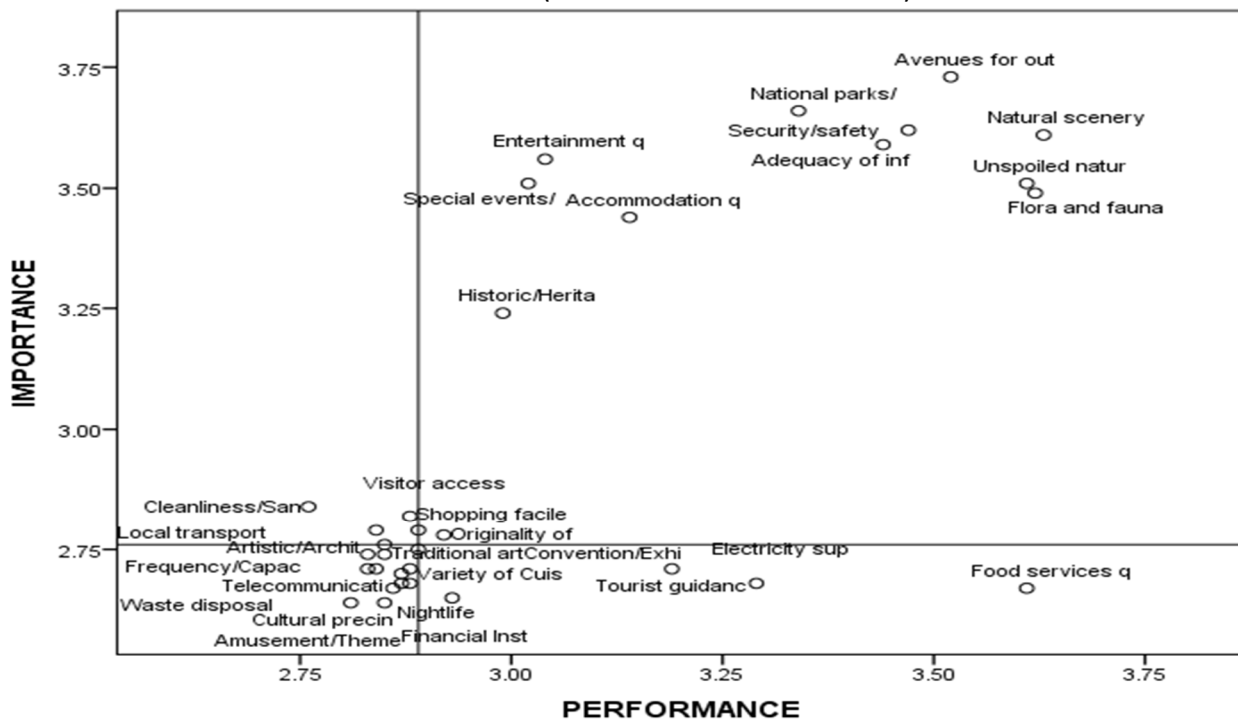
The table presents the mean value of rating of the importance and performance of various attributes used in the survey.

TABLE 1: MEANS OF IMPORTANCE AND MEANS OF PERFORMANCE

	MEAN OF IMPORTANCE	MEAN OF PERFORMANCE
Natural Scenery	3.61	3.63
Flora and fauna	3.49	3.62
Unspoiled nature	3.51	3.61
National parks/Nature reserves Culture/Heritage	3.66	3.34
Historic/Heritage sites and museums	3.24	2.99
Accommodation quality/variety	3.44	3.14
Avenues for outdoor activities like trekking, mountaineering, kayaking, skiing	3.73	3.52
Entertainment quality/variety	3.56	3.04
Special events/festivals	3.51	3.02
Adequacy of infrastructure to meet visitor needs	3.59	3.44
Security/safety for visitors	3.62	3.47
Cleanliness/Sanitation	2.84	2.76
Artistic/Architectural features	2.76	2.85
Traditional arts	2.74	2.85
Visitor accessibility to natural areas	2.82	2.88
Cultural precincts and (folk) villages	2.64	2.85
Tourist guidance/information	2.71	3.19
Local transport efficiency/quality	2.68	2.88
Shopping facilities	2.79	2.89
Amusement/Theme parks	2.70	2.87
Nightlife	2.67	2.86
Financial Institutions and currency exchange facilities	2.65	2.93
Health/Medical facilities to serve tourists	2.79	2.84
Telecommunication system for tourists	2.68	2.87
Local transport systems	2.74	2.83
Waste disposal	2.64	2.81
Originality of the place	2.78	2.92
Electricity supply	2.68	3.29
Frequency/Capacity of access transport to destination	2.71	2.83
Variety of cuisines	2.71	2.88
Convention/Exhibition facilities (capacity/quality)	2.75	2.89
Food services quality/variety	2.67	3.61
Friendliness of residents towards tourists	2.71	2.84

