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A STUDY ON ASPECTS OF INTERNAL MARKETING AND ITS IMPACT ON INDIAN GIG WORKERS

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Abstract

Employee-owner relationship has shown immense transformation over the years. Traditionally employees were being treated as slave but now the scenario has changed. With each passing era employee-owner relationship dynamics have been changing. New evolutionary concepts are giving due importance to employees. Human resource management treats employees as resources whereas internal marketing concept explains that employees are not only resources to an organization but internal customers as well. A satisfied customer is an asset to an organization; similarly a satisfied employee can fetch long term returns to an organization. Hence employees need to be treated as internal customers in order to achieve organizational objectives. On the other hand, there has been a rapid emergence of new class of employees known as Gig workers. They have unconventional non-committed and flexible way of working at organizations. Nowadays Gig workers are pervasive at all levels of the organization doing low skilled to high skilled jobs. Delivery boys, cleaners, data scientist, bloggers, cab drivers etc are all gig workers. ASSOCHAM in the year 2020 has projected that India's gig economy would increase at a compound annual growth rate of 17 percent to \$455 billion by 2023. Despite the remarkable rise the Indian gig workers are facing challenges. This paper aims to study the various aspects of Internal Marketing and analyze its impact on Indian gig workers for their betterment.

Keywords: *internal marketing, employees, internal customer, gig workers, ASSOCHAM, marketing management, human resource management, skilled jobs, new class, organization.*

INTRODUCTION

Internal marketing is the tactical approach of treating the employees as internal customers. In new age marketing management customers are regarded as king. Employees in an organization are substantial as they contribute in achieving organizational goals, objectives, vision and mission. A satisfied and motivated employee can benefit

an organization monetarily as well as non-monetarily. Internal marketing signifies employees as an internal market and jobs as internal product offered to them. Internal market has been segmented into two classes of workers such as gig workers and traditional employees or workers. The volatile and dynamic nature of business environment has given rise to new class of employees known as gig workers.

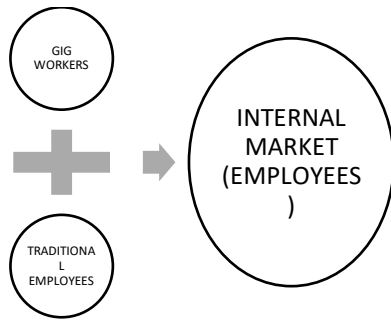


Figure:1

Gig workers are known for their unconventional way of working at organizations. The characteristics of gig workers are as follows

- Temporary
- Non-committed
- Flexible
- Low earning
- Autonomy

Gig workers are basically freelancers. Delivery agents, app based cab drivers, cleaners, data scientists etc are all examples of gig workers. Initially they were not treated as employees to an organization rather as contract workers. All the employee benefits such as minimum wages, overtime compensation, annual leave, severance pay, pension pay, employee provident fund (EPF) were denied to them. Fortunately the Code on social security introduced in the year 2020 laid down nine regulations to protect gig workers rights in India.

White Collared Gig Workers	Blue Collared Gig Workers	Pink Collared Gig Workers(Women Centric)
Digital marketers	Delivery boys	Housekeeping
bloggers	Drivers	nursing
Data scientists	Cleaners	caregiver

Literature Review

Cruz et al. (2020) researched on the topic “Analysis of the internal marketing dimensions in social economy organizations: study applied to co-

operativism in Ecuador”. The paper highlighted that internal marketing is a new and multi-dimensional approach. In order to maintain healthy and profitable relationship with the employees, the multi dimensional approach should be reasonably implemented.

Samanta ,arfara. (2021) concluded in their paper “The impact of internal marketing on Green management of intellectual capital” that ultimate success of any organization lies within its people. The employees should be provided with healthy working environment and substantial welfare activities should be undertaken.

Musa et al. (2021) did analysis on the topic “Internal marketing in the last decade: a systematic review” .It was observed that Taiwan has the most number of research articles written on Internal marketing. Majority of the articles are empirical based study and survey happens to be the widely used method for data collection. This review was based on 82 IM articles from 33 countries. Year 2015 showed an immense growth of research on Internal marketing topic.

Bohnenberger et al. (2019) studied on the topic “Internal marketing: a model for implementation and development” and highlighted the need to segment the internal customers based on their characteristics. So that they can be influenced with Internal marketing tools to churn out long term benefits.

Alsura et al, (2016) researched on the topic“ Impact of internal marketing practices on the organizational commitment of the employees of the insurance companies in Jordon” and concluded that rewards and incentives are the driving force for organizational commitment of employees.

Objectives

- To study the various aspects of Internal Marketing.
- To study the challenges faced by gig workers.

- To critically examine the viability of implementing various aspects of internal marketing on gig workers.

Methodology

The paper is based on analysis of various secondary sources.

