

ASIAN JOURNAL OF MULTIDIMENSIONAL RESEARCH**Vol.1 Issue 1, June 2012, ISSN 2278-4853**

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VERSATILITY INTERNAL TRANSFERS (VIT) ARE TOOL FOR PRODUCTIVITY AND RETENTION: AN INSIDE STORY (WITH SPECIAL REFERENCE TO SELECTED BANKING ORGANISATION IN BHUBANESWAR, ODISHA)

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ABSTRACT

Many employees cite monotony as a reason to move to another organisation, while some cite their desire to be self employed and the will to learn something new. Hence VIT concept which was frowned upon is now being looked at as a saving grace in order to retain employees and increase the productivity. In the present paper we focused banking sector and approached the employees, with an objective to understand the perception level. The sample collected from the of selected branches of State Bank of India (SBI), Punjab National Bank (PNB), Andhra Bank (AB), Indian Overseas Bank (IOB) and Oriental Bank of Commerce (OBC) in Bhubaneswar, the Temple City of India and this the state capital of Odisha. In this direction a pilot study was conducted considering 14 different attributes and considering the validity of 9 variables the study carried out accordingly. The result of the study was very positive. The findings will definitely help the other sectors to look in to the issues concerned and act accordingly.

KEYWORDS: *Versatility Internal Transfers (VIT), Perception, Employee, Productivity and Retention.*

INTRODUCTION

In the corporate world, the biggest investment takes place in the field of human capital. A recent research conducted by the Price water house Coopers (PwC) states, on average, an Indian organisation pay for lacks rupees to each of their employees. But these firms earn a profit of six lacks per employee in return. The research also reports that many Indian companies spend around rupees 7,000 on learning and development for each employee. The above research clearly shows that losing out on human capital is a bigger loss compared to the financial or market losses. Many employees cite monotony as a reason to move to another organisation while some cite their desire to be self employed and the will to learn something new. Even though function is

a commonly accepted practices in most Indian firms, it is still retains one's basis and gives one a sense of temporariness. Hence Versatility Internal Transfers (VIT), concept which was frowned upon is now being looked at as saving grace in order to retain employees and increase the productivity. VIT are affected to make employees versatile and competent in more than one skill. Clerical employees in banks, for example, are transferred from one section to another over a period of time so that they may acquire the necessary skills to attend to the various activities of the bank. The versatile operations are valuable assets during rush periods and periods when work is dull. The biggest advantage of this practice is that it is not only helps in filling up the vacancies internally, but also ensures cross- functional knowledge-sharing in the organisation. An employee who is transferred internally is well-aware of the organizational culture and therefore, cuts down on the initial period of adjustment, which the new hire comes across. The concept of VIT if based on a well thought out and properly planned competency framework followed by curative training and development efforts, will work. If any of these critical elements are absent, the result could be reverse.

OBJECTIVE OF THE STUDY

- ✓ To understand the perception level of employees under the study.
- ✓ To provide suggestive measures wherever necessary.

LIMITATIONS

- ✓ The study is limited to branches of selected banks only
- ✓ The period of study was 3 months i.e. October 2011 to December 2011.
- ✓ The sample size is limited. It may not reflect the opinion of all the employees at work places.

METHODOLOGY AND SAMPLING DATA

After the pilot study nine variables considered out of fourteen variables and accordingly the questionnaire prepared and data collected. Simple percentage method considered for easy understanding and communication the results to common man at large. Total 250 questionnaires distributed and 137 responses received which is 54.8%.

SAMPLING PLAN

Name of Bank	Question distributed	Response Received		Total	%
		Male	Female		
State Bank of India	50	17	7	24	17.52
Punjab National Bank	50	19	14	33	24.09
Andhra Bank	50	16	12	28	20.44
Indian Overseas Bank	50	15	15	30	21.90
Oriental Bank of Commerce	50	6	16	22	16.05
Total	250	73	64	137	100

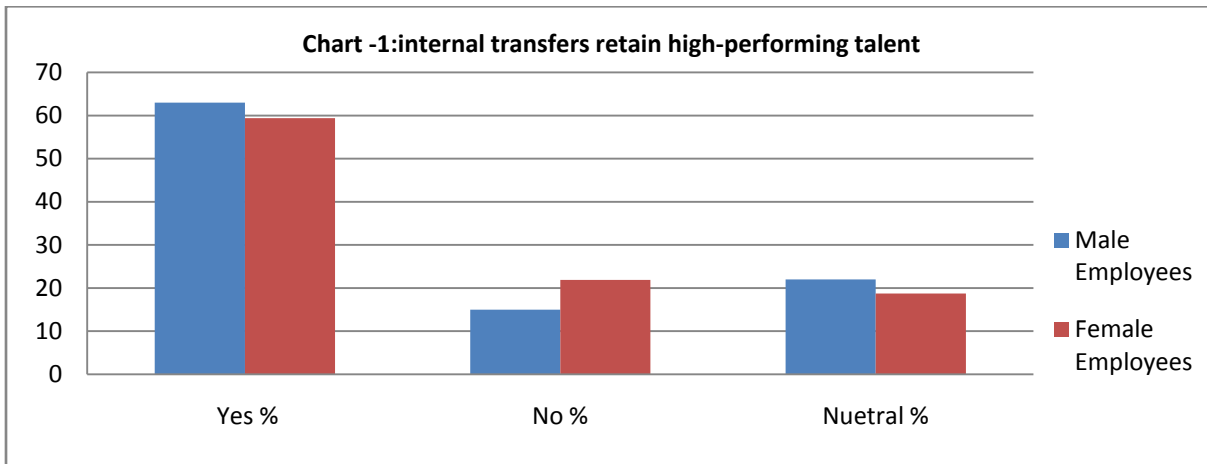
ANALYSIS OF DATA

1. Do you agree that the internal transfers retain high-performing talent?

Category	Yes	%	No	%	Neutral	%	Total
Male Employees	46	63	11	15	16	22	73
Female Employees	38	59.38	14	21.88	12	18.74	64

Total	84	25	28	137
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Source: Compiled from field survey

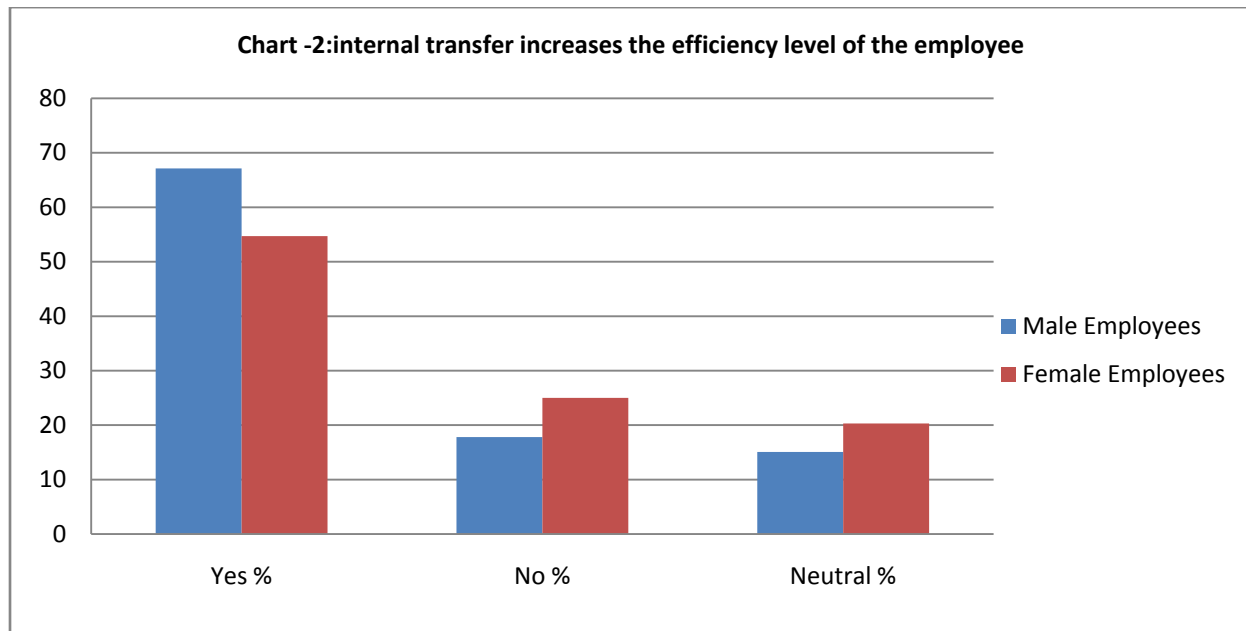


INTERPRETATION: Answering to this question 63% of male employees and 59.38% of female employees said Yes. 22% of male respondents and 18.74% of female respondents were neutral and rest rejected the variable.

2. Do you agree that internal transfer increases the efficiency level of the employee?

Category	Yes	%	No	%	Neutral	%	Total
Male Employees	49	67.12	13	17.81	11	15.07	73
Female Employees	35	54.69	16	25	13	20.31	64
Total	84		29		24		137

Source: Compiled from field survey

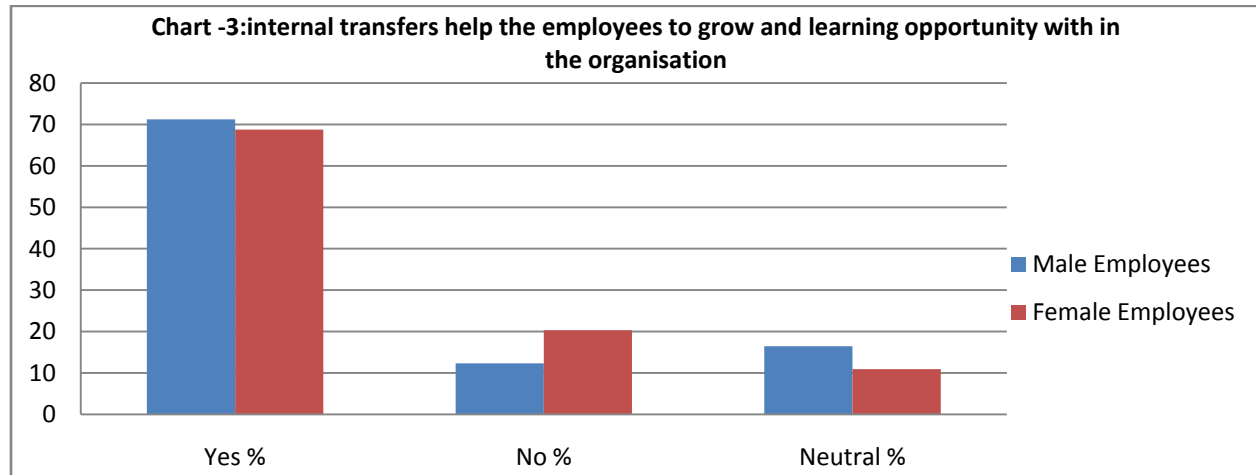


INTERPRETATION: 67.12% of male and 54.69% of female agreed to the variable. 17.81% of male 25% of female did not agree and rest were not sure.

3. Do you agree that internal transfers help the employees to grow and learning opportunity with in the organisation?

Category	Yes	%	No	%	Neutral	%	Total
Male Employees	52	71.23	9	12.33	12	16.44	73
Female Employees	44	68.75	13	20.31	7	10.94	64
Total	96		22		19		137

Source: Compiled from field survey

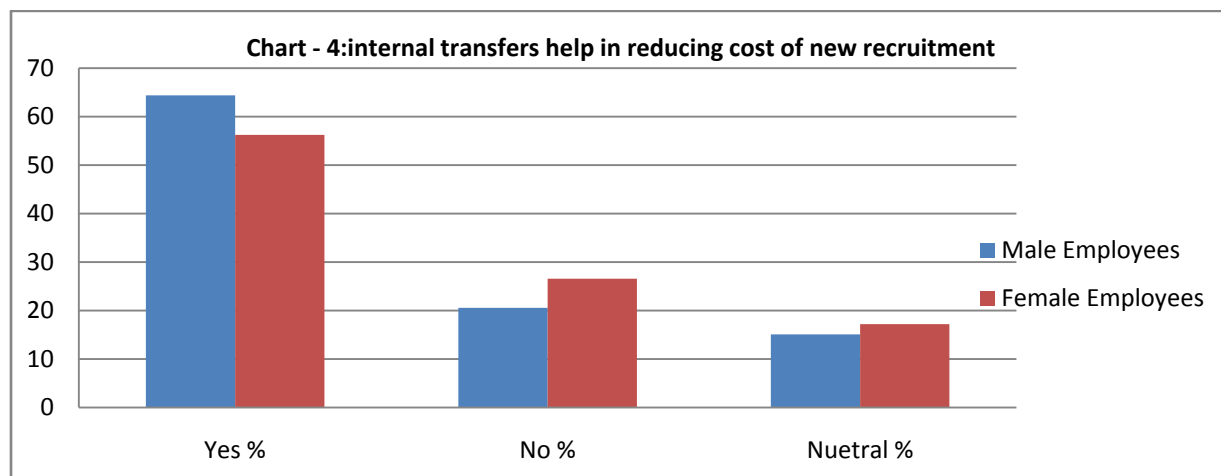


INTERPRETATION: For this 12.33% of male and 20.31% of female said No to the variable. 16.44% of male and 10.94% of female did not have any comment and rest supported.

4. Do you agree that internal transfers help in reducing cost of new recruitment?

Category	Yes	%	No	%	Neutral	%	Total
Male Employees	47	64.38	15	20.55	11	15.07	73
Female Employees	36	56.25	17	26.56	11	17.19	64
Total	83		32		22		137

Source: Compiled from field survey

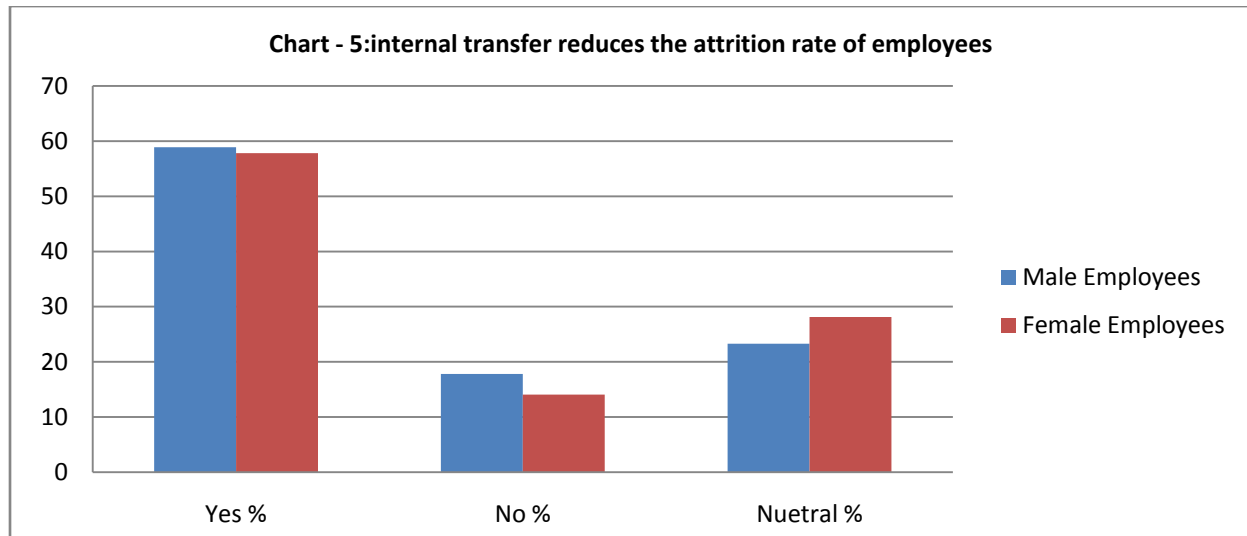


INTERPRETATION: Responding to this 64.38% of male and 56.25% of female agreed. 20.55% of male and 26.56% did not agree and rests were neutral.

5. Do you agree that internal transfer reduces the attrition rate of employees?

Category	Yes	%	No	%	Neutral	%	Total
Male Employees	43	58.90	13	17.81	17	23.29	73
Female Employees	37	57.81	9	14.06	18	28.13	64
Total	80		22		35		137

Source: Compiled from field survey

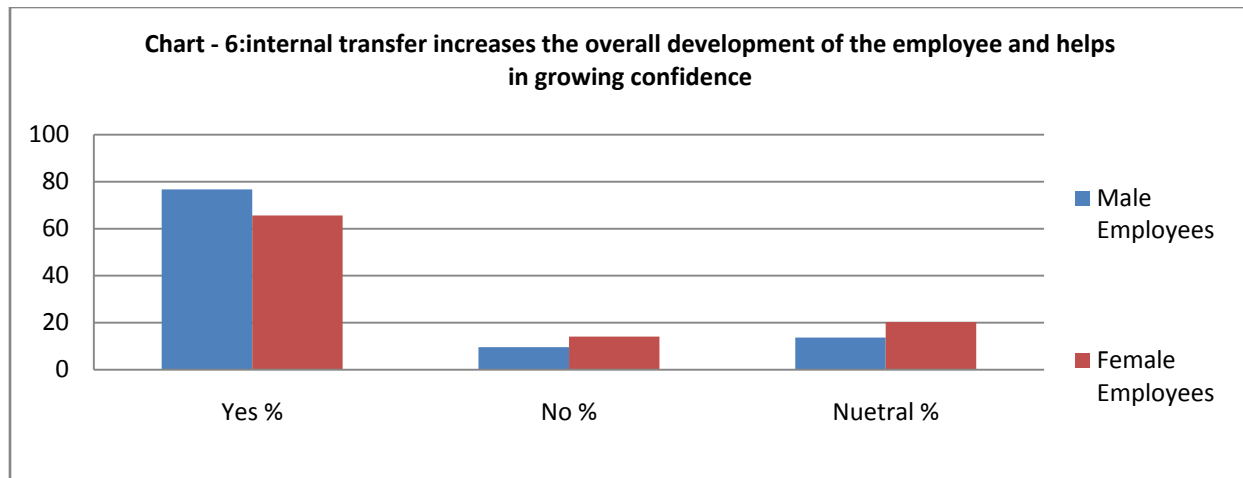


INTERPRETATION: 23.29% of male and 28.13% of female respondents were neutral. 57.81% of female and 58.90 male agreed and remaining were not sure.

6. Do you agree that internal transfer increases the overall development of the employee and helps in growing confidence?

Category	Yes	%	No	%	Neutral	%	Total
Male Employees	56	76.71	7	9.59	10	13.7	73
Female Employees	42	65.63	9	14.06	13	20.31	64
Total	98		16		23		137

Source: Compiled from field survey

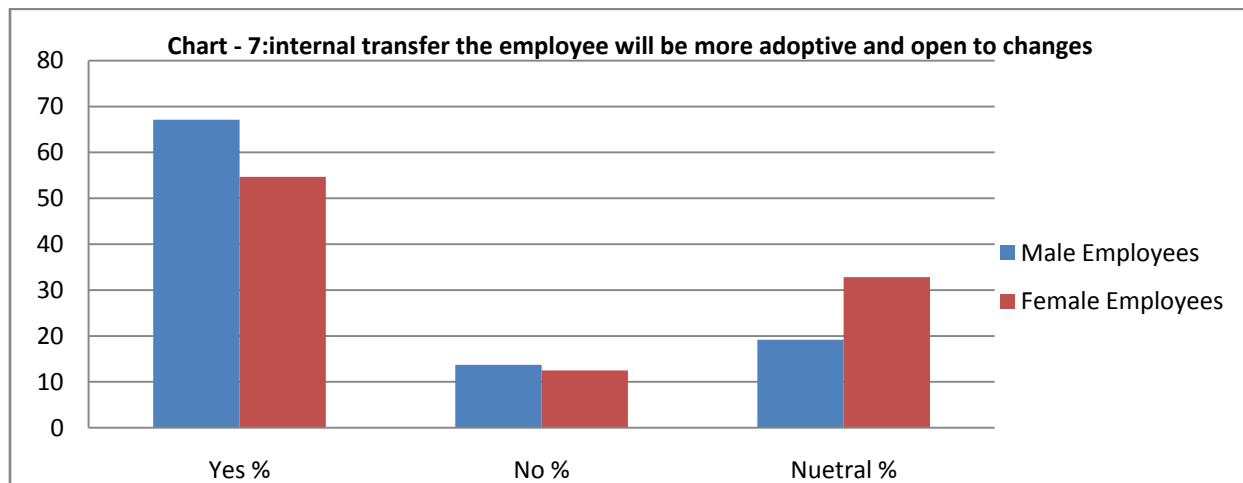


INTERPRETATION: Answering to this question 76.71% of male and 65.63% of female having positive thought. 9.59% of male and 14.06% of female were negated. Rest were neutral.

7. Do you agree that through internal transfer the employee will be more adoptive and open to changes?

Category	Yes	%	No	%	Neutral	%	Total
Male Employees	49	67.12	10	13.70	14	19.18	73
Female Employees	35	54.69	8	12.5	21	32.81	64
Total	84		18		35		137

Source: Compiled from field survey

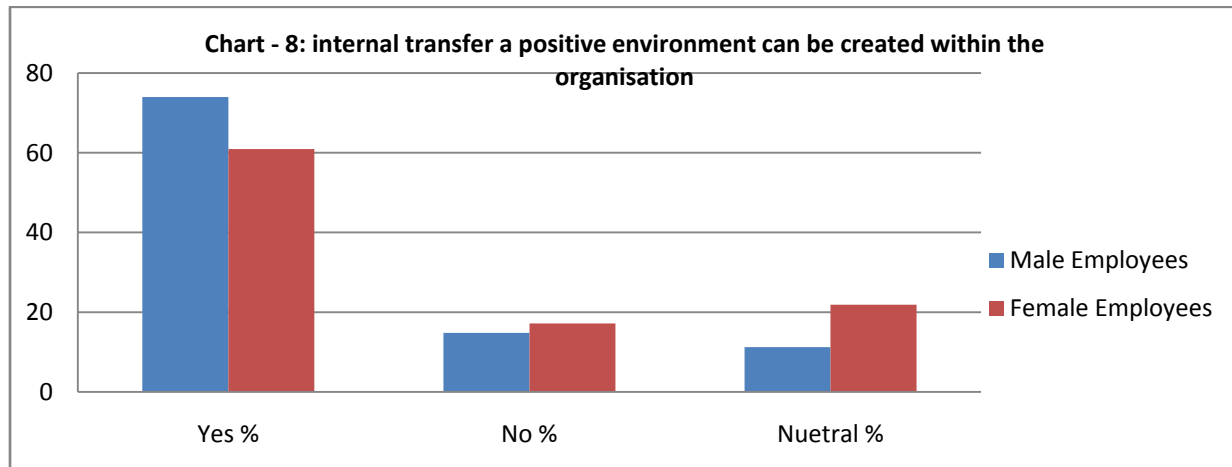


INTERPRETATION: 13.70% of male and 12.5% of female did not agree. 67.12% of male and 54.69% of female agreed and rest did not comment.