Here in this research paper the focus of the study is to evaluate the competitiveness of Uttarakhand as a tourism destination. The methodology used is applying importance performance analysis. Martilla and James were the first researchers to suggest the use of Importance Performance Analysis (IPA); is a tool used in various kinds of service related researches. The objective of IPA is dependent in the way it is applied. For running IPA each variable or item is evaluated twice by the respondent simultaneously, once its importance and secondly its performance. Then the means of each variable on importance scale and performance scale are calculated. This gives us the mean value of each variable. The means of importance and performance are plotted on two axes. The importance means are plotted on the Y-axis and performance means are plotted on the X-axis. Each variable has two values and where they intersect on the coordinates is the position of that variable. This way all the variables are plotted on four quadrants. The IPA scheme is represented in the figure 1.

FIGURE 1: SPSS OUTPUT (IMPORTANCE PERFORMANCE ANALYSIS)



In this way each attribute finds a place somewhere in the quadrants. After the analysis every attribute that was evaluated finds a place in one of the quadrants. The four quadrants and the position of each attribute in the matrix are significant. The attributes in the 'concentrate here' quadrant have performed low but are important for the tourists; therefore, efforts should be directed to improve them. In this quadrant the following attributes fall:

1. Cleanliness/Sanitation
2. Health/Medical facilities to serve tourists
3. Visitor accessibility to natural areas

The attributes in the quadrant 'Keep up the good work' are important and have performed above average in the performance scale. This quadrant signifies that these attributes are important indicators of destination competitiveness in Uttarakhand.

1. Avenues for outdoor activities like trekking, mountaineering, kayaking, skiing
2. Natural scenery
3. Unspoiled nature
4. Flora and Fauna
5. Security
6. Adequacy of infrastructure to meet visitor needs
7. National Parks
8. Entertainment
9. Special events
10. Accommodation quality
11. Historic/Heritage
12. Originality of place

The attributes in the quadrant 'possible overkill' showed high performance but are not important for the respondents. The destination marketing organizations should divert their resources from these attributes to those attributes which have been located in concentrate here quadrant.

1. Financial Institutions and currency exchange facilities.
2. Tourist guidance/information
3. Food services quality/variety
4. Electricity supply

The attributes in the quadrant 'low priority' are not important and their performance is also low. It can be interpreted that the respondents did not consider them important as part of tourism experience.

1. Telecommunication
2. Traditional art
3. Local transport
4. Frequency/Capacity of access transport to destination
5. Friendliness
6. Amusement
7. Night life
8. Cultural precincts
9. Waste disposal
10. Visitor accessibility
11. Convention/Exhibitions capacity

The matrix that resulted from Importance Performance analysis of destination competitiveness is shown in figure 2.