- Journals
- News articles

Limitations

This research article is based on theoretical analysis and leaves scope for further on-field research work.

Aspects of Internal Marketing

Latest updates on gig workers

- Currently the gig workforce is 7.7 million and is expected to expand by 200 percent, making the figure reach 23.5 million in next 10 years.
- Women participation in the gig workforce has expanded from 18 percent to 36 percent.
- Start ups are among the first one to hire gig workers as they are light in pocket compared to the traditional workers.
- Large organizations are hiring gig workers for their various substantial business operations.

It is being observed that the demand for high skilled and low skilled

job is on trend whereas medium skilled job is on decline.(Fig 3)

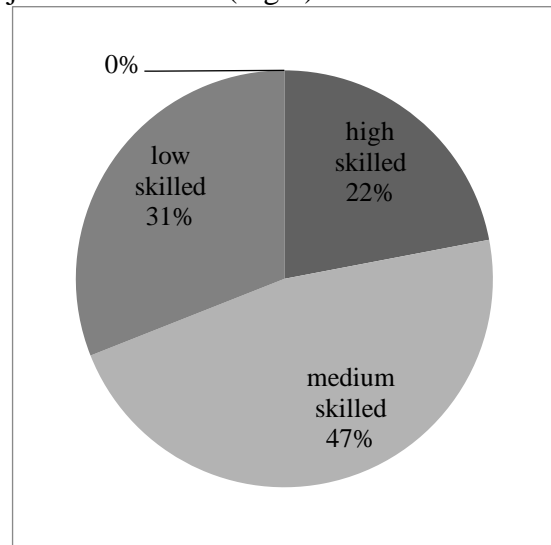


Figure 3
Challenges faced by gig-workers

BLOCKED ACCOUNTS- gig workers such as cab driver, delivery agents etc working on app-based platforms complain of having blocked accounts. This disabling of accounts by the concerned app based companies on the pretext of false accusations has increased the misery of gig workers.

HIGH-COMPETITION- surplus availability of gig workers at low cost has increased the competition among the gig workers and low payout.

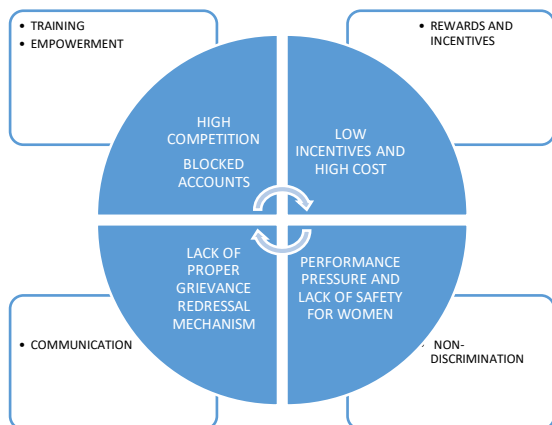
LOW INCENTIVES AND HIGH COST-To enable delivery and cab riding functions, gig workers need to fuel up their vehicles. Rising petrol prices has left heavy hole in their pockets thus negatively affecting their incentives. Some gig workers also incur high commissions but that reduces their net earnings.

LACK OF PROPER GRIEVANCE REDRESSAL MECHANISM – Initially in order to address the grievances of the gig workers managers and concerned team leaders were there. But now that has been replaced by telephonic representative having no knowledge and control to cut cost of the organization.

PERFORMANCE PRESSURE- The gig workers are exploited on the pretext of getting higher ratings. As their incentives depends on their ratings given by the customers. Many workers get involved in terrible road accidents in order to get higher ratings for their on-time or quick delivery.

LACK OF SAFETY FOR WOMEN GIG WORKERS- it was reported that a women cab driver for an app based company was assaulted. No quick support from the companies end was made.

Fig 4 showcases that how the different aspects of Internal Marketing can be implemented to overcome the challenges faced by the gig workers in India.



Conclusion

- In order to educate them about the available government schemes such as e-SHRAM, NPS and PMSBY etc funds are required to support the welfare awareness programs for gig workers
- To make the gig workforce flourish labor laws should be modified and simplified for their better understanding.
- Taxation and compliances should be redefined so that the gig workforce can function without halt.

- In order to enhance women participation in gig economy equality should be practiced by the concerned stakeholders.
- Efforts should be made to upscale the skills of underprivileged workers who are beyond the purview of social security schemes.
- Re-skilling and multi-skilling workshops should also be arranged to order to increase the earning potential of low and medium skilled workforce
- By 2023 IT industry of India is going to enhance by 2.6 percent. Thus making it necessary to arrange new technology focused workshops to upgrade the technical skills of low skilled gig workers.
- Providing adequate health benefits should also be a matter of consideration like insurance schemes
- To make helpline numbers operational.

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