8. Do you agree that through internal transfer a positive environment can be created within the organisation?

Category	Yes	%	No	%	Neutral	%	Total
Male Employees	54	73.97	8	14.81	11	11.22	73
Female Employees	39	60.94	11	17.19	14	21.87	64
Total	93		19		25		137

Source: Compiled from field survey

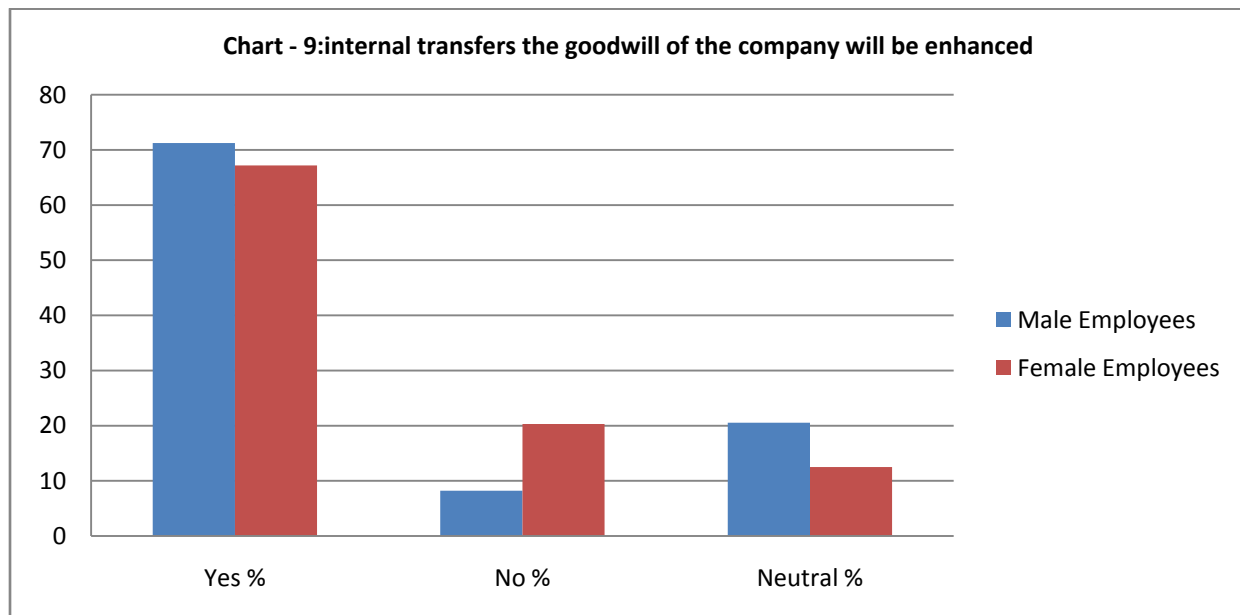


INTERPRETATION: 73.97% of male and 60.94% of female said Yes. 14.81% of male and 17.19% of female did not agree and rest were neutral.

9. Do you agree that through the internal transfers the goodwill of the company will be enhanced?

Category	Yes	%	No	%	Neutral	%	Total
Male Employees	52	71.23	6	8.22	15	20.55	73
Female Employees	43	67.19	13	20.31	8	12.5	64
Total	95		19		23		137

Source: Compiled from field survey



INTERPRETATION: Responding to this 20.55% of male and 12.5% of female were neutral. 71.23% of male and 67.19% of female were supported and rest negated.

CONCLUDING NOTE

In the present study the versatility aspect of the transfer considered. This is most important from the organisation point of view. It is a sensitive and emotional issue from the employees' point of view. So before making such changes the top management should take in to account this issue also. As it is a process to bring the best out of the employees. While framing such rules by HR department, a balancing act is important. At the end of the day the interest of the organisation should not be compromised. In our study, we found that these internal transfers produce the desired result and at the same time it provides the opportunity to build a next level of managers. This helps to grow confidence among the employees. However, we felt that before making such transfers, training is required for better result and boost the confidence of the employees. As the success and failure of any organisation depends upon the performance, commitment and dedication of employees who run the show at the end of the day.

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ROLE OF WATERSHED NGOS IN SUSTAINABLE DEVELOPMENT OF ENVIRONMENT: A CASE STUDY OF KANDAGHAT BLOCKS IN DISTRICT SOLAN OF HIMACHAL PRADESH.

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ABSTRACT

The concept of watershed based policy-making was first coined in United State of America (USA), by John Wesley Powell, head of United States (US) Geographical Survey in 1887. The John Wesley Powell, proposed to congress that new states in the semi-arid west be organised and governed in accordance with appropriate watershed boundaries rather than straight line-political boundaries. He called the new watershed approach an ideal medium for a new form of self-government. The present Article deals with the performance evaluation of watershed NGO during the period 2003-04 to 2007-08, in the field of watershed development programmes (IWDP-III) in Kandaghat block of district Solan. This Article highlights the achievements made by watershed NGO based on secondary data and deals with the financial and physical achievements made by NGO during the study period based on secondary data. Since, the watershed projects were sanctioned for the period of five years and the data covered in the present study has been presented from 2003-04 to 2007-08. Present Paper concludes with some practical suggestions and recommendations for future prospective of watershed programmes and how NGO can overcome these shortcomings and hurdles and can contribute effectively for the planning and implementation of watershed programmes in future.

INTRODUCTION

The concept of watershed based policy-making was first coined in United State of America (USA), by John Wesley Powell, head of United States (US) Geographical Survey in 1887. The John Wesley Powell, proposed to congress that new states in the semi-arid west be organised and governed in accordance with appropriate watershed boundaries rather than straight line-political boundaries. He called the new watershed approach an ideal medium for a new form of self-government¹.

DEFINITIONS OF WATERSHED

According to the Webster's New Collegiate Dictionary defined "watershed as the whole region or area contributing as the supply of a river or lake or drainage area."²

According to United State Environmental Protection Agency (USEPA) defined "watershed those land areas bounded by ridgelines that catch rain and snow and drained to specific streams or river, lake or a ground water." So the watershed is an eco-system or bio-geo-physical unit in

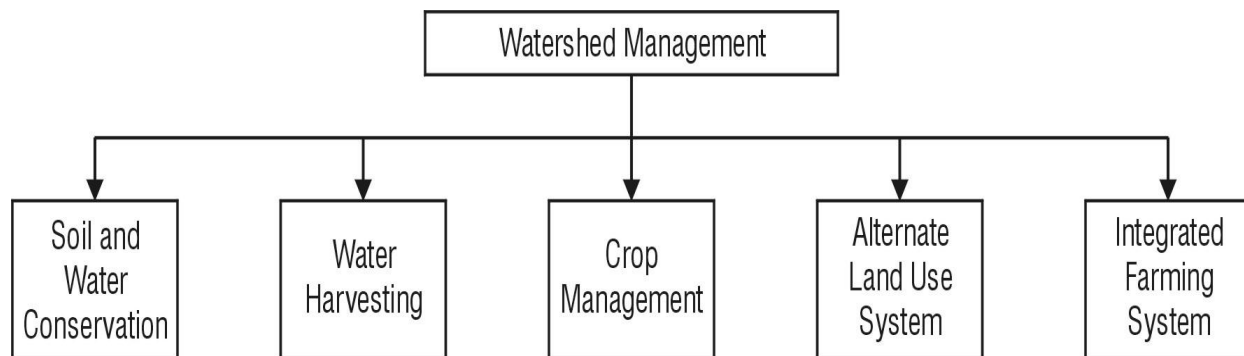
which integrated approach of watershed development focuses on conservation and development of natural resources.³

DEFINITION OF WATERSHED MANAGEMENT

ACCORDING TO THE FOOD AND AGRICULTURE ORGANISATION FAO: defined watershed management as “process of formulating and carrying out a course of action involving the manipulation of resources in a watershed to provide goods and services without adversely affecting the soil and watershed base.”⁴

ACCORDING TO SOIL CONSERVATION SOCIETY OF INDIA: defined watershed management “as a harmonious development of land and water resources within the natural boundaries of a watershed so as to promote or produce, on a sustainable basis.”⁵

THE MAIN COMPONENTS OF WATERSHED MANAGEMENT ARE⁶:



RESEARCH METHODOLOGY

The study is descriptive and diagnostic in nature as it makes an attempt to understand the process, facilitation and impact of NGOs in sustainable development through watershed development programmes in Kandaghat block of District Solan in Himachal Pradesh.

STUDY AREA

The study was conducted in Kandaghat block of district Solan in Himachal Pradesh on the consideration that out of total 40 Jalagam Vikas Sangh and Watershed NGOs registered under Society Registration Act 1860 in District Solan, 20 Jalagam Vikas Sangh has been working in Kandaghat Block.

SELECTION OF NGOS

The selection of Watershed NGO has been done by following the Purposive Sampling Method. An intensive preliminary preparation was done keeping in mind the following factors or consideration while selecting the NGOs:

- Only those NGOs were selected who were registered under Society Registration Act, 1860.
- The NGOs which were functioning during the study period.
- Those NGOs which had the work experience of minimum three years after registration.

Out of total 20 Jalagam Viaks Sangh, 4–Watershed NGOs were selected on the basis of their consistent working in Kandaghat block of district Solan in the field of watershed development

programmes. The detail of watershed NGOs in district Solan and Kandaghat block is given in the Annexure III and IV and the selected watershed NGOs is given in Table 1.

TABLE 1: SAMPLE OF WATERSHED NGO

S. No.	Name of the NGO	Year of Regd.	Total Members	Block	District
1.	Jalagam Vikas Sangh (JVS) Ashwani River North-3 (Chail Jhajja)	2001	20	Kandaghat	Solan
2.	Jalagam Vikas Sangh (JVS) Ashwani River North-4 (Danghil)	2001	15	Kandaghat	Solan
3.	Jalagam Vikas Sangh (JVS) Giri River North 3-4 (Nagali)	2001	15	Kandaghat	Solan
4.	Jalagam Vikas Sangh (JVS) Giri River North-2 (Kanauri)	2001	15	Kandaghat	Solan

Source: Block Development Office, Kandaghat

The present Article deals with the performance evaluation of watershed NGO during the period 2003-04 to 2007-08, in the field of watershed development programmes (IWDP-III) in Kandaghat block of district Solan. This Article highlights the achievements made by watershed NGO based on secondary data and deals with the financial and physical achievements made by NGO during the study period based on secondary data. Since, the watershed projects were sanctioned for the period of five years and the data covered in the present study has been presented from 2003-04 to 2007-08.

The detail of Watershed-wise and year-wise funds released and expenditure incurred is presented in the table I.

TABLE I WATERSHED-WISE AND YEAR-WISE FUNDS RELEASED AND EXPENDITURE INCURRED

Jalagam Vikas Sangh Ashwani River North-3 (Chail Jhajja), IWDP-III, Kandaghat Block, District Solan					
Year	Total release	Total expenditure	Utilization Percentage	Unutilized	Funding Agency
2003-04	6,40,000	6,40,000	(100)	-	DRDA Solan
2004-05	7,40,000	7,40,000	(100)	-	DRDA Solan
2005-06	2,60,800	2,60,800	(100)	-	DRDA Solan
2006-07	8,50,000	8,50,000	(100)	-	DRDA Solan
2007-08	3,45,200	3,45,200	(100)	-	DRDA Solan
Total	28,36,000	28,36,000			
Jalagam Vikas Sangh Ashwani River North-4 (Danghil), IWDP-III, Kandaghat Block, District Solan					
2003-04	7,00,000	6,48,137	(92.59)	51,863	DRDA Solan
2004-05	9,55,000	9,55,000	(100)	-	DRDA Solan
2005-06	5,32,000	5,27,000	(99.06)	5,000	DRDA Solan
2006-07	7,40,000	7,25,196	(97.99)	1,484	DRDA Solan
2007-08	6,40,000	5,84,464	(91.33)	55,536	DRDA Solan

Total	35,67,000	34,39,797	(96.29)	1,27,203	
Jalagam Vikas Sangh Giri River North 3-4 (Nagali), IWDP-III, Kandaghat Block, District Solan					
2003-04	8,41,700	8,31,200	(98.76)	10,500	DRDA Solan
2004-05	7,95,000	7,92,524	(99.69)	2,476	DRDA Solan
2005-06	4,55,000	3,81,931	(83.95)	73,069	DRDA Solan
2006-07	3,52,000	2,66,800	(75.79)	85,200	DRDA Solan
2007-08	4,46,200	4,31,000	(96.59)	15,200	DRDA Solan
Total	28,89,900	27,03,455	(93.55)	1,86,445	
Jalagam Vikas Sangh Giri River North-2 (Kanauri-Nagali), IWDP-III, Kandaghat Block, District Solan					
2003-04	5,55,300	5,55,300	(100)	-	DRDA Solan
2004-05	2,63,000	2,63,000	(100)	-	DRDA Solan
2005-06	3,32,600	3,18,600	(95.79)	14,000	DRDA Solan
2006-07	2,28,600	2,10,600	(92.13)	18,000	DRDA Solan
2007-08	2,70,200	2,52,200	(93.34)	18,000	DRDA Solan
Total	16,49,700	15,99,700	(96.97)	50,000	

Source: 1. Block Development Office, Kandaghat

2. The figures in the parenthesis indicate percentage (%)

Table I reveals that all the selected watershed NGO have utilized their maximum funds released by DRDA in every year. The table indicates that Jalagam Vikas Sangh Ashwani River North-3 has exceptionally utilized (100.00 per cent) of released funds every year, which is highly satisfactory. The table further shows that the rest of the watershed NGO viz. Ashwani River North-4, Giri River North 3-4 and Giri River North-2 have achieved (93.55 per cent), (96.29 per cent) and (96.97 per cent) financial achievement, which is again significant. It can be concluded that all NGOs have utilized the sanction funds in the given time and period.

Table II presented the year-wise consolidated detail of funds released and expenditure incurred by selected watershed NGO in the study area.

TABLE II YEAR-WISE DETAIL OF FUNDS RELEASED AND EXPENDITURE INCURRED DURING THE STUDY PERIOD I.E. 2003-04 TO 2007-08 IN SELECTED WATERSHED NGO UNDER IWDP-III, KANDAGHAT BLOCK (CONSOLIDATED DETAIL)

Year	Total release	Total expenditure	Percentage
2003-04	27,37,000	26,74,637	(97.73)
2004-05	27,53,000	27,50,524	(99.92)
2005-06	15,80,400	14,88,331	(94.18)
2006-07	21,70,600	20,52,596	(94.57)
2007-08	1,70,600	16,12,864	(94.79)
Total	1,09,42,600	1,05,78,952	(96.68)

Source: 1. Block Development Office, Kandaghat

2. The figures in the parenthesis indicate percentage (%)

Table II depicts that although there has been maximum utilization of funds released by DRDA to the selected watershed NGO every year. But, the significant hike in the utilization of funds has

been found in the year 2004-05 with (99.92 per cent) achievements followed by (97.73 per cent) financial achievement in the year 2003-04. Further, the achievement during the year 2007-08 has been found (94.79 per cent) and followed by (94.57 per cent) achievement in the year 2006-07 respectively. Further, the table shows that the financial achievement during the middle year 2005-06 was (94.18 per cent). The hike in the utilization of funds in the second year may be due to the proper settlement and understanding about watershed programmes. It can be analysed from the table that overall utilization of funds in all the watershed NGO has been found (96.68 per cent), which is highly satisfactory and indicates that all NGOs have utilized the funds sanctioned by DRDA in a efficient manner to complete the work component.

The detail of physical achievement and funds released and expenditure incurred in selected watershed NGO is presented in the table

TABLE III YEAR-WISE ACTIVITY-WISE DETAIL OF FUNDS RELEASED AND EXPENDITURE INCURRED IN SELECTED WATERSHED NGO IN STUDY AREA UNDER IWDP-III, KANDAGHAT BLOCK

Ye ar	Activity						Total Sum	Total Expendi ture	Total Expendit ure in %
	Entry Point Activity EPA		Soil Conservation S/C		Water Harvesting W/H				
	Sanct ion (S)	Expendi ture (E)	Sancti on (S)	Expendi ture (E)	Sancti on (S)	Expendi ture (E)			
Jalagam Vikas Sangh Ashwani River North-3 (Chail - Jhajja) IWDP-III									
200 3- 04	30,00 0	30,000	4,20,0 00	4,20,000	1,90,0 00	1,90,000	6,40,0 00	6,40,000	(100.0 0)
200 4- 05	70,00 0	70,000	2,40,0 00	2,40,000	4,30,0 00	4,30,000	7,40,0 00	7,40,000	(100.0 0)
200 5- 06	84,50 0	84,500	80,00 0	80,000	96,30 0	96,300	2,60,8 00	2,60,800	(100.0 0)
200 6- 07	-	-	4,50,0 00	4,50,000	4,00,0 00	4,00,000	8,50,0 00	8,50,000	(100.0 0)
200 7- 08	-	-	1,10,0 00	1,10,000	2,35,2 00	2,35,200	3,45,2 00	3,45,200	(100.0 0)
Tot al	1,84,5 00	1,84,500	13,00, 000	13,00,00 0	13,51, 500	13,51,50 0	28,36, 000	28,36,000	(100.0 0)
%	-	(100.00)	-	(100.00)	-	(100.00)	-	(100.00)	
Jalagam Vikas Sangh Ashwani River North-4 (Danghil - Jhajja) IWDP-III									
200 3- 04	1,20,0 00	1,20,000	50,00 0	45,407	5,30,0 00	4,82,730	7,00,0 00	6,48,137	(92.59)
200	1,35,0	1,35,000	3,94,0	3,94,000	4,26,0	4,26,000	9,55,0	9,55,000	(100.0

4-05	00		00		00		00		0)
2005-06	-	-	4,10,000	4,10,000	1,22,000	1,22,000	5,32,000	5,27,000	(99.02)
2006-07	-	-	4,25,000	4,25,000	3,15,000	3,00,196	7,40,000	7,25,196	(97.99)
2007-08	-	-	2,75,000	2,14,464	3,65,000	3,65,000	6,40,000	5,84,464	(91.33)
Total	2,55,000	2,55,000	15,54,000	14,88,871	17,58,000	16,95,926	35,67,000	34,39,797	(96.44)
%	-	(100.00)	-	(95.80)	-	(96.47)	-	(96.44)	
Jalagam Vikas Sangh Giri River North 3-4 (Nagali) IWDP-III									
2003-04	1,00,000	1,00,000	2,45,000	2,45,000	4,96,700	4,86,200	8,41,700	8,31,200	(98.76)
2004-05	75,200	75,200	4,20,000	4,20,000	2,99,800	2,97,324	7,92,524	7,92,524	(99.69)
2005-06	-	-	2,00,000	1,58,000	2,55,000	2,23,931	4,55,000	3,81,931	(83.95)
2006-07	-	-	93,000	93,000	2,59,000	1,73,800	3,52,000	2,66,800	(75.79)
2007-08	-	-	50,000	50,000	3,96,200	3,81,000	4,46,200	4,31,000	(96.59)
Total	1,75,200	1,75,200	10,08,000	9,66,000	17,06,700	15,62,255	28,89,900	27,03,455	(93.55)
%	-	(100.00)	-	(95.90)	-	(91.54)	-	(93.55)	
Jalagam Vikas Sangh Giri River North-2 (Kanauri-Nagali) IWDP-III									
2003-04	50,000	50,000	1,90,000	1,90,000	3,15,300	3,15,300	5,55,300	5,55,300	(100.00)
2004-05	61,000	61,000	1,00,000	1,00,000	1,02,000	1,02,000	2,63,000	2,63,000	(100.00)
2005-06	-	-	2,22,600	2,08,600	1,10,000	1,10,000	3,32,600	3,18,600	(95.79)
2006-07	-	-	58,600	58,600	1,70,000	1,52,000	2,28,600	2,10,600	(92.13)

2007-08	-	-	80,200	80,200	1,90,000	1,72,000	2,70,200	2,52,200	(93.34)
Total	1,11,000	1,11,000	6,51,400	6,37,400	8,87,300	8,51,300	16,49,700	15,99,700	(97.97)
%	-	(100.00)	-	(97.85)	-	(95.95)	-	(96.97)	

Source: 1. Block Development Office, Kandaghat

2. The figures in the parenthesis indicate percentage (%)

Table III reveals that although all selected watershed NGOs have achieved their maximum targets and had utilized their maximum funds in every activity undertaken in the study area. But Jalagam Vikas Sangh Ashwani River North-3 has exceptionally achieved (100.00 per cent) financial targets in every year on each activity i.e. Entry Point Activity (EPA) (100 per cent), soil conservation with (100.00 per cent) and water harvesting with (100.00 per cent) which is highly significant. The data further shows that the other watershed NGO including Ashwani River North-3, Giri River North-2 and Giri River North 3-4 have utilized more than (90.00 per cent) of their released funds on every activity in every consecutive years, which is again satisfactory. It can be concluded that the watershed NGOs Ashwani River North-3 and Giri River North-2 have exceptionally achieved their financial targets. The overall utilization of funds in all the NGOs have been (96.44 per cent) which is highly satisfactory.

Year-wise, village-wise detail of horticulture activities and funds released and expenditure incurred is given in the table IV

TABLE IV VILLAGE-WISE DETAIL OF HORTICULTURE WORKS/ACTIVITIES UNDERTAKEN AND FUNDS RELEASED AND EXPENDITURE INCURRED

Year	Name of the Village	Name of the work	Amount sanctioned	Expenditure	%	Completed	Not Completed	%
Jalagam Vikas Sangh Ashwani River North-3 (Chail - Jhajja) IWDP-III								
2003-04	Jhajja, Mahog, Shakog	Horticulture Development Work	15,000	15,000	(100)	Completed	-	100%
2004-05	Koro Jhajja	-do-	10,000	10,000	(100)	Completed	-	(100)
2005-06	Jhajja Chabri	-do-	20,000	20,000	(100)	Completed	-	(100)
2006-07	Kathla	-do-	15,000	15,000	(100)	Completed	-	(100)
2007-08	Khola and Karylatu	-do-	25,000	25,000	(100)	Completed	-	(100)
	Total	08	85,000	85,000	(100)	Completed	-	(100)
Jalagam Vikas Sangh Ashwani River North-4 (Danghil - Jhajja) IWDP-III								

2003-04	Bakhor Chohra Damdhar	Plantation and grassland development	86,000	86,000	(100)	Completed	-	(100)
2004-05	Damdhar Banihar Damdhar	Plantation, afforestation and horticulture development	90,000	90,000	(100)	2 works in progress	2 works in progress	(100)
2005-06	Bakhor, Ghainti, Bakhor	Plantation, grassland, development and horticulture development work	63,000	61,040	(96.89)	1 work in progress	1 work in progress	(96.89)
2006-07	Gahanti Chohra	Plantation, Check dams in Chohra and horticulture development work	75,000	22,230	(29.64)		2 works in progress one not sanctioned	(29.64)
2007-08	Chohra Gahanti and Ghanti	Horticulture development work	55,000	38,010	(69.10)	One work completed	Two works in progress	(69.10)
Total	07	14	3,69,000	3,17,740	(59.08)			(59.08)
Jalagam Vikas Sangh Giri River North 3-4 (Kanauri-Nagoli) IWDP-III								
2003-04	Nagali-Jelhana Grahan	Horticulture and Plantation Work	60,000	52,200	(87)	One Completed	Two in progress	(87)
2004-05	Jadhal Badhat Tikkar	Horticulture Development	46,000	46,000	(100)	Completed	-	(100)
2005-06	Kethala Nagali	Horticulture	25,000	25,000	(100)	Completed	-	(100)

	Dochi	Development and plantation work alongside check dams						
2006-07	Badet Ka Nala Nagoli Ka Nala Chevan Ka Nala	Plantation work alongside check dams	15,000	15,000	(100)	All in progress	-	(100)
2007-08	Gehar Ka Nala Telo	Plantation work alongside check dams	15,300	15,300	(100)	Completed	-	(100)
Total	14	14	1,61,300	1,41,000	(87.42)	-	-	(87.42)
Jalagam Vikas Sangh Giri River North 2 (Nagoli) IWDP-III								
2003-04	Kanauri Kathar	Plantation Work	75,000	75,000	(100)	Completed	-	(100)
2004-05	Kanauri	Plantation Work	50,000	36,265	(72.53)	In Progress	In Progress	(72.53)
Total	03	02	1,25,000	1,11,265	(89.01)	-	-	(89.01)
G.Total	38		7,40,300	6,55,005	(88.47)			

Source: 1. Block Development Office, Kandaghat
2. The figures in the parenthesis indicate percentage (%)

Table IV reveals that Jalagam Vikas Sangh Ashwani River North-3 has again achieved (100.00 per cent) financial achievement in horticulture work and has utilized its maximum released funds on the horticulture activities undertaken. Further, the Giri River North-2 with (89.01 per cent) and rest of the two NGOs have achieved their targets with (97.42 per cent) and (59.08 per cent) i.e. Ashwani River North-4 and Giri River North 3-4. The low percentage of funds utilization in two NGOs may be due to the reasons that some works were in progress during the study period. It has been observed that overall funds utilization on horticulture work has been (88.47 per cent) which is satisfactory.