**POSITION OF DESTINATION COMPETITIVENESS FACTORS OF UTTARAKHAND**

IMPORTANCE	<p><b>Concentrate here</b></p> <ul style="list-style-type: none"> <li>• Cleanliness/Sanitation</li> <li>• Health/Medical facilities to serve tourists</li> <li>• Visitor accessibility to natural areas</li> </ul>	<p><b>Keep up the Good work</b></p> <ul style="list-style-type: none"> <li>• Avenues for outdoor activities like trekking, mountaineering, kayaking, skiing</li> <li>• Natural scenery</li> <li>• Unspoiled nature</li> <li>• Flora and Fauna</li> <li>• Security</li> <li>• Adequacy of infrastructure to meet visitor needs</li> <li>• National Parks</li> <li>• Entertainment</li> <li>• Special events</li> <li>• Accommodation quality</li> <li>• Historic/Heritage</li> <li>• Originality of place</li> </ul>
	<p><b>Low priority</b></p> <ul style="list-style-type: none"> <li>• Telecommunication</li> <li>• Traditional art</li> <li>• Local transport</li> <li>• Frequency/Capacity of access transport to destination</li> <li>• Friendliness</li> <li>• Amusement</li> <li>• Night life</li> <li>• Cultural precincts</li> <li>• Waste disposal</li> <li>• Visitor accessibility</li> <li>• Convention/Exhibitions capacity</li> </ul>	<p><b>Possible overkill</b></p> <ul style="list-style-type: none"> <li>• Financial Institutions and currency exchange facilities.</li> <li>• Tourist guidance/information</li> <li>• Food services quality/variety</li> <li>• Electricity supply</li> </ul>
	PERFORMANCE	

The state of Uttarakhand is rich in water bodies, trekking routes, mountain ranges, climatic conditions for winter sports. The good thing is that tourists rate these high on importance scale. Places like Auli, Rishikesh, a number of trekking routes, the beautiful mountain ranges make wonderful avenues for outdoor activities. Uttarakhand is rich in natural resources, Places like Nainital, Ranikhet, Tehri, Almora, Kausani, Mussoorie offer finest pieces of nature to the audience.

## CONCLUSION

Destination competitiveness is the ability of a destination to compete with other destinations. All the available resources that are available in a destination are helpful in deciding the competitiveness of a destination. According to Vengesaj S., Mavondo F. & Reisinger Y. (2013) in tourism studies resources are defined as destination resources (sites and events eg. Lakes, wildlife parks), destination support processes (includes general infrastructure and specific infrastructure, e.g. road, rail, air, ropeway) and human related factors (hospitality, knowledge, research and education).

This study is significant to the destination planning for a State. New destinations are being planned in the state and the prior to planning new destinations, it is imperative to know the insights of tourists and how they evaluate the tourism services. The limitation of the research is the size of the sample and sampling method.

With the help of IPA the key attributes of Uttarakhand are evaluated by a sample of tourists visiting Uttarakhand. The results of the analysis suggest that the Uttarakhand tourism Development Board should concentrate on increasing the cleanliness in tourist places, accessibility to new destinations should be provided and more resources should be allocated for providing health services to tourists. The attributes related to natural environment and originality of the destination got above average score on the importance and performance scales. The state's competitiveness lies on natural and originality of destination, national parks, accommodation quality, security, historic or heritage sites, flora and fauna and adequate infrastructure. So these are the areas of destination competitiveness for Uttarakhand.