Activity-wise, watershed-wise consolidated detail of financial achievement of watershed NGO in the study area is given in table V.

**TABLE V DETAIL OF ACTIVITY-WISE FINANCIAL ACHIEVEMENTS OF
SELECTED WATERSHED NGOS IN THE STUDY AREA UNDER IWDP-III,
KANDAGHAT BLOCK**

Activity	Financial Achievements	Jalagam Vikas Sangh Ashwani River North-3	Jalagam Vikas Sangh Ashwani River North-4	Jalagam Vikas Sangh Giri River North 3-4	Jalagam Vikas Sangh Giri River North-2	Total
Entry Point Activity (EPA)	Funds Released	1,84,500	2,55,000	1,75,200	1,11,000	7,25,700
	Expenditure	1,84,500	2,55,000	1,75,200	1,11,000	7,25,700
	Percentage	(100.0)	(100.0)	(100.0)	(100.0)	(100.0)
Soil conservation S/C	Funds Released	13,00,000	15,54,000	10,08,000	6,51,400	45,13,400
	Expenditure	13,00,000	14,88,871	9,66,000	6,37,400	43,92,271
	Percentage	(100.0)	(95.80)	(95.84)	(96.93)	(97.32)
Water Harvesting W/H	Funds Released	13,51,500	17,58,000	17,06,700	8,87,300	57,03,500
	Expenditure	13,51,500	16,95,926	15,62,255	8,51,300	54,60,991
	Percentage	(100.0)	(96.47)	(91.54)	(95.95)	(95.75)
Horticulture (Hort.)	Funds Released	85,000	3,69,000	1,61,300	1,25,000	7,40,300
	Expenditure	85,000	2,17,740	1,41,000	1,11,265	5,55,005
	Percentage	(100.0)	(59.00)	(87.42)	(89.010)	(74.98)
Grand Total	Funds Release	29,21,000	39,36,000	30,51,200	17,74,700	1,16,82,900
	Expenditure	29,21,000	36,57,537	28,44,455	17,10,965	1,11,33,957
	Percentage	(100.0)	(92.93)	(93.23)	(96.40)	(95.30)

Source: 1. Block Development Office, Kandaghat and Field Survey 2009

2. The figures in the parenthesis indicate percentage (%)

Table V reveals that all watershed NGOs have utilized (100.00 per cent) funds on Entry Point Activity which is highly satisfactory. The Soil Conservation is another activity which got (97.32 per cent) funds, followed by water harvesting with (95.75 per cent) and horticulture with (88.47 per cent) utilization of funds. It has been found that overall fund utilization in all the selected watershed NGO has been found (95.30 per cent) which shows the remarkable results and shows that each activity was covered with maximum utilization of funds in the study area. The entry point activity has been covered fully before starting the project which has helped in smooth working of the project area.

Watershed-wise detail of work/activities undertaken alongwith financial achievement is presented in table VI

**TABLE VI WATERSHED-WISE DETAIL OF WORKS/ACTIVITIES UNDERTAKEN
IN SAMPLED WATERSHED NGOS IN THE STUDY AREA UNDER (IWDP-III),
KANDAGHAT BLOCK, DISTRICT SOLAN**

Watershed Panchayat	Activity	Works	Structures	Area in Hectare	Total Funds Sanctioned	Total Expenditure	%	Unutilized
Jalagam Vikas Sangh Ashwani River North-3								
Chail-Jhajja	Entry Point Activity	5	7	-	1,84,500	1,84,500	(100.0)	-
Jhajja	Soil Conservation	32	433	274	13,00,000	13,00,000	(100.0)	-
Jhajja	Water Harvesting	34	48	300	13,51,500	13,51,500	(100.0)	-
Jhajja	Horticulture	08	08	-	85,000	85,000	(100.0)	-
Total		79	496	574	29,21,000	29,21,000	(100.0)	-
Jalagam Vikas Sangh Ashwani River North-4								
Bakhor and Ghainit	Entry Point Activity	05	05	-	2,55,000	2,55,000	(100.0)	-
Danghil	Soil Conservation	40	221	342	15,54,000	14,88,871	(95.80)	-
Danghil	Water Harvesting	53	54	357.9	17,58,000	16,95,926	(96.47)	65,124
Bakhor and Danghil	Horticulture	14	14	-	3,69,000	2,17,440	(59.00)	62,074
Total		112	294	699	39,36,000	36,57,537	(92.93)	2,78,463
Jalagam Vikas Sangh Giri River North 3-4								
Tikkar	Entry Point Activity	04	04	-	1,75,200	1,75,200	(100.0)	-
Jathana	Soil Conservation	22	153	201	10,08,000	9,66,000	(95.84)	42,000
Tikkar	Water Harvesting	53	55	368	17,06,700	15,65,255	(91.54)	1,44,445
Nagali	Horticulture	14	14	-	1,61,300	1,41,000	(87.42)	20,300
Total		93	226	569	30,51,200	28,44,455	(93)	2,06,745

					0		23)	
Jalagam Vikas Sangh Giri River North 2								
Kathar	Entry Point Activity	02	02	-	1,11,000	1,11,000	(100.0)	-
Teli	Soil Conservation	11	126	131	6,51,400	6,37,400	(97.86)	14,000
Kanauri	Water Harvesting	20	16	215	8,87,300	8,51,300	(95.95)	36,000
Kanauri	Horticulture	02	02	-	1,25,000	1,11,265	(89.01)	13,735
Total		35	146	346	17,74,700	17,10,965	(96.40)	63,735
Grand Total		319	1,162	2,188	1,16,82,900	1,11,33,956	(95.30)	5,48,940

Source: 1. Block Development Office, Kandaghat and Field Survey 2009

2. The figures in the parenthesis indicate percentage (%)

Table VI reveals that Jalagam Vikas Sangh Ashwani River North-3 has exceptionally achieved maximum work component i.e. (79) with (100.00 per cent) financial achievement and constructed (496) structures of soil conservation and water harvesting and entry point activities. The another NGO is Giri River North-2 with (96.40 per cent) financial achievement with (35) works and 146 structures of soil conservation and water harvesting, followed by Giri River North 3-4 with (93.23 per cent) financial achievement and (93) work components and (226) structures, followed by Ashwani River North-4 with (92.93 per cent) financial achievement and (112 work component) and (294) structures. It can be concluded that all the four selected watershed NGOs have achieved (95.30 per cent) financial achievement with (319) work components and (1,162) structures and covered an area of (2,188) hectares which shows that all the NGOs have performed up to the mark and has done remarkable job in the field of watershed programmes.

Detail of watershed-wise physical targets achieved during the study period in sample watershed NGO is given in the table VII.

TABLE VII DETAIL OF WATERSHED-WISE PHYSICAL TARGETS

Watershed NGO	Activity undertaken in the study area				Total Sanction	Completed	%
	Entry Point Activity	Soil Conservation	Water Harvesting	Horticulture			
Ashwani River North-3	05	32	34	08	83	79	(95.18)
Ashwani River North-4	05	40	53	14	116	112	(96.55)
Giri River North 3-4	04	22	53	14	95	93	(97.89)

Giri River North-2	02	11	20	02	38	35	(92.10)
Grand Total	16	105	160	38	332	319	(96.08)

Source: 1. Block Development Office, Kandaghat and Field Survey 2009

2. The figures in the parenthesis indicate percentage (%)

Table VII depicts that the majority of the NGOs have achieved their physical targets. But in Jalagam Vikas Sangh Giri River North 3-4, the percentage is quite higher (97.98 per cent) followed by Ashwani River North-4 with (96.55 per cent) which shows the highly significant results. The remaining two NGOs have achieved their physical targets with (95.18 per cent) in Ashwani River North-3 and (92.10 per cent) in Giri River North-2, which has been found satisfactory. It is evident from the table that overall physical achievement by all watershed NGOs have been highly satisfactory with (96.08 per cent). The result shows that all NGOs have done significant contribution in the implementation of watershed programmes.

Year-wise consolidated detail of work completed in sample watershed NGO is given in the table VIII.

TABLE VIII YEAR-WISE CONSOLIDATED DETAIL OF ACTIVITIES UNDERTAKEN IN SAMPLED WATERSHED NGOS UNDER (IWDP-III), KANDAGHAT BLOCK

Year	Activity undertaken in 4-watershed NGOs				Total
	Entry Point Activity	Soil Conservation	Water Harvesting	Horticulture	
2003-04	7	25	34	05	71
2004-05	08	28	42	08	86
2005-06	01	16	19	09	45
2006-07	-	2	28	08	58
2007-08	-	14	37	08	59
Total	16	105	160	38	319

Source: 1. Block Development Office, Kandaghat and Field Survey 2009

2. The figures in the parenthesis indicate percentage (%)

Table VIII indicates that maximum activities were completed in the second year of the programmes (2004-05) with highest number of work (86), followed by (2003-04) (71) and 2007-08 with (59) work and 2006-07 covered (58) activities and lowest being in the middle of the programme 2005-06. It may be due to sometime delay in funds in the middle of the programme. The table also shows the achievement of individual activity undertaken during the study period 2003-04 to 2007-08. It is clear from the table that (16) entry point activities were completed in the first and second year, (105) soil conservation work and (160) water harvesting and (38) horticulture works were undertaken during the study period. It has been observed that out of total 332 work sanctioned by DRDA, 319 works were completed with (96.08 per cent) physical

targets, which is highly significant and shows that the NGOs have completed almost all the sanctioned works except in some villages, the works were in progress during the study period. The overall analysis of data shows that majority of the NGOs have achieved their significant targets both in financial as well as physical components.

MAJOR FINDINGS : It can be concluded that all NGOs have utilized the sanction funds in the given time and period. Overall utilization of funds in all the watershed NGO has been found (96.68 per cent), which is highly satisfactory and indicates that all NGOs have utilized the funds sanctioned by DRDA in a efficient manner to complete the work component. watershed NGOs Ashwani River North-3 and Giri River North-2 have exceptionally achieved their financial targets. The overall utilization of funds in all the NGOs have been (96.44 per cent) which is highly satisfactory. It has been observed that overall funds utilization on horticulture work has been (88.47 per cent) which is satisfactory. It has been found that overall fund utilization in all the selected watershed NGO has been found (95.30 per cent) which shows the remarkable results and shows that each activity was covered with maximum utilization of funds in the study area. The entry point activity has been covered fully before starting the project which has helped in smooth working of the project area. All the NGOs have performed up to the mark and has done remarkable job in the field of watershed programmes. The result shows that all NGOs have done significant contribution in the implementation of watershed programmes. The overall analysis of data shows that majority of the NGOs have achieved their significant targets both in financial as well as physical components.

SUGGESTIONS

It has been found in the present study that an excellent effort has been made by watershed NGO in the field of watershed programmes and in addressing the problems of local community through various important activities undertaken during the study period. But still there are some issues which need to be addressed and deserve continuous improvement. Here are given some practical suggestions and recommendations for future prospective of watershed programmes and how NGO can overcome these shortcomings and hurdles and can contribute effectively for the planning and implementation of watershed programmes in future.

There should be simple procedure and approach of watershed programme and it should be more cost-efficient and more adopted to farmer's needs.

- The capacity building strategy should be adopted to strengthen the institutional capabilities of individuals, communities, project personnel and other stake holders. It can be possible through increasing the awareness level about every sponsored schemes of the Government.
- The various activities undertaken during the project period requires timely release of funds and investment, therefore timely release of funds should be ensured by DRDA and Block for the smooth working of the project.
- The young, dynamic, committed and qualified person should be appointed as the leader or president of the organization.
- There is need of 'Audit Committee' at the village level to understand and undertake the social audit of watershed development programmes, so as to bring transparency in the accounts and finances of watershed programmes.
- Therefore, there is need to setup revolving fund as seed money in the watershed area to generate the finances for further progress of programmes. It should be mandatory for Gram

Panchayats to set up a revolving fund not exceeding Rs. One Lakh as seed money for vocational development by self-help Groups (SHGs) at the rate not exceeding Rs. 10,000 per SHG, for undertaking income generation activities. Thus, seed money must be recovered from the SHG members in a maximum of Six (6) installments on monthly basis. This could be reinvested in the same or other SHGs. There is also need to phase out the programme, with the programme progressively moving from one phase to the next with the condition that funding for each phase would be tied to the performance of the previous phase. This restructured programme will ensure that only those areas which incorporate equity, sustainability & participation as central concern will get progressive assistance.

- Funding and disbursement of fund should be performance oriented without detailed scrutiny, except for larger structures, which may have a potentially significant safety impact. Initially all fund released should be counted as assistance. At the end of the period performance should be scrutinized. How much of the released fund would count as assistance and how much as loan would depend upon this scrutiny. Inadequate performance would mean converting part of the assistance to recoverable loan.

- There should be clear water & land use policy in place if the watershed effort has to deliver what it promises.

- Periodic assessment of the performance of watershed projects should be done on a representative sample basis by independent bodies like research institutions and professional bodies. The findings of such surveys should be made available in the public domain. This can greatly enhance accountability and transparency.

It can be concluded that in order to make the watershed programmes more fertile and more result oriented and more successful, there is need to constitute the 'Watershed Knowledge Expert Group' which need to be coordinated at entry level. In order to preserve the forest and environment 'Village Forest Committee' has to be established, and 'Grazing Protecting Group' and 'Soil Welfare Group' and these should be set up in institutional framework for better collaboration between different institutions at different levels. Therefore, watershed programmes should be continued in future for the socio-economic and environmental development of the area.

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FINANCE INCOME AND EXPENDITURE MANAGEMENT OF LOCAL AREA GOVERNMENT BODIES: A CASE STUDY ON PANCHKULA DISTRICT

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ABSTRACT

Local finance also plays very important role in the economic development and well-being of the people of the local area concerned. Therefore, after independence one of the most important objectives of the Government of India was to inculcate a spirit of freedom and self-reliance in each and every walk of life of the people. Among the various measures taken in pursuance of this goal, India adopted the system of self government at the local level in rural as well as urban areas keeping in view the local needs and importance. The Panchayati Raj institutions cover the rural area and urban local authorities namely, Municipal Corporation, municipal councils, municipal committee etc. have been created to cater to the needs and to address the problems of the urban area. The urban local institutes are governed by the separate enactment in each state. Main emphasis in this paper has been made on analyzing the concept; to examine the financial picture of the municipal council, Panchkula.; to analyze the income and the expenditure profile of the municipal finances in order to bring out the weaknesses, which might have impaired the efficiency and functioning of municipal council; to study whether the received revenues are fully utilized or not; and to study the scope for mobilization of additional resources. In this paper, to conduct this study, Research Methodology used, is based on primary as well as secondary data. This study is based on data obtained from various records, reports and accounts of the municipal council, Panchkula. An extensive attempt has been made to critically examine this unpublished data. Besides the employees and members of the council were interviewed who have some knowledge of financial position.

INTRODUCTION

Local government is an integral part of the four-tier system of government i.e., international, national, provincial and local. Municipal Council Panchkula is local government and subordinate to government of Haryana which exercise control and supervision over it. Local government is considered as the backbone of a democratic state because it implies active and direct participation of citizens in the administration of the affairs of the community.

In India, we have a number of local governance systems like village, panchayat, panchayat smiti, zila parishad, municipal committee, municipal councils and municipal corporations. Similarly

we have notified area committee, town area committee, cantonment boards etc. improvement trusts for urban areas. The development of the local bodies has been at a slow pace, but its presence completes the three tier system of a local governmental structure in which the country has the central government, state government and local government. Local self government is considered to have many advantages and is supposed to be an integral part of an ideal government system. There are a number of functions which can be best performed by local authority only. Such functions need local attention and adaptation to circumstances. They can not be standardized on a state or national levels. For example, street lights, the laying out of parks, scavenging and various others such services are best left in the hands of the local authority. They need variations and adjustments from city to city; variations are needed from locality to locality and even street to street.

We have Municipal Corporation for the bigger cities, municipal councils for smaller cities, and municipal committee for the towns. A municipality may be defined as “An area which forms a separate, legally constituted with the authority to decide its town administrative affairs wholly or partly by means of its own government organ.”

LOCAL FINANCE

The term local finance means the problems pertaining to the finance i.e. income and expenditure of the local self-government bodies. For a clear understanding of the meaning of local finance, it is necessary to know the meaning of ‘Public Finance’. Public Finance is concerned with the way in which public authorities (central, state and local) finance their activities-how their expenditure is spent upon and how their revenue is obtained. The outstanding characteristics of local finance are mainly concerned with local trading, local services and local amenities of the residents living within the jurisdiction of local administration. In nutshell, local finance is concerned with the receipts and payment of local authorities. To perform a variety of services, local bodies need finance. Unfortunately, in India, municipal bodies suffer from inadequacy of finance and unwanted political interference.

The main sources of revenue of the municipal council are taxes and non-tax revenue. The tax includes octroi, house tax (property tax), vehicle and animals tax, ‘shows’ tax etc. and non-tax revenue comes from municipal property, fees and fines, grants-in-aid from state government bodies, loans, tehbazari, water supply and deposits also figured in municipal non-tax revenue. Hence how local taxes direct and indirect, fee, fine are collected by local administration and how local debts are solicited, are studied under local finance. Present study is concerned with the analysis of income and expenditure of municipal council of Panchkula.

IMPORTANCE OF LOCAL SELF GOVERNMENT

Local bodies are the pillars of our whole administrative structure. Only local government can understand the basic needs and problems of local people. The local administration acts as an instrument which provides the principal points of contest between the citizens and the processes of government. Such government is essential for promoting the well-being of the people.

William A. Robins remarks, “Local authorities have greater opportunities totally than ever before. If the power of the central government are increasing so are the power of local council” “Nagarpalika” States real importance of these institutions, which means that the local government is for the physical, mental, economic and social or in other words, over all well being of its inhabitants. It is a democratic government at local level and a training centre of administrative services.

In view of our pledge for a welfare state and for democratic socialism, we need gigantic efforts to improve the social and economic lot of the people. This can be achieved by an investment in human welfare and building up a favorable social climate through local authorities, which are both an organ of government and also a social institution. For the prosperity of social and economic lot of the people, the investment in human welfare activities and expenditure on social and economic overheads should be encouraged, only than talk of welfare state and democratic socialism will be meaningful.

Thus, it can be said that the local bodies can have a better understanding of the problems of local people and can deliver the better solutions to them. Such bodies should be equipped with enough powers to deal with these problems properly and execute the solution measures.

LOCAL SELF GOVERNMENT

The powers of local government in regards to raising finances are defined by the municipality Acts such as Haryana Municipal Act., 1973 and hence, they are restricted under certain circumstances, the state government can suspend or dissolve it. The jurisdiction of the local government is limited and its functions relate to the provisions of civil amenities to the population living within its limits. It has no legislative power. Local government bodies are a better ground for political education. Jawahar Lal Nehru regarded local self government as the basis of a true system of democracy. In the words of G. Montague Harris "By local self government we mean a system under which the people of the locality possess a certain responsibility and discretion of local public affairs and in the raising of the money to meet their expenses."

B.K. Gokhale (1972) observes "Local self government is the government of a specified locality by the local people through the representatives elected by them." According to William A. Robins "Local government may be said to involve the conception of a territorial, non sovereign community possessing the legal right and the necessary organization to regulate its own affairs." Therefore, local government body is a government at the local level for the well being of its citizens and local government contributes to the strength of democratic institution in a number of ways. Mahatma Gandhi observed that in the absence of efficient and honest functioning of local bodies, India could not claim to be right for independence.

LOCAL GOVERNMENT IN INDIA

Local institutions of some sort existed in India even during the early Hindu period. Villages enjoyed perfect autonomy and were governed by a 'Panchayat', a body of five leading men of the village. These 'Panchayats' administered the villages and decided civil as well as criminal cases. They were also responsible for the cleanliness of the village, the upkeep of local roads, the management of village temples and the maintenance of irrigation works. These 'Panchayats' had to collect money for their needs within the village itself, which was a self-sufficient economic unit.

Besides, the village panchayats, there were territorial 'Panchayats', known as Srenis or Ganas. They were what we call in the modern times, municipalities. These bodies of five or seven members carried on day to day administration of towns.

The Muslims cared more for urban life and not for village life. So the village panchayat administration continued unchanged even during this period. However, the urban municipalities cared to be governed by people's representatives and the 'Kotwal' who was responsible for the city administration also managed the municipal affairs.

During the early British rule in our country all the local bodies-urban and rural were abolished as a result of centralized administration adopted by the East India Company. But soon the government realized their mistake and began to retrace its steps. But it started very slowly from big cities, giving them only limited powers. In 1687 a municipality was established in Madras under a Royal Charter. In 1793 by the Charter Act, the British Parliament allowed the establishment of municipalities, which began to be established from 1842 onwards. Acts of 1850 and 1856 allowed the nomination of municipal commissioners. In 1873, for the first time, Lord Mayo recommended the system of election in local bodies. It was, however, in 1882 Lord Ripon's time that municipalities were put on a really sound footing as they were given more powers. The Resolution of 1915 granted further autonomy to these bodies and by the government of India Act, 1919. The portfolio of local bodies was transferred to the control of provincial ministers. Since, then the provinces have granted them more and more independence by increasing the number of elected members.

During the period 1919-1947 various Acts were enacted and amended by different provinces, but the performance of these institutions was insignificant. After independence, our government accepted their importance for the upliftment of people. In the Indian constitution, the term used for these institutions is 'Local Government' by July, 1965 a network of panchayati Raj a three tier system village panchayat, panchayat samiti and zila parishad was separated to twelve states of India.

At present every important town or city of India has a local government body governed by the Act concerned. Urban local administration has also made progress since early times. For the improvement in the powers and functioning of these local bodies, Indian government appointed many commissions and council, from time to time which are given below:

- (i) Local Finance Enquiry committee (1949-51)
- (ii) Taxation Enquiry Commission (1953-54)
- (iii) The Committee on Augmentation of Financial Resources of Urban Local Bodies or Zakaria Committee (1963)
- (iv) Rural Urban Relationship Committee (1966)

The central council of local government and urban development plays a dynamic role in the field of urban local reforms. It also acts as an advisory body to the central government on matters of allocation of funds to the local authorities and their periodic review.

GROWTH OF LOCAL GOVERNMENT IN HARYANA

The Haryana Municipal Act is more restrictive than the Punjab Municipal Act. It leaves little room for municipal discretion. Instead, levy of certain taxes by the municipalities has been made compulsory by this Act, Employment of children below the age of 18 for scavenging and house sweeping and carrying of night-soil as head load have been prohibited. Provision has also been made for the payment of salary to the president out of the municipal funds.

LITERATURE REVIEW

Man being a social animal has always aspired to live in a society or social set up. This basic fact is the foundation of local self government because as and when the social circle of man increases he has to face and solve his local problem. So, in a way local self government without being

named as such existed even in the ancient time and continues in its latest gamut and nomenclature.

The evolution of local self government in India may be studied on three different levels:-

1. Ancient and Medieval Period.
2. British Period
3. Post Independence Period.

1. LOCAL SELF GOVERNMENT IN ANCIENT AND MEDIEVAL PERIOD

From our old scriptures it comes to light people in ancient times had a social outlook which was not confined to a particular caste or group. Rather, it was the ideal of each and everyone to see to the welfare of others before self. “In a sense it is true to say that in the early days of civilization all government were local, for the areas to be governed were small. It is when the nations grow big and affairs become more complex that the central government needs local subordinate help.”

2. EVOLUTION OF LOCAL SELF GOVERNMENT DURING BRITISH PERIOD

The evolution of local self government during British Rule in India passed through the following three phases:-

- (a) I- Period - 1687 to 1882
- (b) II- Period – 1882 to 1919
- (c) III – Period – 1919 to 1947

A. I- PERIOD 1687 TO 1882

In 1687, James II, the King of England permitted through a Charter Act the formation of Madras Corporation with a Mayor, 12 Elder man and 60 Burgesses-all belonging to the European communities. The corporation was to look after the arrangement of prisons, schools, cleanliness and lighting of roads. It had power to levy octroi and property tax. The people rose against this act which resulted in its formal withdrawal. Under the Act of 1813 it was decided for the first time that the revenue through local tax would be spent on the local municipalities. In 1842, the Bengal Municipal Act empowered the municipalities to look after the sanitary arrangement. This act was held null and void due to the mounting pressure of the people and in 1861, Army Sanitary Commission drew the attention towards the deteriorating health conditions which resulted in the 1867 Act giving wide powers to the Municipalities to look after the arrangement of water, lighting and health.

B. II PERIOD 1882-1919

The Governor General of India, Lord Ripon may be called the founder father of present system of local self government in India. Recommendations of Lord Ripon's Resolution, 1882, can be summed up as follows:-

There should be a network of Local bodies (Rural as well as Urban) throughout India. The majority of members should be non-officials elected through elections. The main aim of the local self government should be to give political education to the people and to make progress in organization of administration.

C. III PERIOD 1919 TO 1947

Government of India Act 1919 established Local Government under Diarchy which was a responsible government. The subject of provincial administration were the reserved subject as well as transferable. Even then the organization of local self government suffered because of the autocracy of the provincial Government.

3. THE POST INDEPENDENCE PERIOD

The local self government by and large, continued in the same form after independence with some consolidation and modifications as well as erosion owing to the greater control and encroachment by the state government. Almost four decades after the independence, the Local government continued to be neglected politically financially and authority wise.

OBJECTIVES OF THE STUDY

In the light of above said information the present study is designed with the specific objectives:

- (i) To examine the financial picture of the municipal council, Panchkula.
- (ii) To analyze the income and the expenditure profile of the municipal finances in order to bring out the weaknesses, which might have impaired the efficiency and functioning of municipal council.
- (iii) To study whether the received revenues are fully utilized or not.
- (iv) To study the scope for mobilization of additional resources.

RESEARCH METHODOLOGY

Municipal Council the grass-root level governance which carry on the developmental work in urban societies, is the subject matter of the present investigation. The various provisions for revenue and expenditure as per Haryana Municipal Act, 1973 and other guidelines recommended under the constitution are kept in mind while analyzing the income and expenditure of municipal council.

This study is based on data obtained from various records, reports and accounts of the municipal council, Panchkula. An extensive attempt has been made to critically examine this unpublished data. Besides the employees and members of the council were interviewed who have some knowledge of financial position. The data has been analyzed by making use of percentages. The period covered by study runs from 1996-97 to 2009-10 and the whole data have been analyzed with the help of master charts, suitable tables and graphs. Simple statistical tools such as simple percentage, mean value, index number, summation etc. have also been used to play with the data for meaningful results.

SOURCE OF DATA

As this study focuses on the local finance of municipality of Panchkula for ten years (1996-1997 to 2009-2010). The income and expenditure data were collected from the office of the municipality Panchkula on request. The data are primary which are unpublished and based on various records, reports and accounts belonging to municipality Panchkula. Moreover certain facts are based on the oral communication with officials, employees and elected members of the council having the knowledge of financial position of municipal council.

FINDINGS

The detailed major findings of the study are as follows:

- A sound system of local finance depends upon stable and strong foundation of local taxation. Taxation forms the significant source of income to local bodies. In India state government control municipal finances by putting restriction on their financial resources.
- Taxes and Non-taxes are the two main sources of revenue of the municipal council, Panchkula.
- During the study period the contribution of tax revenue was more than that of the non tax revenue. The tax revenue, on an average, was 52.99 percent and non tax revenue, on an average, was 47.01 percent of the total revenue.
- The contribution of house tax to the total tax revenue had been at peak. On an average, it was 52.42 percent of the total tax revenue. But it was found suffering from fluctuations.
- The second major component of tax revenue was octroi duty. It contributes to the total tax revenue was 24.01 percent, on an average, during the study period till 1999.
- Dangerous and offensive trade fees contribute 17.04 percent, on an average, the total tax revenue.
- The municipal works revenue i.e. registration fees and stamp duty has also been major source vital contribution in the total non-tax revenue of Panchkula municipal council. It was 38.92 percent, on average, during the study period i.e. 1996-97 to 2009-10.
- Among the non- tax revenue rent on buildings and lands is also of highest value. Its percentage share was 14.69 percent on an average, during the study period.
- The flow of non-tax revenue on an account of tehbazari fees was 9.69 percent, on an average during the study period.
- The other sources of non-tax revenue included in miscellaneous head contribute 25.32 percent, on an average, to the total non tax revenue during the study period.
- Out of the total expenditure of the municipality, the expenditure on municipal work was highest. It was 47.30 percent, on average, of total expenditure during the study period.
- The percentage share of expenditure on general department was the second highest after expenditure on general. It was 29.72 percent on average, of the total expenditure over the period 1996-97 to 2009-10.
- The balance was positive during the all study period covered by the study.

SUGGESTIONS

On the basis of the above inferences the following suggestions may put forth for further improvement in functioning of the municipality.

- To perform various services/functions a sufficient and continuous flow of funds is necessary. The major sources of income of Panchkula municipal council has been house tax, rent and municipal work for the fulfillment of its functions. The council should make full use of its power to impose taxes generated to it by the Haryana Municipal Act 1973, under section 69. The council should generate additional means of revenue by organizing fairs, running

restaurant, constructing new shops etc. and augment the existing resources. The government should compensate the loss due to the abolishment of octroi duty by increasing the grant-in-aid and the municipal council should make efforts. The council should make efforts to get or seek more and more grants from the Haryana Government for the better maintaining the city.

- The utilization of funds reflects the performance and efficiency of any institution. The total revenue of Panchkula municipal council had exceeded for study period 1996-97 to 2009-10. The municipality should try to avoid such conditions so that the well being of the inhabitants is not hindered.
- The yield from taxes, particularly from house tax, can be increased if fearless, impartial and uniform assessment is secured. Tax evasion must be checked.
- The yield from fees collected by the municipality such as license fees, bus adda fees, property transfer fees, development charges etc. should be made more rational and progressive.

CONCLUSION

Local finance also plays very important role in the economic development and well-being of the people of the local area concerned. India adopted the system of self government at the local level in rural as well as urban areas keeping in view the local needs and importance. The Panchayati Raj institutions cover the rural area and urban local authorities namely, Municipal Corporation, municipal councils, municipal committee etc. have been created to cater to the needs and to address the problems of the urban area. The present study was conducted to analyze the trends in income and expenditure of municipal council of Panchkula i.e. a local body during the period 1996-97 to 2009-10. Main findings of the study are: that indices of both income and expenditure showed as increase of order of 46 and respectively over the entire period covered by the study. Both tax-revenue and non-tax revenue also shows a significant increase over the period. Before the abolishment of octroi duty in 1999, relative share of tax-revenue was found more than that of non-tax revenue; while after 1999, shares of non-tax revenue become more than that of tax revenue. However, considering the entire period i.e.1996-97 to 2009-10 as one entity, than mean % share of tax revenue (52.99) was more than that of non-tax revenue (47.01). It shows that octroi duty used to be one of the major sources of income of municipality till 1999. Therefore, government should evolve and alternate the abolished tax so as to compensate the local bodies in Haryana.

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AN EMPIRICAL STUDY OF CRIME AGAINST WOMEN: A STUDY OF UNION TERRITORY CHANDIGARH

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ABSTRACT

Substantial evidence exists regarding Women being exploited every now and then on several accounts like dowry, domestic violence, bride-burning etc. Though Constitutional provisions restrain unlawful activities against Women but these laws are overlapping, complex and incomprehensible by this section of the society. Specific laws have been legislated to protect the vulnerable sections of the society. Despite, the laws being in place it is disappointing that still crime against Women is being committed. In this paper, the researcher has focused on the exploitation of Women in society on various fronts.

INTRODUCTION

Public Administration is consistently and constantly involved in providing “social justice” and “social security” to all sections of the society inclusive of Women, as such Women are the most sensitive segment of the society, though there are other susceptible sectors as well.¹ The Vedic period was claimed to be the golden age for Women by the scholars as they enjoyed full freedom and equal rights with men. It is well known that some Women themselves in the Rig Veda were Brahnavadinis, they were seers with whom several hymns were associated, notable among them were Ghosa, Apala, Visvavara. Thus, they were on the same footing with male seers. Considerable liberty was enjoyed by Women in this Age.²

The high status enjoyed by Women in the age of the Upanishads, can be traced from the story of Yajnavalkya and Maitreyi in the Brhadaranyaka Upanisad. She was allowed to participate in the intellectual activities. The opportunities to get education were open to Women and they were looked upon with great regard.³

During the period of Mahabharata the Women were again placed on equal pedestal with men as far as their status was concerned.⁴

In the age of Jainism and Buddhism Women were treated with far greater respect than they were during the later Vedic period. Both these religions gave opportunities for Women to participate in religious activities. Women could come out of their homes to seek religious knowledge.⁵

Another class of Sanskrit literature that accorded very high position to Women was the Tantra. According to it, the Women was an indispensable means for Tantric sadhana, she was Sakti or Energy. Even a Woman of low class, who has reached a certain level in sadhana, deserves to be saluted by a member of the highest caste. Women were regarded as gods incarnate and the very life-breath and ornament of the world, they should not be blamed or angered. One should not beat a Woman even with a flower even if she is found guilty of hundred a misdeeds. One should not mind her faults and should speak only of her good traits.⁶

In the later Vedic epoch a gradual decline took place in the status of Women. This was primarily due to the increasing importance given to sons as the carriers of family lineage and inheritors of

the family property. Women began to be confined to the domestic sphere. Manu Smriti and Yagnavalkya Smriti, the two most well-known Dharamshastras laid down codes of conduct, which placed heavy restrictions on woman's mobility and freedom. Evil practices such as early marriage, denial of education, ban on widow marriage and Sati relegated Women to a position of total subordination.

The Medieval age saw the rise of Islam in India. Owing to the practice of purdah Women remained in a state of physical and social isolation. Since Muslim Personal Law governed rights of divorce, inheritance or maintenance, Muslim Women too suffered heavily. Many Hindu Women also adopted purdah system. Further, Jauhar or mass Sati was also widely practiced by Rajput Women.

In the Modern period that is in the British era, a complete ban was imposed on the inhuman practice of Sati (the practice of self or forced immolation of widow on the funeral pyre of her husband) in the year 1829. Due to the efforts of Indian social reformers like Raja Rammohan Roy, Sati Prohibition Act was enacted and Ishwar Chandra Vidyasagar enacted Widow Remarriage Act 1856. Another prominent Act passed was the Child Marriage Restraint Act of 1929. The Act fixed the minimum age of marriage for girls as 14 years and for boys 18 years. It was Habildas Sarda, another social reformer who took the initiative in leading the campaign for increasing the age of marriage and in recognition of his role the Act also came to be known as the Sarda Act. Today the minimum age of marriage for Women is 18 and for men, 21 years. These changes were brought about by the Child Marriage Restraint (Amendment) Act, which was passed in 1976.⁷

Therefore, the British age saw the rise of social reform movements which took up the issue of gender inequality, primarily by passing laws that removed barriers to Women's emancipation. Though wide spread changes did not take place, the stage was definitely set for launching a struggle for creation of a gender just society (a society in, which laws give equal treatment to men and Women. In cases relating to Women courts must give judgments in such a way that the interests of Women are protected).

Women's upliftment is thus a major function of administration in India. The Constitution of India conferred equal rights on Women and men with a view to abolish gender discrimination. A number of laws were also implemented for exalting the status of Women and liberating them from oppressive social customs while protecting their rights. Prominent of these laws are, the Hindu Marriage Act, 1955, the Hindu Succession Act, 1956, the Dowry Prohibition Act, 1961 and the subsequent amendments of 1984 and 1986, the Maternity Benefit Act, 1961, the Equal Remuneration Act, 1976, the Indecent Representation of Women (Prohibition) Act, 1986. Besides these Acts there are other Legislations as well like, the Hindu Adoption and Maintenance Act of 1956, the Immoral Traffic Prevention Act of 1956 amended in 1986, the National Commission for Women Act of 1990, Protection of Women from Domestic Violence Act, 2005, Protection of Women against Sexual Harassment at Work Place Act, 2007 etc.⁸

Despite these social and legal measures Women are still subjected to severe hardships of numerous forms viz., physical assault, criminal assault, rape, domestic violence, prostitution, economic deprivation, and mental subjugation. In the contemporary set up where Women must be given respectable place in the society, the age old practices like Sati, lifelong widowhood and child marriage are still practiced and cause unwanted discord in the path of social progress. Although the ideologies and institutional practices and norms existing in society contributes much to the humiliation, harassment and exploitation of Women, the basic reason of there being

exploited is that Women themselves accept the situation and tolerate all tortures against them. The heavy dependence of Women on men makes them helpless which further their exploitation in every walk of life.

Keeping in view the deplorable conditions of the Women in the society the researcher has taken a humble step towards assessing the conditions of this deprived section of the society in the most modern city of Independent India i.e. Chandigarh (U.T).

OBJECTIVE OF THE STUDY

To study Crime against Women in Chandigarh (U.T.)

The paper highlights eight cases of crime committed against Women in different Police Stations of Chandigarh. All the cases were registered in 2008 and their decisions were taken by 2009. The eight cases cover Sections 34, 325, 363, 366, 368, 376, 498A and 506 of the IPC.

TABLE BELOW REPRESENTS THE CRIME COMMITTED AGAINST WOMEN IN CHANDIGARH U.T.

S.No	FIR No.	Date	Under Section	Police Station	Conviction/Acquisition	Decision taken/Fine
1	FIR No. 30	14/02/2008	376*, 506* IPC	Sector-19, Chandigarh	Accused convicted on 10 September 2009 by the Additional Sessions Judge (ASJ)	Imprisoned for 7 years and fined penalty of ₹5000
2	FIR No. 196	26/03/2008	376* of IPC	Sector-39, Chandigarh	convicted on 11 July 2009 by the Additional Sessions Judge (ASJ)	Imprisoned for 7 years and fined penalty of ₹10,000
3	FIR No. 24	11/01/2008	363*, 366* of IPC,	Mani Majra, Chandigarh	convicted on 16 May 2009 by the Additional Sessions Judge (ASJ)	Imprisoned for 5 years and also fined penalty of ₹10,000
4	FIR No. 125	20/06/2008	363*, 366* of IPC,	Sector-31, Chandigarh	Accused was convicted on May 2009 by the Additional Sessions Judge (ASJ)	Imprisoned for 3 years and fined penalty of ₹3500
5	FIR No. 14.	19/01/2008	363*, 366* of IPC,	Sector-3, Chandigarh	The accused was acquitted on 13/01/2009 by the Additional Sessions Judge (ASJ)	Offence could not be proved
6	FIR No. 354.	20/06/2008	498A* of IPC,	Sector-17, Chandigarh	The accused was acquitted on 11/06/2010 by CJM	Crime could not be proved

7	FIR No. 29	31/01/2011	363*,366*, ,376*, 368*	Sector-11, Chandigarh	The accused was acquitted by the Additional Sessions Judge (ASJ)	Crime could not be proved
8	FIR No. 115	05/03/2008	325*, 506*, 34*	Mani Majra	The accused was acquitted on 01/09/2009 by the Additional Sessions Judge (ASJ)	Crime could not be proved

INDIAN PENAL CODE (IPC)**SECTION 34. ACTS DONE BY SEVERAL PERSONS IN FURTHERANCE OF COMMON INTENTION**

Acts done by several persons in furtherance of common intention - When a criminal act is done by several persons in furtherance of the common intention of all, each of such persons is liable for that act in the same manner as if it were done by him alone.

SECTION 325. PUNISHMENT FOR VOLUNTARILY CAUSING GRIEVOUS HURT

Whoever, except in the case provided for by section 335, voluntarily causes grievous hurt shall be punished with imprisonment of either description for a term which may extend to seven years, and shall also be liable to fine.

SECTION 363. PUNISHMENT FOR KIDNAPPING

Whoever kidnaps any person from [India] or from lawful guardianship, shall be punished with imprisonment of either description for a term which may extend to seven years, and shall also be liable to fine.

SECTION 366. KIDNAPPING, ABDUCTING OR INDUCING WOMAN TO COMPEL HER MARRIAGE, ETC.

Whoever kidnaps or abducts any woman with intent that she may be compelled, or knowing it to be likely that she will be compelled, to marry any person against her will, or in order that she may be forced or seduced to illicit intercourse, or knowing it to be likely that she will be forced or seduced to illicit intercourse shall be punished with imprisonment of either description for a term which may extend to ten years, and shall also be liable to fine; (and whoever, by means of criminal intimidation as defined in this Code or of abuse of authority or any other method of compulsion, induces any woman to go from any place with intent that she may be, or knowing that it is likely she will be, forced or seduced to illicit intercourse with another person shall be punished as aforesaid).

SECTION 368. WRONGFULLY CONCEALING OR KEEPING IN CONFINEMENT, KIDNAPPED OR ABDUCTED PERSON

Whoever, knowing that any person has been kidnapped or has been abducted, wrongfully conceals or confines such person, shall be punished in the same manner as if he had kidnapped or abducted such person with the same intention or knowledge, or for the same purpose as that with or for which he conceals or detains such person in confinement.

Whoever commits, the offence of criminal intimidation shall be punished with imprisonment of either description for a term which may extend to two years, or with fine, or with both;

If threat be to cause death or grievous hurt, etc.—And if the threat be to cause death or grievous hurt, or to cause the destruction of any property by fire, or to cause an offence punishable with death or [imprisonment for life], or with imprisonment for a term which may extend to seven years, or to impute, unchastity to a woman, shall be punished with imprisonment of either description for a term which may extend to seven years, or with fine, or with both.

SECTION 376. PUNISHMENT FOR RAPE

Punishment for rape.—(1) Whoever, except in the cases provided for by sub-section (2), commits rape shall be punished with imprisonment of either description for a term which shall not be less than seven years but which may be for life or for a term which may extend to ten years and shall also be liable to fine unless the woman raped is his own wife and is not under twelve years of age, in which cases, he shall be punished with imprisonment of either description for a term which may extend to two years or with fine or with both:

Provided that the court may, for adequate and special reasons to be mentioned in the judgment, impose a sentence of imprisonment for a term of less than seven years.

(2) Whoever:

(a) Being a police officer commits rape-

- i. Within the limits of the police station to which he is appointed; or
- ii. In the premises of any station house whether or not situated in the police station to which he is appointed; or
- iii. On a woman is his custody or in the custody of a police officer subordinate to him; or

(b) Being a public servant, takes advantage of his official position and commits rape on a woman in his custody as such public servant or in the custody of a public servant subordinate to him; or

(c) Being on the management or on the staff of a jail, remand home or other place of custody established by or under any law for the time being in force or of a woman's or children's institution takes advantage of his official position and commits rape on any inmate of such jail, remand home, place or institution; or

(d) Being on the management or on the staff of a hospital, takes advantage of his official position and commits rape on a woman in that hospital; or

(e) Commits rape on a woman knowing her to be pregnant; or

(f) Commits rape when she is under twelve years of age; or

(g) Commits gang rape, Shall be punished with rigorous imprisonment for a term which shall not be less than ten years but which may be for life and shall also be liable to fine:

Provided that the court may, for adequate and special reasons to be mentioned in the judgment, impose a sentence of imprisonment of either description for a term of less than ten years.

EXPLANATION 1

Where a woman is raped by one or more in a group of persons acting in furtherance of their common intention, each of the persons shall be deemed to have committed gang rape within the meaning of this sub-section.

EXPLANATION 2

“Women’s or children’s institution “means an institution, whether called an orphanage or home for neglected Women or children or a widows’ home or by any other name, which is established and maintained for the reception and care of Women or children.

EXPLANATION 3

“Hospital” means the precincts of the hospital and includes the precincts of any institution for the reception and treatment of persons during convalescence or of persons requiring medical attention or rehabilitation.

SECTION 498A. HUSBAND OR RELATIVE OF HUSBAND OF A WOMAN SUBJECTING HER TO CRUELTY

498A. Husband or relative of husband of a woman subjecting her to cruelty.—Whoever, being the husband or the relative of the husband of a woman, subjects such woman to cruelty shall be punished with imprisonment for a term which may extend to three years and shall also be liable to fine.

EXPLANATION

For the purpose of this section, “cruelty” means—

- (a) Any willful conduct which is of such a nature as is likely to drive the woman to commit suicide or to cause grave injury or danger to life, limb or health (whether mental or physical) of the woman; or
- (b) harassment of the woman where such harassment is with a view to coercing her or any person related to her to meet any unlawful demand for any property or valuable security or is on account of failure by her or any person related to her to meet such demand.

SECTION 506. PUNISHMENT FOR CRIMINAL INTIMIDATION

Whoever commits, the offence of criminal intimidation shall be punished with imprisonment of either description for a term which may extend to two years, or with fine, or with both;

If threat be to cause death or grievous hurt, etc.—And if the threat be to cause death or grievous hurt, or to cause the destruction of any property by fire, or to cause an offence punishable with death or (imprisonment for life), or with imprisonment for a term which may extend to seven years, or to impute, unchastity to a woman, shall be punished with imprisonment of either description for a term which may extend to seven years, or with fine, or with both.

BRIEF SUMMARY OF EACH CASE**CASE I**

The present case was registered on 14th Feb 2008 vide the FIR No.30 in Police Station of Sector - 19, Chandigarh under Section 376 (refer page no.06), 506 (refer page no.08) of IPC. The accused was convicted on 10th Sept 2009 by the Additional Sessions Judge (ASJ) and was imprisoned for 7 years along with a penalty of ` 5000/-.

CASE II

The present case was registered on 26th March 2008 vide the FIR No.196 in Police Station of Sector -39, Chandigarh under Section 376 (refer page no. 06) of IPC. The accused was convicted

on 11th July 2009 by the Additional Sessions Judge (ASJ) and was imprisoned for 7 years along with a penalty of ` 10,000/-.

CASE III

The present case was registered on 11th Jan 2008 vide the FIR No.24 in Police Station of Mani Majra, Chandigarh under Section 363(refer page no.05), 366 (refer page no. 05) of IPC. The accused was convicted on 16th May 2009 by the Additional Sessions Judge (ASJ) and was imprisoned for 5 years along with a penalty of ` 10,000/-.