## REFERENCES

1. Bagri, S. C., & Kala, D. (2016). Residents' Attitudes toward Tourism Development and Impacts in Koti-Kanasar, Indroli, PATTYUR Tourism Circuit of Uttarakhand State, India. PASOS.
2. Buhalis D, (2000). Marketing the competitive destination of the future. *Tourism Management*, Volume 21, Issue 1, 97-116
3. Chaudhary, M. (2000). India's image as a tourist destination—a perspective of foreign tourists. *Tourism management*, 21(3), 293-297.
4. Chauhan, V. (2007). Safety and security perceptions of tourists visiting Kashmir, India. In *Advances in Hospitality and Leisure* (pp. 3-17). Emerald Group Publishing Limited.
5. Crouch, Geoffrey I.; Ritchie, J. R. Brent (2005). Application of the analytic hierarchy process to tourism choice and decision making: A review and illustration applied to destination competitiveness. *Tourism Analysis*, 17-25(9)
6. Dey, B., & Sarma, M. K. (2010). Information source usage among motive-based segments of travellers to newly emerging tourist destinations. *Tourism management*, 31(3), 341-344
7. Dhariwal, R. (2005). Tourist arrivals in India: how important are domestic disorders? *Tourism Economics*, 11(2), 185-205.
8. Duke C.R., & Persia M.A. (1996) Performance-Importance Analysis of Escorted Tour Evaluations. *Journal of Travel & Tourism Marketing*
9. Dwyer L., Kim C., (2003) Destination Competitiveness: Determinants and Indicators. *Current Issues in Tourism*
10. Evans, M. R., & Chon, K.-S. (1989). Formulating and Evaluating Tourism Policy Using Importance-Performance Analysis. *Hospitality Education and Research Journal*, 13(3), 203-213.
11. Go, F., & Zhang, W. (1997). Applying Importance-Performance Analysis to Beijing as an International Meeting Destination. *Journal of Travel Research*
12. Gupta, V., & Das Gupta, D. (2008). Adoption and Use of ICT in Indian Tourism: Interventions for the top tourist destination of India.
13. Jutla, R. S. (2000). Visual image of the city: tourists' versus residents' perception of Shimla, a hill station in northern India. *Tourism geographies*, 2(4), 404-420
14. Kumar, D. S., Rana, G., & Mairaj, H. (2013). Status and scenario of tourism industry in India—a case study of Uttarakhand. *Sustainable Tourism Management*
15. Michael J. Enright, James Newton, (2004) Tourism destination competitiveness: a quantitative approach, *Tourism Management*, Volume 25, Issue 6, Pages 777-788
16. Vengesaj S., Mavondo F. & Reisinger Y. (2013). Tourism Destination Competitiveness: The Impact of Destination Resources, Support services and Human factors. *Journal of Tourism*, 79-108

## **REQUEST FOR FEEDBACK**

**Dear Readers**

At the very outset, International Journal of Research in Commerce & Management (IJRCM) acknowledges & appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to request you to supply your critical comments and suggestions about the material published in this issue, as well as on the journal as a whole, on our e-mail [infoijrcm@gmail.com](mailto:infoijrcm@gmail.com) for further improvements in the interest of research.

If you have any queries, please feel free to contact us on our e-mail [infoijrcm@gmail.com](mailto:infoijrcm@gmail.com).

I am sure that your feedback and deliberations would make future issues better – a result of our joint effort.

Looking forward to an appropriate consideration.

With sincere regards

Thanking you profoundly

**Academically yours**

Sd/-

**Co-ordinator**

## **DISCLAIMER**

The information and opinions presented in the Journal reflect the views of the authors and not of the Journal or its Editorial Board or the Publishers/Editors. Publication does not constitute endorsement by the journal. Neither the Journal nor its publishers/Editors/Editorial Board nor anyone else involved in creating, producing or delivering the journal or the materials contained therein, assumes any liability or responsibility for the accuracy, completeness, or usefulness of any information provided in the journal, nor shall they be liable for any direct, indirect, incidental, special, consequential or punitive damages arising out of the use of information/material contained in the journal. The journal, neither its publishers/Editors/ Editorial Board, nor any other party involved in the preparation of material contained in the journal represents or warrants that the information contained herein is in every respect accurate or complete, and they are not responsible for any errors or omissions or for the results obtained from the use of such material. Readers are encouraged to confirm the information contained herein with other sources. The responsibility of the contents and the opinions expressed in this journal are exclusively of the author (s) concerned.

## ABOUT THE JOURNAL

In this age of Commerce, Economics, Computer, I.T. & Management and cut throat competition, a group of intellectuals felt the need to have some platform, where young and budding managers and academicians could express their views and discuss the problems among their peers. This journal was conceived with this noble intention in view. This journal has been introduced to give an opportunity for expressing refined and innovative ideas in this field. It is our humble endeavour to provide a springboard to the upcoming specialists and give a chance to know about the latest in the sphere of research and knowledge. We have taken a small step and we hope that with the active co-operation of like-minded scholars, we shall be able to serve the society with our humble efforts.

### *Our Other Journals*