CASE IV

The present case was registered on 20th June 2008 vide the FIR No.125 in Police Station of Sector -31, Chandigarh under Section 363 (refer page no. 05), 366 (refer page no. 05) of IPC. The accused was convicted on 16th Sept 2009 by the Additional Sessions Judge (ASJ) and was imprisoned for 7 years along with a penalty of ` 5000/-.

CASE V

The present case was registered on 19th Jan 2008 vide the FIR No.14 in Police Station of Sector - 3, Chandigarh under Section 363(refer page no. 05), 366 (refer page no. 05) of IPC. The accused was convicted on 13th Jan 2009 by the Additional Sessions Judge (ASJ) but the offence could not be proved because of lack of evidence.

CASE VI

The present case was registered on 20th June 2008 vide the FIR No.354 in Police Station of Sector -17, Chandigarh under Section 498A (refer page no. 07) of IPC. The accused was convicted on 11th June 2010 by Chief Judicial Magistrate (CJM) but the offence could not be proved because of lack of evidence.

CASE VII

The present case was registered on 31st Jan 2011 vide the FIR No.29 in Police Station of Sector-11, Chandigarh under Section 363 (refer page no. 05), 366 (refer page no. 05), 376 (refer page no. 06), 368 (refer page no.05) of IPC. The accused was acquitted by the Additional Sessions Judge (ASJ) but the offence could not be proved because of lack of evidence.

CASE VIII

The present case was registered on 05th March 2008 vide the FIR No.115 in Mani Majra Police Station, Chandigarh under Section 325 (refer page no.05), 34 (refer page no.05), 506 (refer page no. 08) of IPC. The accused was acquitted on 1st Sept 2009 by the Additional sessions Judge (ASJ) but the offence could not be proved because of lack of evidence.

CONCLUSION

Thus, out of the total 08 cases registered as crime against Women in Chandigarh in the year 2008, only in the 04 cases the accused were convicted and they were not only fined but also sentenced to imprisonment varying from 05 to 07 years whereas in remaining 04 cases, due to the lack of evidence the charged parties were acquitted. In nutshell, we can say that out of total eight cases (100 per cent) of crime against Women, 50 per cent of the cases were the ones where the charged accused were convicted and in the other 50 per cent of the cases the parties were acquitted due to lack of evidence. Therefore, it needs to be looked into that why due to lack of evidence on the part of complainant parties the accused were acquitted. These acquittals

established that the cases were registered with a motive of framing individual/parties falsely otherwise how a complainant can file a case without sufficient evidence. Hence, the provisions of various Acts protecting Women against crime need to be used by the effected parties to get the relief and should not to be used for harassing or framing the individual/families falsely. Avoidance of misuse of the provisions of protecting Acts may strengthen the law and the system of justice in the long run.

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INEVITABILITY OF QUALITY OF WORK LIFE IN TODAY'S ORGANISATION

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ABSTRACT

The success of any organization is highly dependant on how it attracts, recruits, motivates, and retains its workforce. Today's organizations need to be more flexible so that they are equipped to develop their workforce and enjoy their commitment. Therefore, organizations are required to adopt a strategy to improve the employees 'quality of work life' (QWL) to satisfy both the organizational objectives and employee needs. The term (QWL) refers to the favorableness or unfavorableness of a total job environment for people. QWL programs are another way in which organizations recognize their responsibility to develop jobs and working conditions that are excellent for people as well as for economic health of the organization. The elements in a typical QWL program include - open communications, equitable reward systems, a concern for employee job security and satisfying careers and participation in decision making. It is assumed that if employees have more positive attitudes about the organization and their productivity increases, everything else being equal, the organization should be more effective. This paper quantifies the effects of quality of work life on employees. It aims to gain an insight into current working life policies and practices, as well as work-life balance issues of employees. The results hold that all demographic factors and work related factors have significant relationship with perception of quality of work life. Different approaches have been developed to maintain the balance.

KEYWORDS: *Quality of Work Life, Job Satisfaction, Work Related Factors, Demographic Factors, Work Life Balance, Human Relation.*

INTRODUCTION

The quest for improved productivity through human resources has its beginning in the early 1900s. F.W Taylor's scientific management principles created a new awareness regarding human resources, who were earlier considered as mere instruments of production, ready to work from dawn to dusk under whatever conditions and being motivated by the lure of money. From then, till today continuous research and experiments have been undertaken to understand human beings at work and then ways to improve their satisfaction, balanced with the aim of the organization to combine better productivity with the job. In order to achieve this twin objective, different approaches have been developed and applied. The concept of QWL has originated from this continuous research process.

EVOLUTION

Walton attributes the evolution of QWL to various phases in history. Legislation enacted in early 20th century to protect employees from job injury and to eliminate working conditions, followed by the unionization movement in the 1930's and 1940's were the initial steps. The emphasis was given on the following factors:

1. Working condition
2. Job security
3. Work place & economic gains
4. Positive relationship between morale & productivity
5. Equal employment opportunity
6. Human needs & expectations
7. Relationship between motivation & leadership

MEANING

In a deeper sense, quality of work life (QWL) refers to the quality of life (QL) of individuals in their working organizations—commercial, educational, cultural, religious, philanthropic or whatever they are. Modern society is organizational society. Individuals spend much of their lives in organizations. Hence, the importance of QWL is unquestionable. It has an ideological core comprising the perceptual gap across individuals about the real connotation of QL as well as QWL. The QWL movement aims at integrating the socio-psychological needs of employees, the unique requirements of a particular technology, the structure and processes of the organization. It is a set of methods, approaches and technologies for enhancing the work environment.

According to American Society of Training & Development, “It is a process of work organizations which enables its members at all levels to participate actively & efficiently in shaping the organization environment methods and outcomes. It is a value based process aimed towards meeting twin objectives.”

The definition by Serey (2006) on QWL is quite conclusive and best meet the contemporary work environment. The definition is related to meaningful and satisfying work which emphasizes 4 C's i.e. Concern, consciousness capacity and commitment.

IT INCLUDES

- (i) an opportunity to exercise one's talents and capacities, to face challenges and situations that require independent initiative and self-direction;
- (ii) an activity thought to be worthwhile by the individuals involved;
- (iii) an activity in which one understands the role the individual plays in the achievement of some overall goals; and
- (iv) a sense of taking pride in what one is doing and in doing it well.

AREAS OF QWL

Work plays a central role in the life of the workers engaged in a productive organization. The workers expect the following needs to be fulfilled by their organization:

1. **FAIR AND REASONABLE PAY:** QWL is basically built around the concept of equitable pay. The employees must be paid their due share in the progress and prosperity of the firm.
2. **FAVORABLE & SAFER ENVIRONMENT:** According to Walton, the QWL is nothing but provision of a work environment absolutely free from various hazards arising out of natural & unnatural things.

3. **EMPLOYMENT BENEFIT:** Workers have raised their expectations over the years and now feels entitled to benefits that were once considered a part of the bargaining process.
4. **JOB SECURITY:** Employees don't like to be the victims of whimsical personnel policies of the employers. The workplace should offer security.
5. **JOB DESIGN:** The design of jobs should be capable of meeting the needs of the organization for production & the individual for satisfying & interesting work.
6. **JOB SATISFACTION:** The workers are living beings. They want to work on the jobs that will utilize their talents and thus satisfy them.
7. **BETTER CAREER OPPORTUNITY:** Nowadays, workers are not concerned with their pay prospects, but also the scope for improving their technical and academic skills.
8. **SOCIAL INTEGRATION:** The elimination of anything that could lead to individuals not identifying with the groups to which they belong.
9. **PROTECTION OF INDIVIDUAL RIGHTS:** The introduction of specific procedures aimed at guaranteeing the rights of employees at work.
10. **RESPECT FOR NON-WORK ACTIVITIES:** Respect for the activities that people engage in outside the work place. The impact of work activities on private life should be recognized.

11. OBJECTIVES OF THE STUDY

1. To discuss the inevitability of Quality of Work Life in today's world.
2. To explain the sustainable approaches of QWL.
3. To examine the significant relationship of all demographic factors and work related factors with perception of quality of work life.
4. To bring out a basic necessity of integrating QWL in the value charter of every organization.

METHODOLOGY

Information has been sourced from books, articles, various websites. This research paper is based on secondary data for finalization of views and opinions.

MAJOR ISSUES IN QWL

From last many years, there are various issues which were prevailing in the organization which are affecting the workers working. The major factors that are affecting the QWL are:

1. **PAY:** QWL is basically built around the concept of equitable pay. Employees must be paid their due shares in the progress and prosperity of the firm.
2. **BENEFITS:** Workers throughout the globe have raised their expectations over the years and now feel entitled to benefits that were once considered a part of bargaining process.
3. **JOB SECURITY:** Employees don't like to be the victims of whimsical personnel policies and stay at mercy of employers. They should offer security of employment.
4. **ALTERNATIVE WORK SCHEDULES:** Employees demand more freedom at the workplace, especially in scheduling their work. It includes flexi time, staggered hours, compressed workweek etc.

5. **OCCUPATIONAL STRESS:** Occupational mental health programmes dealing with stress are beginning to emerge as new and important aspects of QWL programme in recent years.
6. **WORKER PARTICIPATION:** Employers have a genuine hunger for participation in organization issues affecting their lives. They demand for more participation in decision making process.
7. **SOCIAL INTEGRATION:** According to Walton, The work environment should provide opportunities for preserving an employee's personnel identity & self-esteem through freedom from prejudice.
8. **WORK AND TOTAL LIFE SPACE:** A person's work should not overbalance his life. All work schedules & job requirement should not eat too much into person's leisure time and family life.

IMPROVING QWL

In order to improve the quality of working life, following approaches may be followed:

1. **FLEXIBILITY IN WORK SCHEDULES:** Employees demand more freedom at workplaces, especially in scheduling their work. It includes the flexi time, staggered hours, compressed week etc.
2. **AUTONOMOUS WORK GROUP:** Under this, each group of workers is given freedom of decision making on production methods, distribution of tasks, selection of team members and leaders so on.
3. **JOB ENRICHMENT:** It attempts to provide a person with exciting, interesting, stimulating and challenging work.
4. **OPPORTUNITY FOR GROWTH:** It is important for achievement oriented employees. If they are provided opportunities, they feel highly motivated.
5. **EMPLOYEE'S PARTICIPATION:** They must be allowed to participate in decision making process of that issue which is affecting their life.
6. **SUGGESTION SYSTEM:** Suggestion system satisfies psychological needs of the employees. This motivates them to be in search for something which may be of great use to organization.
7. **JOB SECURITY:** Employees should not have to work under a constant concern for their future stability of work and income.
8. **JOB DESIGN:** The design of the jobs should be capable of meeting the needs of the organization for production and individual for satisfying and interesting work.

HOURS OF WORK & QWL

In early industrial period, working hours remained 10 to 11 hours per day. Due to social & humanitarian consideration, a move towards the reduction of working hours originated.

A popular slogan of 1886 International Association of Working Men, "8 Hours work, 8 hours leisure, 8 hours sleep".

In early 20th century, QWL movement achieved considerable attention and hours of work became a prominent concern to increase the quality of life through improved QWL.

ALTERNATIVE WORK ARRANGEMENTS

Various work arrangement have been made to make all the employees satisfactory with their organization. The various arrangements are as follows:

1. **HOURS OF WORK:** Normal or standard hours of work are defined by International Labor Conference as the number of hours fixed in each country by or in pursuance of laws or regulations, collective agreement or arbitration awards, the number of hours in excess of which anytime worked is remunerated at overtime rates or forms an exception to the recognized rules or custom of the establishment or the process concerned.
2. **FLEXIBLE HOURS SCHEMES:** Flexible hours schemes permit workers to start, finish and take meal breaks at time of their own choosing, subject to certain conditions. According to Cohen & Gadon, flexible working hours treat an individual as a whole person with a life outside work as well as in organization.

Bandwidth- it is the total number of hours between the earliest permitted starting time & the latest permitted time for stopping work, the larger the bandwidth, the more flexible the programme is.

Extended Bandwidth is divided into two types of time:

- (a) Core time: It represents those hours when everyone has to be in attendance.
 - (b) Flexi time: It is also called as Flexible time, represents the hours within which employees can decide for themselves when to be present.
3. **PART TIME WORK:** The Tokyo department store in Japan, eg. Have added what they call “free-time” employees to full time staff. Free time workers can choose for themselves the hours and days they work- though they have to work at least 8 hours a week and a minimum of 2 hours everyday that they come for work.
 4. **JOB SHARING:** In this, two people agree to take responsibility for one job and share the income accordingly. It increases the skill & experience. Along with this, it also provides cover if one partner falls sick & other can work then.
 5. **COMPRESSED WORK WEEKS:** It involves more hours of work per day for fewer days, per week. Most common compressed Work Week is:
 - (a) Four days of 9 or 10 hours
 - (b) Three 12 hours days
 - (c) A week of working days alternating with week of 5 working days
 6. **HOURS AVERAGING:** If the workers agree to hours averaging, they must work a fixed number of hours over a certain period- a week or a month or even a year but they must be prepared to change hours of actual working to cope with fluctuating demands.
 7. **SHIFTS:** The management can combine shifts with some of the newer flexible working patterns to remove some of the inconveniences to workers, alter shift hours to produce shorter night shifts or perhaps finishing Friday shifts early.
 8. **TELE-WORK:** Tele work allows the worker to work at home. According to Atkinson, “the greatest economic benefit for a company launching a tele-communication is the potential for sharing on current or additional building space.

It is of types:

- (a) Full time work at home using electronic communication devices to send and receive dates & information.
- (b) Part time work at home where individuals can spend part of regular working hours at home at the rest at the office.

OBSTACLES TO QWL PROGRAMME

It is not easy to implement QWL programme. Many hurdles do crop up from time to time.

1. **MANAGERIAL ATTITUDES:** QWL demands democratization at in work place. Managers must be willing to share decision making with employees But they may be reluctant to give a part of decision making power.
2. **UNION'S ATTITUDE:** Union may have a genuine feeling that QWL programme speed up work performance & achieve productivity without offering adequate returns to workers.
3. **COST CONSIDERATION:** The capital cost & day-to-day operational expenses of QWL programmes seem to be quite phenomenal beyond the reach of organization.

FINDINGS

1. The main Reason behind to start QWL is to have perfect output as everyone now are quality conscious.
2. Companies using Quality of Work Life are able to manage effectively the resources.
3. Some of the Companies policies are not in favor of employees and workers.
4. There are number of companies don't want to follow QWL because of cost factor and those want to apply don't have enough capital.
5. There is no effective implementation of QWL strategies.
6. There is no positive attitude from Management and Union side sometime.
7. Vicious exploitation of human resources.

SUGGESTIONS

1. Support of management & union required.
2. Improvement in rewarding & awarding policies.
3. Introduction of promotion policies.
4. More mutual relationship between workers is the expectation by employees.
5. High motivation from top management of company.
6. Initiative for implementing QWL must be from everyone from the organization.

CONCLUSION

To be successful, QWL programmes must be planned thoroughly. The aspirations and attitudes of workers must be examined closely before launching any programme. The work must be studied carefully and a congenial work atmosphere must be provided where the work itself provokes interest and workers genuinely desire to progress on their own.

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STUDY OF CUSTOMER PERCEPTION OF TELECOMMUNICATION SERVICE PROVIDERS IN HIMACHAL DISTT SOLAN

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INTRODUCTION

The American National standards Institute defines service marketing refers to a 'Consumer - satisfaction – engineering tool whereby various issues like buying and selling of services, knowledge, skill of provider and supplier, and the style of offering the services, the designing of product mix, the framing of pricing and promotional strategies and formulation of overall marketing strategies on the basis of informative and intuitive decision with the help of sound information system, are analysed and implemented.' The perception of value plays a very significant role in determining customer satisfaction especially in marketing of a service. The value concept appears quite frequently, but any clear definition cannot be found until we turn to the literature on pricing. Monroe (1991) defines customer-perceived value as the ratio between perceived benefits and perceived sacrifice. Few studies have investigated the relationship that exists in the service industry between customer satisfaction, service quality and perceived customer value. Bolton and Drew (1991) found that service quality and satisfaction/dissatisfaction experiences were the most important determinant of value. They also noticed that value was positively related to customer loyalty.

REVIEW OF LITERATURE

Zeithaml (1988) pointed out that perceived value is very subjective and distinct and it is different from one customer to another. After consolidating four consumers' expressions of value, she defined perceived value as a customer's overall assessment of the utility of a product based on the perception of what is received and what is given. A customer might evaluate the value dimension of the same product differently at different occasions. To illustrate; a customer may regard price as the most important criteria at the time of making decision to purchase a product. Subsequently, when he/she is faced with any problem with regards to the product, he/she might consider that customer service is the most important factor that will affect his/her satisfaction/dissatisfaction.

In service marketing, the value concept appears quite frequently, but any clear definition cannot be found until we turn to the literature on pricing. Monroe (1991) defined customer -perceived value as the ratio between perceived benefits and perceived sacrifice. The perceived sacrifice was not solely referred to the purchase price but also includes all other possible costs that the customer might face in the purchasing process. Consider an example in which a customer intends to obtain a telephone service. Besides having to pay for the first month rental plus a deposit, he must also consider the cost of transportation, internal wiring, waiting time, repairs and maintenance, risk of failure and/or poor performance. The perceived benefits are a combination of physical attributes, service attributes and technical support available in relation to the particular use of the product, as well as the purchase price and other indicators of perceived quality.

Thus, perceived value is the results or benefits customers receive in relation to total costs (which include the price paid plus other costs associated with the purchase). In simple terms, value is the difference between perceived benefits and costs. However, what constitutes value appears to be highly personal, idiosyncratic, and may vary widely from one customer to another (Holbrook, 1994; Zeithaml, 1988). Research evidence suggests that customer who perceive that they received value for money are more satisfied than customer who do not perceive they received "value for money" (Zeithaml, 1988).

Perceived value is the results or benefits customers receive in relation to total costs (which include the price paid plus other costs associated with the purchase). In simple terms, value is the difference between perceived benefits and costs. However, what constitutes value appears to be highly personal, idiosyncratic, and may vary widely from one customer to another (Holbrook, 1994; Zeithaml, 1988). Research evidence suggests that customers who perceive that they received "value for money" are more satisfied than customers who do not perceive they received "value for money" (Zeithaml, 1988). Based on this review and with regards to perceived price and perceived value constructs.

However, Anderson, Fornell & Lehman (1996), while studying the relationship between customer satisfaction, market share and profitability, proposed that value will has a direct impact on how satisfied customers are with suppliers. Similarly, Fornell, Johnson, Anderson, Cha & Bryant (1996) have used the construct perceived value as the perceived level of service quality relative to the price paid. They also suggested that perceived value is one of the customer satisfaction determinants and the antecedents of perceived value are perceived quality and customer satisfaction.

To provide competitive service value to customers, a company must have a thorough understanding on the customer's need and the activities that constitute the customer's value chain. The customer value chain represents the sequence of activities performed by the individual customer with various members in which the product or service is appropriate. For example, a telephone service may be considered as a basic input for the customer's value chain for local and long-distance communication device. Perhaps, some of the customer regards the telephone service as a facsimile medium or an alternative to Internet access. Therefore, if a company knows the actual customer needs, they will be able to deliver the correct value plus the benefits that would be comprehended with its initial product offering.

OBJECTIVE OF RESEARCH

The primary objective of the research was to ascertain the gaps in service quality provided by Himachal telecommunication service providers and their determinants. Hence, the aim of this study is to examine the co- relationship between customer satisfaction, service quality and perception on value for leased line service in Telecommunication industry of Himachal, study area Baddi, Distt Solan.

SAMPLING PROCEDURE

Two stages Area sampling (Multi stage sampling) was employed. In this stage Area was divided into four zones (Zone I to Zone 4). For the purpose study, data is collected through interview and questionnaire duly filled from customers.

METHODS OF DATA COLLECTION

A structured questionnaires was administered to 50 respondents i.e. users of cellular mobile telecommunication phones at Baddi , Distt Solan of Himachal Pradesh.

SCORING

The questionnaire consists of 15 statements that pertain to perception; satisfaction level of customer towards the services provided by the telecommunication service provider .score is on a 7 point scale.

RESEARCH OUTPUT

The significant service quality gaps identified from current study which requires immediate and focused attention presented in Table I

TABLE I – SIGNIFICANT SERVICE QUALITY GAPS IDENTIFIED

Gap I	Knowledge Gap	Physical layout (counters, seating, Waiting area, etc
Gap II	Design Gap	<ul style="list-style-type: none">▪ Standardised & simplified delivery process▪ Intensify and depth of service – more options in every scheme▪ Use of customer feedback to improve service standards
Gap III	Internal Communication gap	<ul style="list-style-type: none">▪ Courtesy shown by staff▪ Ethical practices (no pressuring tactics)▪ Effectiveness of employees skills and ability when problem arises (critical incident)
Gap IV	Delivery Gap	<ul style="list-style-type: none">▪ Informing customers of the nature and schedule of service▪ Permitting change of scheme (prepaid scheme and post paid)
Gap V	Perception Gap	<ul style="list-style-type: none">▪ Quality service at reasonable cost▪ Airtime hours / charges
Gap VI	External Communication Gap	<ul style="list-style-type: none">▪ Response to suggestions/ complaints/feedback▪ Customer delight- giving customers more than what they expect

The cellular mobile telecommunication service providers need to concentrate on the attributes in order to raise the service quality level to be on par with global players.

HYPOTHESIS

H0: There is no significant difference in the evaluation of overall service quality with respect to different

Service providers.

H1: There is significant difference in the evaluation of overall service quality with respect to different Service providers.

DATA ANALYSIS

The data analysis of employee's attitude towards the customer's satisfaction

EMPLOYEES

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	somewhat agree	30	58.8	60.0	60.0
	Agree	20	39.2	40.0	100.0
	Total	50	98.0	100.0	
Missing	System	1	2.0		
Total		51	100.0		

The data Analysis of sense of belongings given by the Telecom Company to provide satisfactory service to the customer.

BELONGINGS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	somewhat agree	10	19.6	20.0	20.0
	agree	19	37.3	38.0	58.0
	strongly agree	21	41.2	42.0	100.0
	Total	50	98.0	100.0	
Missing	System	1	2.0		
Total		51	100.0		

TIME

The data analysis of Time utility of the consumer by the Telecommunication service provider towards the customer's satisfaction.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	13	25.5	26.0	26.0
	disagree	20	39.2	40.0	66.0
	somewhat disagree	17	33.3	34.0	100.0
	Total	50	98.0	100.0	
Missing	System	1	2.0		
Total		51	100.0		

EXPERIENCE

The data analysis of employee last experience satisfaction with our company.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	13	25.5	26.0	26.0
	disagree	23	45.1	46.0	72.0
	somewhat disagree	14	27.5	28.0	100.0
	Total	50	98.0	100.0	
Missing	System	1	2.0		

EXPERIENCE

The data analysis of employee last experience satisfaction with our company.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	13	25.5	26.0	26.0
disagree	23	45.1	46.0	72.0
somewhat disagree	14	27.5	28.0	100.0
Total	50	98.0	100.0	
Missing System	1	2.0		
Total	51	100.0		

CONNECTIVITY

The data analysis of consumer perception and behaviour towards the telecommunication service provider.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	14	27.5	28.0	28.0
disagree	23	45.1	46.0	74.0
somewhat disagree	13	25.5	26.0	100.0
Total	50	98.0	100.0	
Missing System	1	2.0		
Total	51	100.0		

REFERENCE

The Data Analysis of the consumer perception framed on basis of References.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	8	15.7	16.0	16.0
disagree	10	19.6	20.0	36.0
somewhat disagree	9	17.6	18.0	54.0
neutral	13	25.5	26.0	80.0
somewhat agree	10	19.6	20.0	100.0
Total	50	98.0	100.0	
Missing System	1	2.0		
Total	51	100.0		

The Data analysis of the respondents who respond on the use of the service of Telecom by service provider

USE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	neutral	2	3.9	4.0	4.0
	somewhat agree	15	29.4	30.0	34.0
	agree	20	39.2	40.0	74.0
	strongly agree	13	25.5	26.0	100.0
	Total	50	98.0	100.0	
Missing	System	1	2.0		
Total		51	100.0		

The Data Analysis of respondents on basis of price comparability

PRICE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	somewhat agree	17	33.3	34.0	34.0
	agree	18	35.3	36.0	70.0
	strongly agree	15	29.4	30.0	100.0
	Total	50	98.0	100.0	
Missing	System	1	2.0		
Total		51	100.0		

PLANS

Data Analysis of the consumers attitude due to less plans provided by telecommunication providers.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	somewhat agree	10	19.6	20.0	20.0
	agree	22	43.1	44.0	64.0
	strongly agree	18	35.3	36.0	100.0
	Total	50	98.0	100.0	
Missing	System	1	2.0		
Total		51	100.0		

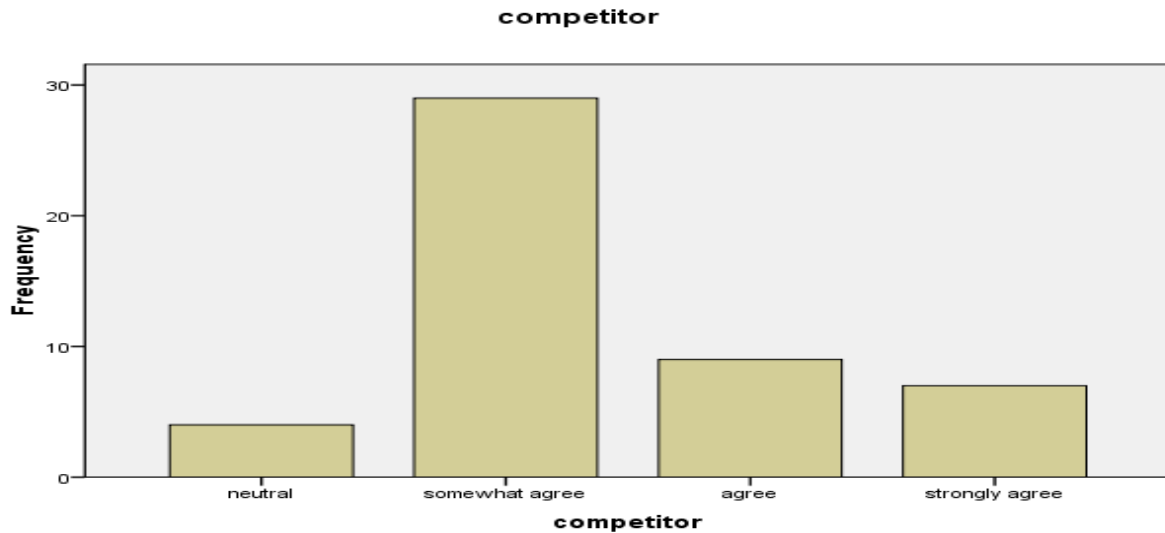
EXCESS BILL

Data Analysis on basis of consumer response due to Excess of bill.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	neutral	18	35.3	36.0	36.0
	somewhat agree	10	19.6	20.0	56.0
	agree	8	15.7	16.0	72.0

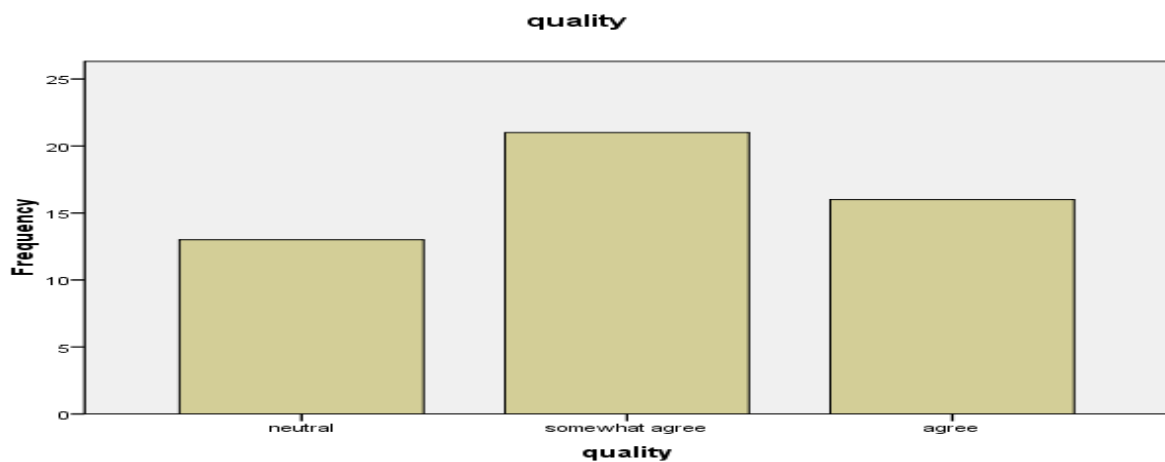
	strongly agree	14	27.5	28.0	100.0
	Total	50	98.0	100.0	
Missing	System	1	2.0		
Total		51	100.0		

The chart indicates the competitors who influence on the consumer perception to switch to the other mobile services.



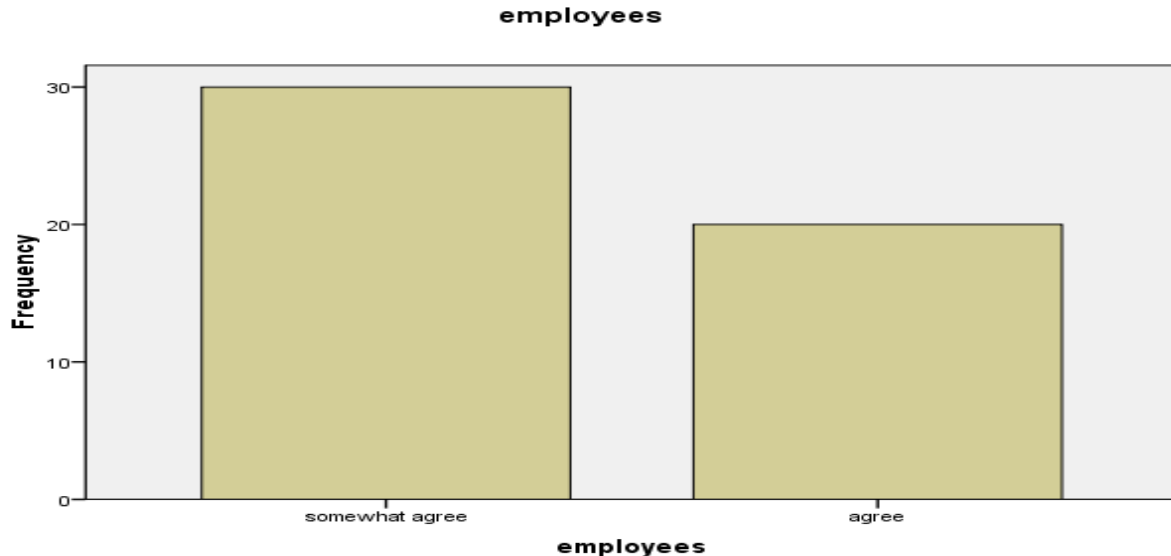
The chart indicates that maximum respondents are influenced by the competitor actions.

The data analysis indicates that the respondents are influenced by the quality of the service provided by the Telecommunication service provider



The data analysis of respondent indicates that on the basis of the quality of service , quick service provide to the consumer by the telecommunication service provider that clearly indicates that the consumers are somewhat mostly influenced due to quality and switch to other.

The data analysis of the respondents indicates that the employees behaviour towards the consumers grievances, their reaction towards problems, the data indicates clearly that employees behaviour towards the problems somewhat affect more on the perception of the consumer and affect on switch to other service provider.

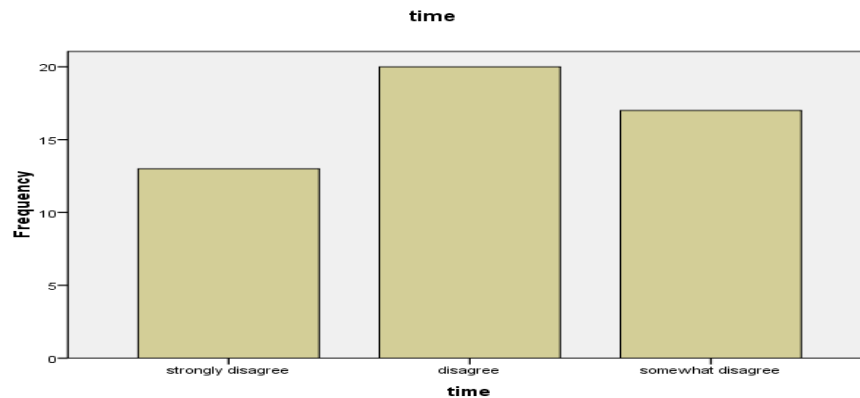


The data analysis of the respondents indicates that the employees behaviour towards the consumers and make them feel that they are the part of the organisation and the they are understanding their hassle, the data indicates clearly that employees behaviour of feel of belongingness somewhat affect more on the perception of the consumer and affect on switch to other service provider.

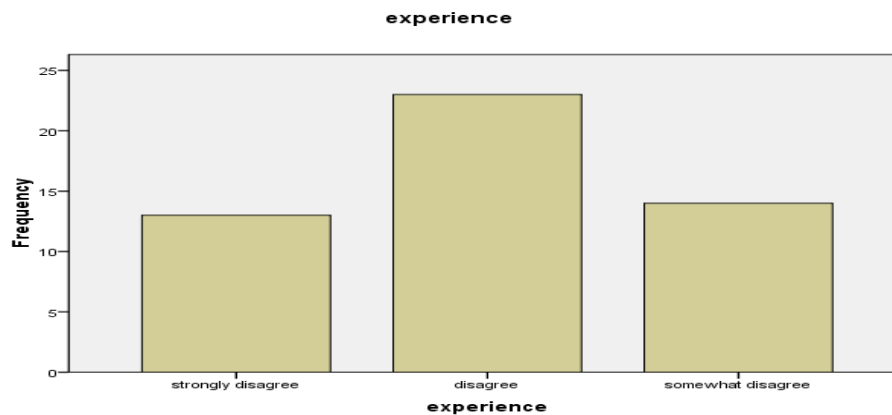


The data analysis of the respondents indicates that the employees behaviour towards giving importance to the time of the consumers and taking the action towards problems faced by them with full privilege of time, the data indicates clearly that employees behaviour towards the

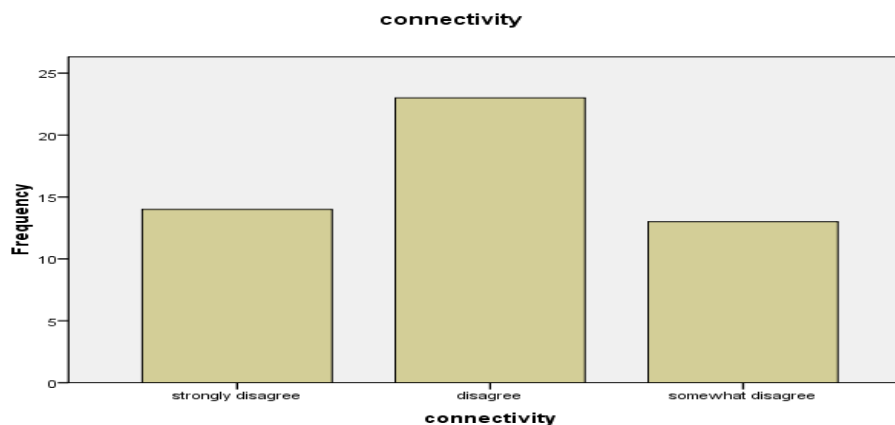
importance given to the time somewhat affect more on the perception of the consumer and affect on switch to other service provider.



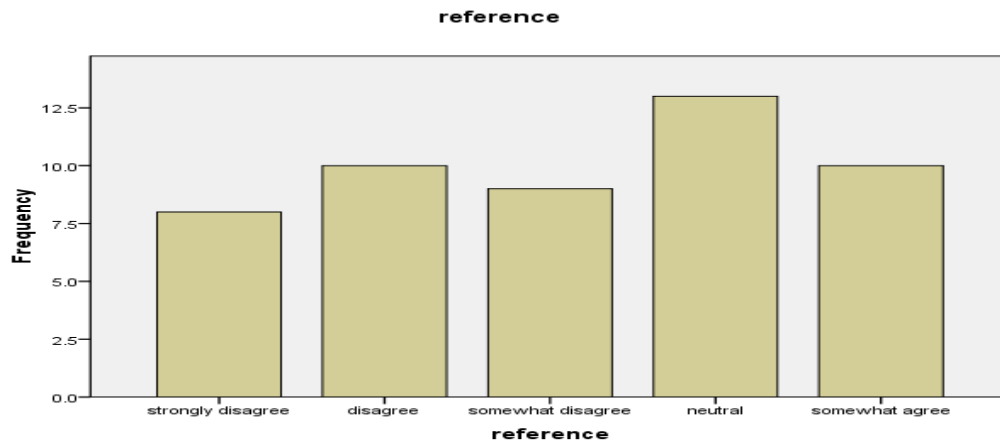
The data analysis of the respondents indicates that the past experience of the consumer from the last consumed telecommunication service provider. The data indicates clearly that maximum consumers affected due to the last experience and switch to other service provider.



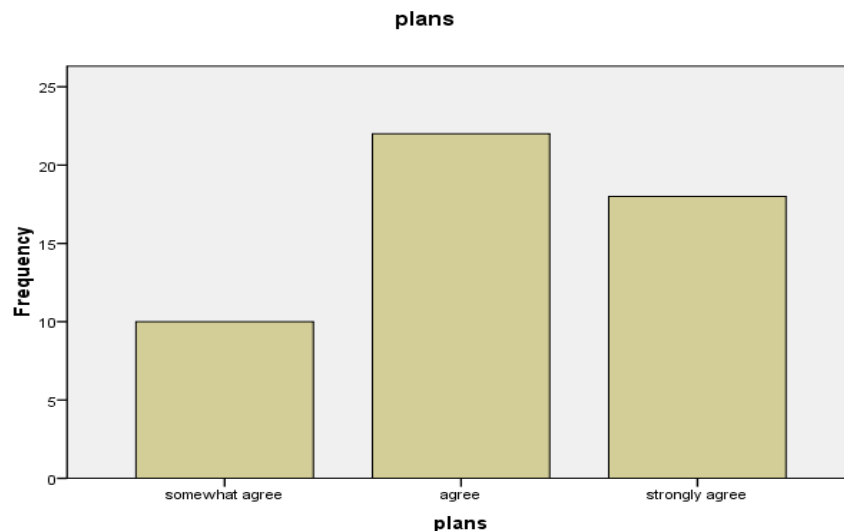
The data analysis of the respondents indicates that the connectivity problem also affects on the consumer perception and leads to switch to new telecommunication service provider.



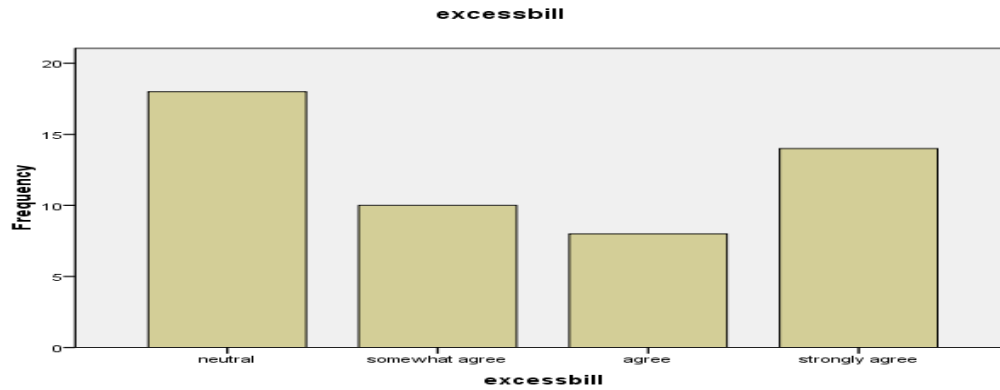
The data analysis of the respondents indicates that the past experience of the consumer and references of the family members and the relatives affect on the consumer perception and the decision to switch to new telecommunication service provider.



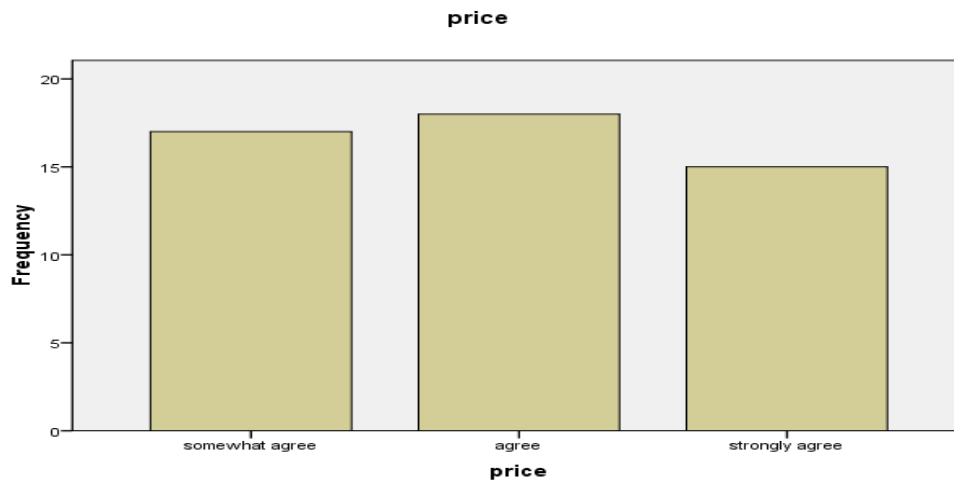
The data analysis of the respondents indicates that the maximum number of the respondents change to new service provider as they find very less plans in their service provider.



The data analysis of the respondents indicates that the excess of bill somehow another factor which influenced the consumer to switch and make perception about telecommunication service provider. The data indicates clearly that maximum consumers affected due to the excess bill and switch to other service provider.



The data analysis of the respondents indicates that the price charged is somehow another factor which influenced the consumer to switch and make perception about telecommunication service provider. The data indicates clearly that maximum consumers affected due to the excess of price charged for the service and switch to other service provider.



The cumulative sheet which indicates the percentage of consumer with their mean, median, mode, variances, kurtosis, variance to the related statements.

STATISTICS

STATISTICS

		compe	qua	emplo	belon	tim	experi	connect	refer	pla	exc	Respo	us	
		titor	lity	yees	gings	e	ence	ivity	ence	ns	ess	ndent	e	price
N	Valid	49	50	50	50	50	50	50	50	50	50	51	50	50
	Missing	2	1	1	1	1	1	1	1	1	1	0	1	1
	Mean	5.39	5.06	5.40	6.22	2.08	2.02	1.98	3.14	6.16	5.36		5.88	5.96

Median	5.00	5.00	5.00	6.00	2.00	2.00	2.00	3.00	6.00	5.00	6.00	6.00
Mode	5	5	5	7	2	2	2	4	6	4	6	6
Variance	.701	.588	.245	.583	.606	.551	.551	1.919	.545	1.541	.720	.651
Kurtosis	-.117	1.265	-1.900	-1.161	1.315	-1.140	-1.140	-1.241	1.092	1.597	.770	-1.454
Std. Error of Kurtosis	.668	.662	.662	.662	.662	.662	.662	.662	.662	.662	.662	.662
Range	3	2	1	2	2	2	2	4	2	3	3	2
Percentiles												
25	5.00	4.00	5.00	6.00	1.00	1.00	1.00	2.00	6.00	4.00	5.00	5.00
50	5.00	5.00	5.00	6.00	2.00	2.00	2.00	3.00	6.00	5.00	6.00	6.00
75	6.00	6.00	6.00	7.00	3.00	3.00	3.00	4.00	7.00	7.00	7.00	7.00

The Correlation Matrix is as below:

CORRELATIONS

		Price	quality	employees	use	connectivity	time
price	Pearson Correlation	1	.400**	-.164	-.007	-.308*	.233
	Sig. (2-tailed)		.004	.257	.961	.030	.104
	N	50	50	50	50	50	50
quality	Pearson Correlation	.400**	1	-.118	-.114	-.070	-.282*
	Sig. (2-tailed)	.004		.413	.430	.631	.047
	N	50	50	50	50	50	50
employees	Pearson Correlation	-.164	-.118	1	-.224	.300*	-.191
	Sig. (2-tailed)	.257	.413		.119	.034	.185
	N	50	50	50	50	50	50

use	Pearson Correlation	-.007	-.114	-.224	1	.126	-.047
	Sig. (2-tailed)	.961	.430	.119		.384	.746
	N	50	50	50	50	50	50
connectivity	Pearson Correlation	-.308*	-.070	.300*	.126	1	-.315*
	Sig. (2-tailed)	.030	.631	.034	.384		.026
	N	50	50	50	50	50	50
time	Pearson Correlation	.233	-.282*	-.191	-.047	-.315*	1
	Sig. (2-tailed)	.104	.047	.185	.746	.026	
	N	50	50	50	50	50	50

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

*. Correlation is significant at the 0.05 level (2-tailed).

MODEL SUMMARY

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.672 ^a	.451	.389		.854

a. Predictors: (Constant), excess bill, connectivity, reference, employees, plans

ANOVA^s

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.383	5	5.277	7.229	.000 ^a
	Residual	32.117	44	.730		
	Total	58.500	49			

a. Predictors: (Constant), excess bill, connectivity, reference, employees, plans

b. Dependent Variable: Professional

COEFFICIENTS

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.735	2.241		2.559	.014
	employees	.371	.309	.168	1.200	.236

connectivity	.516	.175	.350	2.946	.005
reference	-.541	.097	-.685	-5.595	.000
plans	-.111	.259	-.075	-.430	.670
excess bill	-.126	.153	-.144	-.828	.412

a. Dependent Variable: Professional

CONCLUSION

The service providers must plan for “what if” scenario, have technologically driven processes, recruit people with tight attitudes and just skills, and have strategic alliances with suppliers and intermediaries. The service providers must overcome the following challenges to provide excellent service quality:

Challenge of learning, using time as a competitive weapon, Demand for dramatic leadership, successfully managing globalization and trans-nationalization, paying attention to customer responsiveness, service, and quality. Using technology and information system as competitive weapons, combining systems thinking with intuition, creativity and leadership to break down artificial barriers between the firm and its customers and suppliers.

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A STUDY OF THE EFFECT OF RESISTANCE TRAINING ON ARM STRENGTH OF STATE LEVEL ADOLESCENT MALE ATHLETES

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ABSTRACT

Resistance training is a form of strength training in which each effort is performed against a specific opposing force generated by resistance. The objective of the present study is to ascertain the effect of resistance training on arm strength of state level adolescent male athletes. So experimental method was used is the study. The present study was conducted on athletes studying in school of Ambala city from 13 to 18 years. As per the requirement of the study the players have been divided into two groups. i.e., control group and experimental group 1, and, experimental group 2. These subjects will be the players who have participated at state level competitions in athletes and each group comprised of 66 subjects. All the instruments to be used in this investigation should be found to be quite precise and reliable. For resistance training the researcher is going to use the following instruments. i.e. bar-bell, rubber plates of different weights, fixed bar (for pull-ups), adjustable bench (for bench press) and mats (for sit-ups). For testing the statistical significance of the difference between the group means and Analysis of co-variance (ANCOVA) test was employed and further to access the significant improvement Level of Significant Difference (LSD) Test has been employed. To test the proposed hypothesis the level confidence chosen was at 0.05 level of significance. The results show that resistance training is better to improve arm strength.

INTRODUCTION

A fit person is one who has well adjusted to his environment, whose mind and body are in harmony, and who can meet the normal demands both mentally and physically without undue fatigue. Physical fitness implies that the body systems are capable of carrying on their activities satisfactorily. It is one of the basic elements which are essential for better performance. The athlete must be in top most physical condition. In the word of Vc Rossum Rax (1986), Physical fitness for track and field event consists of a number of interrelated qualities or components”.

Trank, Robert and Lewis (1993) defined Physical fitness as a “quantitative expression of the physical condition of an individual”. The development of the body to a state or condition which permits the performance of a given amount of physical work, when desired, with a minimum of physical efforts. The efficiency of physical efforts depends upon the mutual development of the muscular respiratory and circulatory system integrated and co-ordinate by the activity of the central nervous systems.

Resistance training is a form of strength training in which each effort is performed against a specific opposing force generated by resistance (i.e. resistance to being pushed, squeezed,

stretched or bent). Exercises are isotonic if a body part is moving against the force. Exercises are isometric if a body part is holding still against the force. Resistance exercise is used to develop the strength and size of skeletal muscles. Properly performed, resistance training can provide significant functional benefits and improvement in overall health and well-being.

The goal of resistance training, according to the American Sports Medicine Institute (ASMI), is to "gradually and progressively overload the musculoskeletal system so it gets stronger." Research shows that regular resistance training will strengthen and tone muscles and increase bone mass. Resistance training should not be confused with weightlifting, power lifting or bodybuilding, which are competitive sports involving different types of strength training with non-elastic forces such as gravity (weight training or plyometrics) rather an immovable resistance (isometrics, usually the body's own muscles or a structural feature such as a doorframe). Full range of motion is important in resistance training because muscle overload occurs only at the specific joint angles where the muscle is worked

METHOD

The objective of the present study is to ascertain the effect of resistance training on arm strength of state level adolescent male athletes. So experimental method was used in the study. It is because the experiment involves the comparison of the effects of a particular treatment with that of a different treatment or of no treatment. In a simple convention all experimental, reference was usually made to a both experimental group and to a control group.

SAMPLE

The sampling used in this study was selected on the basis of purposive random sampling method. The present study was conducted on athletes studying in school of Ambala city from 13 to 18 years. Prior to the various testing procedures and training program was explained to them in detail so that they could fully grasp the importance of all features and should suffer from no confusion regarding the hard work they would have to put in. The entire subject agreed to cooperate wholeheartedly. The physical instructor also exhorted them to put in every ounce of their energy in the experiment in order to promote scientific investigation in general and also to enhance their knowledge and skill. However, no external motivational techniques were used while collection of data. As per the requirement of the study the players have been divided into two groups, i.e., control group and experimental group 1, and, experimental group 2. These subjects will be the players who have participated at state level competitions in athletes and each group comprised of 66 subjects. The average age of the state level adolescent athletes. For the purpose of the study the selections of subjects have been made among the students studying at all School of Ambala city who have participated at state level competition in athletes.

SAMPLING TECHNIQUE

The selection of the subjects for the study was done on the basis of random sampling technique and further divided into two groups on the basis of non-probability sampling technique. The research scholar established the instrument reliability, tester's competency and reliability of tests, which in turn assured the reliability of data.

TOOLS

All the instruments to be used in this investigation should be found to be quite precise and reliable. For resistance training the researcher is going to use the following instruments, i.e. bar-

bell, rubber plates of different weights, fixed bar (for pull-ups), adjustable bench (for bench press) and mats (for sit-ups).

PROCEDURE FOR ADMINISTERING THE TEST

The research scholar was make sincere attempt to collect data from the subjects authentically. Therefore, he was trying his best to motivate the subjects to get their sincere and all out response for the successful completion of the study. Also they will be asked to put up their best performance as the findings will also help them to know about their performance. All the subjects were being assembled on one fine morning in the track in football ground in Government school of Panjokhera Sahib. They were informed with the requirements of the study and the testing procedure. Then the researcher was administer the test for flexibility, in time was stared at 6.00 to7.30 am the resistance training were given alternate week i.e. six days Sunday completed as rest day regular exercises were preformed in a well equipped in track and field training schedule of ten weeks and one seasons to collect the data followed by us under. Then the researcher was divide the subjects into two different groups i.e. experimental group and control group. Further the experimental group was receiving ten week resistance training along with the normal training schedule. The experimental group will undergo through an 8 week resistance training program. All of the training sessions were is supervised.

STATISTICAL TECHNIQUE

For testing the statistical significance of the difference between the group means and Analysis of co-variance (ANCOVA) test was employed and further to access the significant improvement Level of Significant Difference (LSD) Test has been employed. To test the proposed hypothesis the level confidence chosen was at 0.05 level of significance.

RESULT AND CONCLUSION

Table 1 and figure I shows the analyzed data of pull ups . The pre-test mean of pull ups were 5.92 for resistance training group, control group is pre-test mean of pull ups were 6.52 The post test mean of pull ups were 8.32 of resistance group 6.88 for control group the adjusted post test mean of pull ups 8.57 for resistance group and 6.63 for control group. The obtained F- value is *000 at 0.05 level of confidence. The result was found to be experimental group have more pull ups test comparative to control group.

TABLE-1 ANALYSIS OF COVARIANCE OF PRE-TEST, POST-TEST AND ADJUSTED POST TEST ON PULL UPS VALUE OF RESISTANCE GROUP, AND RESISTANCE CONTROL GROUP VALUE .

ANCOVA RESULTS (K=2)

Source	D.F	SS	MS	F	P
Adjusted means	1	46.75	46.75	24.04	.000
Adjusted error	47	91.41	1.94		
Adjusted total	48	138.16			

TEST FOR HOMOGENEITY OF REGRESSIONS

Source	D,F	SS	MS	F	P
Between Regressions	1	0.34	0.34	0.17	0.6782
Remainder	47	91.08	1.94		

*significant at 0.05 level

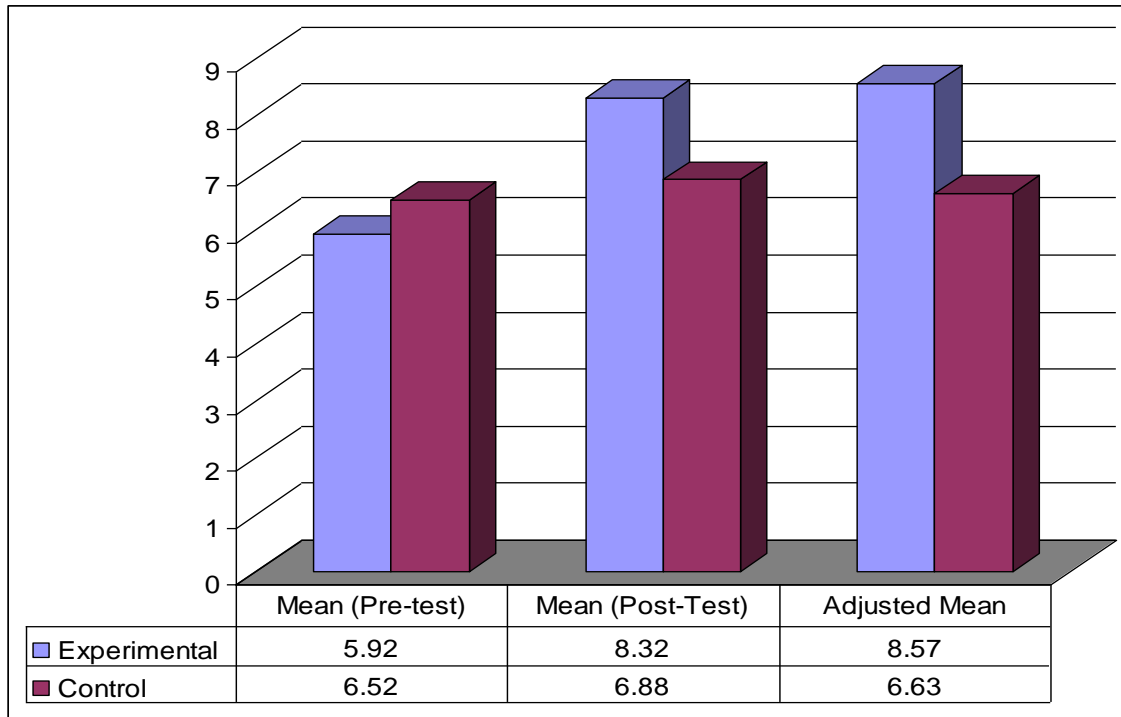


FIGURE I

The results shows that resistance training improves the arm strength of the male athletes.

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PSYCHIC DISINTEGRATION OF IVY IN ALEXIS WRIGHT'S PLAINS OF PROMISE

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ABSTRACT

Psychoanalysis has become an important tool in deciphering the colonial oppression and how it has affected the psyche of the natives. In Australia, we find that the problems like alcoholism, substance abuse, child abuse, fractured families, schizophrenia, dementia and suicides are endemic among the Aboriginal populations. Almost all the researchers blame the policies of white Australian government for the plight of the Aborigines. The current paper studies Alexis Wright's Novel Plains of Promise to show that policy of stolen generations followed by the white Australian government played havoc with the psychic life of the children.

KEYWORDS: *Ivy, Aborigines, colonialism, exploitation, mental, physical, oppression.*

INTRODUCTION

In the last three or four centuries colonialism had been the greatest exploiter of human beings and most brutal abuser of human rights. Most of the indigenous people suffered in the hands of imperialists be it the indigenous tribes of Nigeria, the natives of Canada, the Tibetans, the Maoris of New Zealand and the locals of Malaysia and South Africa. Some of the colonies were lucky in the sense that after centuries of rapacious exploitation of natural resources and brutal oppression, they were able to exorcise the demon of imperialism and lay claim on what was legally theirs. But there were certain colonies which were made their homes by the imperial masters: New Zealand, Canada and Australia to name a few. Among these three "settled" countries Australia is said to be lingering behind as far as providing rights to the Aboriginal Population is concerned. Due to the unfavourable power relations; the language, culture and life style of the Aboriginal people are often shown in negative light.

Native Australian literature is a sort of a response to these negative representations of Aborigines by the largely white writers. The native writers use the language of the dominant culture to make themselves heard. However, the Aboriginal literature is not merely a protest literature which it is normally labeled by the white critics. Literature according to Dr. Johnson can not be without any purpose. The Aboriginal writers clearly spell their motive to write different genres of literature. Alexis Wright, the award winning Black Australian writer has told about the motivation behind her writings: "In the Australian literature we have remained almost invisible or often at the mercy of being misrepresented by others. And I include in this the bulk of academic writings and books about Aboriginal people where most of our people would not have a clue about what was written about them."¹ All the Native writers have taken up their pens to write because "histories have been smudged, distorted and hidden or written"² for them and they want to correct the

histories and they would write about the plight of their society. She further observes: “I hold my pen for the suffering in our communities. Let it not be mistaken suffering is widespread in our communities.”³

What Alexis Wright has said about “suffering” is authenticated by the reports that have been published in different journals. Australian Institute of Health and Welfare data for 1998-1999 reveals that Indigenous men and women are hospitalised for “mental and behavioural disorders at 2.0 and 1.5 times the rate, respectively of their non-Indigenous peers, with the Indigenous: non- Indigenous rate and ratios for men and women for mental disorders due to psychoactive substances being 4.1 and 3.5, and for psychotic disorders 1.8 and 2.0.”⁴ Apart from this, the Indigenous suicide rate for 1999-2001 was 56% higher for the state as a whole and across Australia young aborigines have high rates of incarceration. Only 2% of the Western Australian population are the aborigines but “this group is at considerably higher risk for suicide and deliberate self harm.”⁵ The life expectancy of an Indigenous male is about 18 years less than average European male, while the life expectancy of female is about 20 years less than the average European female.

The most important aspect of Aboriginal suffering is its psychological aspect. Schizophrenia, Dementia, depression and suicidal tendencies are all aspects of the same problem. The current paper focuses on these aspects of the problem and tries to find out the root of the problem in the colonial institutions of Australia. *Plains of Promise* is a novel that covers all the four phases of Australian government’s policy towards Native population: “Subjugation (approximately at the end of 19th century), segregation and protection (up until the early 1950s), assimilation (1950s to early 1970s) and finally overtures towards some kind of limited self determination.”⁶ All the four phases are shown in the novel through the three generations of a family of single mothers. The stories of Ivy ‘s mother, Ivy and Ivy’s daughter Mary are identical in the sense that all of them become single mothers but at the same time the novel also shows how changes are taking place in Australian Government’s policy. Ivy’s mother is exploited by a white man on a cattle station while Ivy is exploited by her “protector” in the camp where she is brought for protection. The aboriginal women were exploited both mentally and physically; it is actually not the colonization of mind, but also the colonization of body. Their children are snatched by the authorities, but the government policy changes by the time Mary, Ivy’s daughter, grows up; she enters a sexual relationship and becomes a mother out of her own sweet will and is able to retain her daughter, an act, which was not possible in the times of her mother and grandmother.

The story of the novel is centred round these three women, Ivy’s mother commits suicide about which only hints are dropped by the novelist: “ God’s people take her child away and leave her there crying out like an animal for days afterwards.” (PP 9). The effect of her separation from Ivy is that she commits suicide “as a sure way of leaving St. Dominic’s without permission.” (PP 22) But psychic disintegration of Ivy is shown to the readers through every phase. Though novel tells us only about Ivy’s conditions but it is clear that Ivy’s case can be generalised to all as we find it hard to find even a single mentally healthy Aboriginal character in the novel. St. Dominic’s mission is a place infected with suicides, alcoholic Aboriginal men; and delirious and schizophrenic indigenous women.

Shelley E. Taylor describes three stages of psychic disintegration in her book *Health Psychology*: “In the first phase, alarm, the organism becomes mobilized to meet the threat. In the second stage, resistance, the organism makes efforts to cope with the threat, as through confrontation. The third stage exhaustion occurs if the organism fails to overcome the threat and depletes its

physiological resources in the process of trying.”⁷ We can see that all these stages are evident in Ivy’s case. First phase occurs when Ivy is sexually exploited by the head of the mission Errol Jipp when she is not even a teenager. She is chosen as a sexual companion by Jipp because of two reasons- first she is “fair” and second because she is helpless as “she had no family”⁸ and hence without any protection. Ivy knows that her “fair” colour is a source of misery and tortures so she starts longing for the “dark skin” (PP 20) of the chapel girls and thinks of them as the members of “killer women tribes in the jungles of Amazon” (PP 21). The comparison of Chapel girls with the “killer tribes of Amazon” shows the mental processes of Ivy as she wants to be like them because then she will become a warrior herself and will be able to defend herself from her tormentor Jipp. This marks the first stage where Ivy wants to meet the threat by yearning to become black like chapel girls and then saving herself by becoming an Amazon warrior. Second stage of “resistance” is evident in her marriage with Elliot where she tries to confront the life as it is, and in the third stage Ivy exhausts herself and becomes a neurotic when her daughter is taken away.

Alexis Wright rightly expresses that after encounter with Jipp Ivy becomes a problematic child. Readers are told that Ivy as a child was “never able to read like the others. Her best efforts consisted of stumbling over the words and muttering.” (PP 51) In addition to this she shows other symptoms of being a schizophrenic child where she is seen “speaking to the sky” (PP 53) and sees herself dying in the dreams. But important question is if Ivy is a problematic child from her birth. The writer gives us a glimpse into the mental processes of Ivy in order to tell about the gradual decline of Ivy mental state. One of the important problems of Ivy in the Mission is her isolation because of her sexual exploitation by the boss of the mission. Everybody makes fun of her because they think that Ivy is happily indulging in the relationship with Jipp. She is stigmatised by the society because such relationship is devalued, feared and objectionable; and this stigma involves “a pattern of discrediting, discounting, degradation and discrimination directed”⁹ at her. This stigma is “a form of social oppression and operates to disqualify and marginalize stigmatized individuals from full social acceptance and participation.”¹⁰ Stigmatization is almost universal and is practised in almost every culture and is a “powerful determinant and exclusion.”¹¹ Her sexual exploitation has a two way impact on her: it isolates her from her worldly companions; and it fills herself with remorse because of sexual act performed by Jipp in the church: “She knew the sight of her nakedness sprawled out indecently in God’s place would never be forgiven.” (PP 32). Her thought process shows the immense success of colonial institutions where natives had to face a multi-pronged attack. Ivy is a victim of brutal system where she is physically exploited and at the same time her religious conditioning disintegrates her mentally for the crime she has never committed. While Errol Jipp, who impregnates her at the age of fourteen is immune to any such feeling.

Another reason that can be easily noticed by the readers is the process of deculturation that was started by the white government in Australia. Culture is very important for the well being of any person. Corin has defined culture as:

Above all a system of meanings and symbols. This system shapes every area of life, defines a world view that gives meaning to personal and collective experience, and frames the way people locates themselves within the world, perceive the world, and believe in it. Every aspect of reality is seen embedded within the webs of meaning that define a certain world view and that cannot be studied or understood apart from this collective frame”¹²

The most important fountain spring of aboriginal culture is their intimate connection with land. The deculturation happened mainly because the people were uprooted from their traditional lands. The Aborigines “strongly believed that their relationship with the land was a defining aspect of who they are, and acted as the central element of their culture.”¹³ One of the problems faced by Ivy in the Mission is that she is always treated as an alien outsider who is not acceptable to the local Aborigines. Even Ivy in her heart is sad about her being away from her home: “The plane flew across the landscape that Ivy had seen in her mind’s eye from the window with flowing curtains. Her home.” (PP 160). Once her bond with her homeland is severed she becomes a culturally isolated person who is not allowed to learn the language and customs of her people.

Ivy’s case clearly shows that the real culprit is imperialism and its many institutions which were especially engineered to condition people according to the convenience of the colonial masters. The hegemony in the St. Dominic’s mission is multifold: religious, racial, social and psychological; and each hegemonic structure is tailor made to strangle the psyche of the Aborigines. Absolute power without any checks corrupts Jipp and he becomes a symbol of brutal force of imperialism who abuses the rights and becomes an exploiter-in-chief, who can pick up any girl at will and can force her into a sexual relationship. He impregnates Ivy at the age of fourteen and then gets her married to Elliot to hide his crime. But this enforced marriage turns Elliot into an alcoholic and Ivy becomes almost half mad. She stops responding to any person and goes into a cocoon: “Jipp did go down to Pugnose’s camp once... he tried to talk to Ivy, but received no response. Her face remained blank. She looked straight through him. He gave up, realizing he was talking to a brick wall.” (PP 154). But the final blow comes for Ivy when her child is taken away from her. Ivy becomes completely mad and the story of her mother is repeated. But Ivy’s complete madness saves her from committing suicide like her mother. This perhaps makes her case worse as Ivy remains a neurotic throughout her life while her mother was able to free herself from life long torture by committing suicide.

The novel clearly shows that the Australian government’s policy of assimilating children particularly those of mixed Aboriginal and white descent, into white Australian culture proved to be a disaster for those children and their family. The policy interfered with the most loving relationships like that of a mother and a child as in the case of Ivy and her mother, and Ivy and her daughter. The result was devastating in both the cases: Ivy’s mother commits suicide to escape from the painful life while Ivy becomes a neurotic on being segregated from her daughter. The novel talks about the “catastrophic effects on the lives of the children and their families... The same themes: of loss of identity, family, and community; of physical, emotional, and sexual abuse; of lack of self esteem and a sense of purpose; of drug and alcohol dependency and suicidal thoughts.”¹⁵

The novel through Mary’s story tells us how the Aborigines are still trying to emancipate themselves from physically and psychologically emasculating impacts of imperialism. The colonial institutions not only enervated their culture, but also put their existence under threat. Alexis Wright has taken an emollient stance in the novel where she wants to give a chance to the current generation of the white Australians who are making sincere efforts to empathize with the plight of the Aborigines. Apology by the Australian Prime Minister is an important stride in this direction. There are many encumbrances, but they are largely abstract mental blocks emerging out of historical events and mistakes that have shaped the relations between the two communities. Looking at the current scenario, improvement in the relations seems ineluctable. Kevin Rudd’s apology has promulgated a belief among the Aborigines that here is a man who really wants to change the course of race relations in Australia forever. The nation has expiated

its guilt for the atrocities. The confession is important because it means that they have admitted that they were wrong and once the realization is there, it ensures that this will not happen in future and hence it indemnifies future.

Wright's novel is not incongruous with the current scenario in Australia. The novel is not only a fictional story but it is a historical archive because it tells what happened throughout Australia without revealing the real names. Telling real names is not at all important because there are lot many girls whose stories are similar to Ivy's story. Alexis Wright herself felt the same pain, as Anita Heiss points out: "In writing *Plains of Promise*, for example, Wright says she tried to create a set of characters that are very real to her, and although a lot of the story comes from her own experience, the characters are not from her real life. Wright says fiction is the one way of saying that need to be said to the reader, without exposing people from her traditional area to the kind of scrutiny that a conventional history book would have risked."¹⁶ The novel faithfully describes the phases of Australian history. Wright not only talks about the exploitation of the natives done by the Australian government, but it also talks about the recent reconciliatory steps that have been taken by the government. The novel makes it clear that whatever happened with Ivy's generation and her mother's generation is not happening with Mary's generation. The change has taken place in the outlook of the government. Instead of "deculturation", now the process of acculturation has started between the whites and the natives. The white population and the government are very sensitive towards the feelings of the aborigines which means that future of Australia as a multicultural society is bright.

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JOURNEY OF HIGHER EDUCATION IN INDIA: AN ANALYSIS OF POST INDEPENDENCE ERA

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INTRODUCTION

Education is the key parameter in the growth strategy of any developing nation and has rightly been accorded an honoured place in the society. A nation could develop in case its people make all-round progress believing in the individual dignity and value of human life.¹ Education has vital role to play in the life of an individual as well as the society. It is considered to have the potential to effect change in the system of social stratification. Education assumes special significance in the context of a quasi-traditional or transitional society like India where it has to face multifaceted developmental challenges like, “Education and social change, education and national development, education and human rights, education and social justice, education and international understanding, education and equality, education and societal and cultural progress the list could be prolonged indefinitely. Behind each statement has an ideology-about the role that education must play in building minds for the future”.²

The importance of education for the development, particularly in our country has often been ignored. The nexus between development and education has not been discernible or has been vividly demonstrated in the past as the education was the prerogative of a few i.e. elite of the society. The Education Commission (1964-66) specifically observed, “in a world based on science and technology, it is education that determines the level of prosperity, welfare and security of the people”.³

The Commission also stressed that the development of human resources through education is an effective panacea for the problems of national development; such as self sufficiency in food, economic growth and full employment, social, political and national integration and political development. It further observed that development of physical resources is a means to an end and that of human resources is an end in itself. Moreover, education is an empowering phenomenon which equips the people to combat social injustice and exploitation, and which provides the necessary synergy for a structural socio-political transformation.⁴

As stated in the UNESCO report, education reproduces and even exacerbates and perpetuates the vices inherent in the society. However, in apparent contradiction to this educational world may well set the stage, with an interior revolution of its own, for a subsequent social revolution.⁵

The report further says that probably for the first time in the history of humanity, development of education on a worldwide scale is tending to precede economic development.⁶ This trend has emerged boldly and successfully in countries like Japan and United States. The developing countries are following a similar path.⁷

Harbinson and Myers observe that the wealth of country is based on its power to develop and effectively utilize the innate capacity of its people.⁸ Their study in 75 countries revealed that there is a positive correlation between education and economic development.⁹ It is well known that education provides the learners with a wide range of opportunities, better jobs, higher pay, higher standard of living and social mobility. The success of literacy campaigns suggest that some parts of the less developed world are attaining in 20 years what the industrial world took over 100 years to achieve.¹⁰

Significantly the educational administration is a social process that takes place within the context of social system. The Pre-British Indian education system comprised of three types. This included: At formal level, the education can conveniently be divided into:

1. Elementary Education
2. Secondary Education
3. Higher Education
 - a. General Education
 - b. Professional and Technical Education

The significance of education at each level cannot be minimized in the hierarchy of education yet the higher education is seen as the producer of elite class in the society which largely contributes in the systems of governance.

HIGHER EDUCATION AND INSTITUTIONS OF HIGHER EDUCATION

Higher education is of vital importance for the country, as it is powerful tool to build knowledge based society of the 21st century.¹¹ Higher Education means education imparted to students beyond schooling to say study beyond the level of secondary education. Often the term is assumed as education imparted by the colleges or the universities. Infact, the institutions of higher education included not only colleges and universities but also professional schools in the field of law, theology, medicine, business, music, and art. Higher education also includes institutions like teachers training schools, community college and institutions of technology. The term higher education also has in its fold training of highly skilled specialists in the fields of economics, science, technology and culture at various types of higher schools who accept the candidates who have completed secondary general education. In simple words, the term higher education generally refers to education at degree level and above.

At international level, the term higher education is parallel with tertiary (post school) education which further is divided into two types: Type A and Type B. Type A education in this context means degree level course of education generally completed in three years which have theoretical underpinning preparing one for the general or professional field – often higher education means university level education. Further, education refers to those students or research works where one can earn addition to master degree, master of philosophy and doctorate degree.

The dawn of Independence saw the significance of higher education in its reach and coverage. At the time of Independence, there was bleak situation of higher education in India as the three important indicators, the number of educational institutions, the teachers and the students to assess the status of higher education were poorly placed. However, the period after 1950's saw exponential growth in these three indicators as was reflected by secondary data analyzed in the ensuing pages.

HIGHER EDUCATION IN INDIA: BACKGROUND

India can take pride in claiming itself to have one of the largest educational system among developed countries of the World after China and U.S.¹² with the reputation of having universities like Nalanda and Taxila in the early times. The references which stand well supported by the historians have enough evidences to justify this claim thereby establishing that higher education in India had its roots in the early times as well. The Mughal period did not have much

to claim as this was a period of wars and instability. During the early part of the colonial rule the Britishers were more into establishing themselves rather than caring for the education in the country more so the British rulers were skeptic about the spread of education in India as it may not generate awareness and awakening among the Indian masses.

Once the British administrative juggernaut started rolling in India then they had to, out of compulsions, take some note of education in India which partially was also due to the pressure from Indian social and political leaders. But undoubtedly, in pre independence era, access to higher education was very limited. From the year 1883 till the independence the number of colleges in India were not only inadequate but in few hundreds and subsequently the enrolment of the students was also found to be low.

TABLE 1: HIGHER EDUCATION IN INDIA DURING PRE INDEPENDENCE AND POST INDEPENDENCE PERIOD

Year	1883	1928	1947	1961-62
No. Of Colleges	139	307	591	2,282
Enrolment of Students	16,088	90,677	2,28,881	11,77,245

Source: <http://www.education.nic.in/cd50years/n/2j/3j/2J3J0201.htm> p; 1of 4 Dated 31/8/2011¹³

After Independence, the Government of India was much busy in grappling with issues and problems of Post-partition. However, the Government was very clear on the issue that till the human resources are developed and groomed in a manner to bring about socio economic development it won't be possible for country to be self-reliant. The need to revamp the whole education system was felt by the then National leaders and as a result Radha Krishnan Education Commission was established in the year 1948-49 to review the whole system of education in the country. Later on Kothari Commission was appointed by the union government and the reports of these two commissions made the base for the New Education Policy, 1986. The Government decided to review the growth and development of Higher education through five years plans which paid rich dividends in promoting education in India including higher education.

Higher education may include education in general or specialized or professional areas. It won't be possible for the researcher to examine the all areas of higher education, therefore concerted effort has been made in this article to confine on general higher education. As given to understand that higher education is disseminated usually through institutions like universities and colleges or other institution of this kind. Thus, the higher education in India has been assessed through the three indicators of higher education in India;

- i. Universities and Colleges
- ii. Students Gross Enrolment Ratio (GER)
- iii. Teachers Strength

GROWTH OF UNIVERSITIES AND INSTITUTIONS OF NATIONAL IMPORTANCE

TABLE 2: INSTITUTIONS OF HIGHER EDUCATION AND THEIR INTAKE CAPACITY

Capacity Indicators	1950	1991	2004	2006	2009	2010
No. of University Level institutions	25	117	320	367	467	544
No. of Colleges	700	7,346	16,885	18,064	25,951	31,324
No. of teachers (in thousands)	15	272	457	488	588	699
No. of students enrolled (in million)	0.1	4.9	9.95	11.2	13.6	14.6

Source: Higher Education in India (Strategies and Schemes during 11th plan period (2007-12) for universities and college) UGC Report January 2011 Chapter 1 and 2, pp. 1 and 3. Total university level institutions by 01.07.2010 add up to 534.

TABLE 3: UNIVERSITY-LEVEL INSTITUTIONS IN INDIA

Type	2002	2006	2007	2009	2010	2011
Central universities	18	20	25	40	41	43
State Universities	178	217	231	234	257	285
Institutions Deemed to be Universities	52	102	102	128	130	129
Institutions of National Importance (by State Legislation)	5	5	5	5	5	5
Institutions of National Importance (by Central Legislation)	12	13	33	39	39	39
Private Universities	-	10	21	21	61	110
Total	265	367	367	467	533	567

Source: Higher Education In India (Strategies and Schemes during 11th plan period (2007-12) for universities and colleges.) UGC Report January 2011 Chapter -2, pp.3-4 and p.8.. The figures for 2010 are up to 1.07.2010

The Table 2 and Table 3 when analyzed in tandem reflected that there has been enormous growth of higher education institutions in India after Independence. There were 25 Universities or university level institutions in the year 1950 and the strength of the colleges were 700 and these institutions had 15,000 teachers working within. However, by the year 2010 the number of university level institution swelled to 467 from 25, nearly 21 times increase and similarly there was 37 times increase in the number of colleges from 700 to 2595 during the same period. As a result the strength of the teachers also increased by 39 times from sheer 15,000 to 5 lakhs and eighty eight thousand in the same period establishing thereby that there was significant growth of higher education institutions in India in the last six decades (1950-2010). The interpretation of the Table 3 supported this growth factor further by reflecting the increase of university level institutions in India.

The data presented in the Table 4 examines the distribution of state wise universities in the state and union territories to assess the present scenario of universities in India.

TABLE 4: DISTRIBUTION OF STATE-WISE UNIVERSITIES IN STATE AND UNION TERRITORIES WITH TYPE

State	No. of Universities				
	Central	State	Deemed	Private	Total
Andhra Pradesh	3	32	7	0	42
Arunachal Pradesh	1	0	1	0	2
Assam	2	4	0	2	8
Bihar	1	14	2	0	17
Chandigarh	0	1	1	0	2
Chhattisgarh	1	10	0	4	15
Delhi	6	5	11	0	22
Goa	0	1	0	0	1
Gujarat	1	18	2	10	31
Haryana	1	10	5	6	22

Himachal Pradesh	1	4	0	12	17
J&K	1	6	0	0	7
Jharkhand	1	7	2	1	11
Karnataka	1	22	15	2	40
Kerala	1	11	2	0	14
Madhya Pradesh	2	15	3	7	27
Maharashtra	1	19	21	0	41
Manipur	2	0	0	0	2
Meghalaya	1	0	0	8	9
Mizoram	1	0	0	1	2
Nagaland	1	0	0	2	3
Orissa	1	12	2	1	16
Pondicherry	1	0	1	0	2
Punjab	1	8	2	2	13
Rajasthan	1	14	8	24	47
Sikkim	1	0	0	4	5
Tamil Nadu	2	24	29	0	55
Tripura	1	0	0	1	2
Uttar Pradesh	4	23	10	16	53
Uttaranchal	1	6	4	6	17
West Bengal	1	20	1	0	22
Total	43	285	129	110	567

Source: Higher Education in India (Strategies and Schemes during 11th plan period (2007-12) for universities and colleges.) UGC Report, January, 2011 Chapter-2 , p.8.¹⁴

*Others-Institutions established under State Legislature Act.

Overall, there existed 567 universities in the states and union territories, the state wise details of these universities have been given in the Table 4. This figure included private universities (110) but not the institutions of National Importance (44 both by State and Central Legislation). The maximum numbers of universities existed in Tamil Nadu where there were total number of 55 universities out of which 29 were deemed universities and 24 state universities thus the maximum number of deemed universities were found in Tamil Nadu whereas maximum number of 32 state universities were existing in Andhra Pradesh. On the other hand, maximum numbers of 24 private universities were established there in the state of Rajasthan. Interestingly, Delhi state was having maximum number of Central universities six (06). On contrary to the projected picture about the maximum number of universities in the states and union territories, it was found that there were six states without any state university. There were two union territories, Goa and Chandigarh which had no central university. The eleven states had no deemed university and similarly thirteen states did not have any of the private university. However, the highlight of the university scenario in India was that there was no such state or Union Territories in India which was without one or other type of the university; Goa had minimum of one university. The lop sided growth of the universities was visible from the analysis of the data.

GROWTH OF COLLEGE EDUCATION: INDIA

The word college originates from the Latin word 'collegium' which meant an educational institution or constituent part of an educational institution. The institution which provided education or specialized professional or vocational training is called college. The first ever

college in India was established during the British rule in 1817, the CMS College Kottayam in Kerala, India.¹⁵ The college was started by the Church Missionary Society (CMS) of London. From the year 1817 to 1947, the country had 500 colleges (both Public and Private). From then onwards and after the induction of New Education Policy (1986 and 1992), the college education got flip and has increased manifold. There exist different types of colleges in India.

TYPES OF COLLEGES

There existed different categories of colleges. Some of the broadly accepted categories have been discussed below;

- a. University Colleges
- b. Constituent Colleges
- c. Autonomous Colleges
- d. Residential Colleges
- e. Community Colleges

There was time when higher education through the colleges in India was confined to the field of Humanities and Sciences. Over the years, college education had diversified itself not only horizontally but vertically as well. The Table 5 depicted the courses and the percentages of students enrolled in the course in the colleges. The colleges not only went for horizontal expansion by adding new post and under graduate courses but colleges did add vertically to add on courses, diploma courses and other certificate courses which could run simultaneously with formal education.

TABLE 5: STUDENTS ENROLMENT BY COURSES WISE

Sr. No.	Faculty	Percentages
1.	Arts	42.01
2.	Science	19.30
3.	Commerce/Management	17.83
4.	Education	2.50
5.	Engineering/Technology	10.33
6.	Medicine	3.48
7.	Agriculture	0.55
8.	Veterinary Science	0.14
9.	Law	2.35
10.	Others	1.51

Source: UGC Report, 2010-11, p.317.

TABLE 6: STATE-WISE NUMBER OF COLLEGES DURING THE YEAR 2009-10 AND INCREASE IN NUMBER OF COLLEGES FROM 2005-06 TO 2010-10

Sr. No.	State/Union Territory	2005-06	2009-10	Increase during 2005-06 to 2009-10
1	Andhra Pradesh	2534	3777	1243
2	Arunachal Pradesh	10	16	6
3	Assam	430	481	51
4	Bihar	630	683	53
5	Chhattisgarh	416	603	187
6	Goa	47	56	9

7	Gujarat	899	1736	837
8	Haryana	320	852	532
9	Himachal Pradesh	169	325	156
10	Jammu and Kashmir	210	327	117
11	Jharkhand	172	209	37
12	Karnataka	2098	2907	811
13	Kerala	808	976	168
14	Madhya Pradesh	1116	1922	806
15	Maharashtra	2826	4249	1423
16	Manipur	72	78	6
17	Meghalaya	59	70	11
18	Mizoram	31	32	1
19	Nagaland	49	52	3
20	Orissa	835	1067	229
21	Punjab	440	940	500
22	Rajasthan	703	2289	1586
23	Sikkim	11	13	2
24	Tamil Nadu	1242	2234	992
25	Tripura	25	32	7
26	Uttar Pradesh	2037	3786	1749
27	Uttaranchal	247	375	128
28	West Bengal	621	891	270
29	A and N islands	4	8	4
30	Chandigarh	23	25	2
31	Lakshadweep	1	1	0
32	Daman Diu	3	4	1
33	Delhi	201	234	32
34	D and N Haveli	0	1	1
35	Pondicherry	39	76	37
Total		19327	31324	11997

Source: UGC Report, 2010-11, pp.318-319.

The Table 6 depicted the numbers of colleges in 2005-06 and 2009-10 in India. There was substantial growth in the number of colleges within 5 years period as we can see that from 19327 colleges (2005-06) the number of colleges increased to 31324 (2009-10) which indicated overall increased of 11997 colleges. The trend further can be analyzed in the state, the state of Uttar Pradesh (1749) had the highest increase of colleges in India followed by the state of Rajasthan (1586) and Maharashtra (1423). There was no increase of college in Lakshadweep and only 1 college had increased in the Mizoram, Daman Diu and D and N Haveli.

TABLE 7: STATE-WISE NUMBER OF COLLEGES INCLUDED UNDER SECTION 2(F) AND 12B OF THE UGC ACT, 1956

Sr. No.	State/Union Territory	2(f) and 12B	No. of Colleges not included under section 12B of the UGC Act, 1956	Total
1	Andhra Pradesh	416	41	457
2	Arunachal Pradesh	06	02	08
3	Assam	197	31	228

4	Bihar	296	42	338
5	Chhattisgarh	141	04	145
6	Goa	23	03	26
7	Gujarat	368	18	386
8	Haryana	146	4	150
9	Himachal Pradesh	48	01	49
10	Jammu and Kashmir	46	62	108
11	Jharkhand	85	16	101
12	Karnataka	513	83	596
13	Kerala	223	05	228
14	Madhya Pradesh	382	68	450
15	Maharashtra	843	103	946
16	Manipur	47	07	54
17	Meghalaya	27	07	34
18	Mizoram	18	03	21
19	Nagaland	12	2	14
20	Orissa	324	55	379
21	Punjab	211	07	218
22	Rajasthan	211	41	252
23	Sikkim	03	02	05
24	Tamil Nadu	284	71	355
25	Tripura	16	-	16
26	Uttar Pradesh	512	543	1055
27	Uttaranchal	42	04	46
28	West Bengal	386	08	394
29	A and N islands	02	-	02
30	Chandigarh	18	-	18
31	D and N Haveli	-	-	-
32	Daman Diu	01	-	01
33	Delhi	78	03	81
34	Lakshadweep	-	-	-
35	Pondicherry	11	01	12
Total		6257	1,421	7678

Source: Higher Education in India (Strategies and Schemes during 11th plan period (2007-12) for universities and colleges.) UGC Report January 2011 Chapter -2, pp. 9-10.¹⁶

The analysis of the Table 7 indicated that even till date there were not many colleges which were availing the grant from the UGC under Section 12-B(2(f)). The situation speaks volume about the plight of our colleges which were not permanently recognized by their respective universities as they were falling short of the required standards and norms which could make them eligible for grants under 12-B.

TABLE 8: NUMBER OF COLLEGES IN INDIA

Type	2005	2006	2009-10	2010-11
Total No. of Colleges	17,625	18,064	25,951	31,324
Colleges Recognized Under Section 2(f) of the UGC Act	5,589	6,109	7,176	7678
Colleges eligible to receive development grants under section 12B of the UGC	5,273	5,525	5,936	6257
Women Colleges	-	-	2565	3432

Source: Higher Education in India (Strategies and Schemes during 11th plan period (2007-12) for universities and colleges.) UGC Report January 2011 Chapter -2, p.9.

There existed 31,324 colleges by the year 2011 in India out of which there were 3432 colleges for women. There were 7,678 colleges (till 2011) which were covered under the Section 2(f) and of these 6257 were also recognized under 12-B of UGC Act, 1956 which made them eligible for getting various development grants from UGC. Here we must look as to what these 2(f) and 12-B Section of UGC Act, 1956 provided for.

UGC 2(F) AND 12-B¹⁷

UGC, an organisation established by the Union Government for the coordination and maintenance of standards of university education, recognized colleges and other institution for providing funds under Section 2(f) and 12-B, which provided that colleges which were affiliated with any recognized university and secured permanent affiliation from that university could apply for 12-B and 2(f) status after submitting some required documents to the UGC which if satisfied could offer status of 12-B (2(f)) to the colleges under which college did become eligible to receive grants from UGC.

There were so many colleges which fulfilled the conditions to be recognized under Section 2(f) but were not fit for receiving central assistance under 12-B as they did not fulfill the laid down conditions.

STUDENTS ENROLMENT IN INDIA: GROSS ENROLMENT RATIO (GER)

After assessing the growth of higher education institutions now, we look into the second important parameter that of students enrolment in India in the context of GER.

TABLE 9: ALL INDIA GROWTH OF STUDENTS' ENROLMENT

Year	Total Enrolment	Increase over the proceeding year	Percentage
2004 – 2005	1,06,62,744	6,13,032	6.1
2005 – 2006	1,13,38,253	6,75,509	6.3
2006 – 2007	1,21,02,521	7,64,268	6.7
2007 – 2008	1,29,81,179	8,78,658	7.3
2008 – 2009	1,37,82,837	8,01,658	6.2
2009 – 2010	1,46,24,990	8,42,153	6.1

Source: UGC, Annual Report, 2009-2010, p. 311.

Yet another parameter to assess the growth of higher education was students' enrolment. On analyzing the data of the Table 9, it can be assessed that during the academic year 2009-10, there had been enrolment of 146.25 lakhs students in different courses at all the levels of institutions of higher education whereas in comparison there was enrolment of 136.42 lakhs in the year 2008-2009 which established increase of 7.2 per cent. If we make decadal comparison of the trend of

the students enrolment than it can be seen that in the year 1990-91 there were only 49,24,868 students who got enrolled in various institutions whereas in the year 200-2001 the enrolment went up to 83,99,443 students showing marked increase of nearly 41.36 in the growth of students enrolment. Similarly, if we check the pattern of last five session (2005-2010) even than the trend of enrolment reflected increase of 22.47 per cent. Thus, it could be easily summed up that there was increase in the growth of students enrolment establishing that these was steady growth of higher education.

TABLE 10: GER IN DIFFERENT COUNTRIES

Countries	GER in per cent
India	17.2 ¹⁸
China	19
Malaysia	29
United Kingdom	60
United States	82

Source: Higher Education in India (Strategies and Schemes during 11th plan period (2007-12) for universities and colleges.) UGC Report January 2011 Chapter -4, p.18.

Undoubtly the trend of enrolment rate in India had shown progress of GER in higher education to 17.2 per cent over the years yet it was short as per the world standards as could be seen from the Table 10, the country was behind China (19 per cent) and far behind UK (60 per cent) and USA (82 per cent).

TABLE 11: RURAL-URBAN DISPARITIES IN ENROLLMENT (18-23 YEARS) IN HIGHER EDUCATION IN INDIA

	GER	NER	EER
Rural	6.74	6.24	47.49
Urban	19.88	18.86	57.10
Total	10.84	10.18	52.61

Source: NSSO 2004-05, (Figures are in Percentage)

Thus disparity could also be seen within the country on rural-urban as has been presented in the Table 11. The data reflected that rural GER was 6.74 whereas the urban GER stood 19.88. There were interstate variation as well. These variation were inevitable in the developing country like India which otherwise was known as country with disparities. However, going by statistics, the facts cannot be ignored that GER despite growth was not projecting healthy trends.

TABLE 12: STATE WISE STUDENTS' ENROLMENT IN UNIVERSITIES AND COLLEGES

S. No.	State/UT	Total Enrolment	Women Enrolment	Percentage of Women
1	Andhra Pradesh	1536501	614600	40
2	Arunachal Pradesh	15864	6504	41
3	Assam	310011	133305	43
4	Bihar	630463	189139	30
5	Chhattisgarh	244328	85515	35
6	Delhi	260334	124960	48
7	Goa	25795	15219	59
8	Gujarat	722676	310751	43
9	Haryana	379666	163256	43

10	Himachal Pradesh	128488	61674	48
11	Jammu and Kashmir	122785	55253	45
12	Jharkhand	225142	76548	34
13	Karnataka	948222	407735	43
14	Kerala	378078	215504	57
15	Madhya Pradesh	773854	286326	37
16	Maharashtra	1828341	786187	43
17	Manipur	34204	15392	45
18	Meghalaya	39536	20163	51
19	Mizoram	13223	6215	47
20	Nagaland	23185	10897	47
21	Orissa	425841	178853	42
22	Punjab	388184	197974	51
23	Rajasthan	648068	246266	38
24	Sikkim	7778	3033	39
25	Tamil Nadu	1060543	519666	49
26	Tripura	27691	12184	44
27	Uttar Pradesh	2218243	842934	38
28	Uttaranchal	193217	86948	45
29	West Bengal	913722	356352	39
30	A and N islands	2979	1549	52
31	Chandigarh	59697	30445	51
32	Lakshadweep	350	123	35
33	Daman and Diu	810	381	47
34	D and N Havel	2101	987	47
35	Pondicherry	35070	17535	50
Total		14624990	6080373	41.6

Source: UGC, Annual Report, 2009-10, p. 312.

State wise enrolment has been analyzed on the basis of the data reflected in the Table 12. Interesting facts which surfaced on analyzing the data further suggested that the state of Kerala had highest percentage of enrolment of women students (57 per cent) all over India in comparison to the lowest enrolment of women students in the state of Bihar (30 per cent) however, the state of Punjab was doing fairly well in the enrolment of women students indicating the dominance of women students over the male students.

**TABLE 13: TOTAL NUMBER OF STUDENT ENROLLED IN FORMAL SYSTEM
(IN LAKHS)**

Year	2008-09	2009-10	2010-11
Enrolment in formal system at beginning of year	123.8	136.4	146.3
Enrolment in Universities	15.9	16.7	19.2
Enrolment in Affiliated Colleges	107.9	119.7	127.1

Source: <http://equity.blogspot.in/2011/07/number-of-higher-education-institutes.html>

On analyzing the Table 13 regarding the enrolment it was found that both in universities as well as in the affiliating colleges the enrolment in formal system was showing rising trends. In the year 2008, total of 123.8 lakhs students were enrolled as against 140.3 lakhs in the year 2010-

2011. Likewise, there was increase in the enrolment of students in the universities from 15.9 lakhs (2008-09) to 19.2 lakhs (2010-11) the similar trend was available in the enrolment of students in the affiliating colleges from 107.9 lakhs (2008-09) to 127.1 lakhs (2010-11).

TEACHERS/FACULTY STRENGTH

Another important parameter to assess the growth of higher education was the strength of the faculty/teachers in these institutions. From the analysis of the data presented in the Table 14, it was evident that teachers strength in both universities and affiliating colleges had risen from 4.59 lakhs (2204) to 6.99 lakhs (2010) showing increase of 35 per cent yet the reports of teachers strength from each quarter of higher education had shown inadequacy in the staff strength, be it a university or college. Therefore, it could be convincingly highlighted that there was inadequate number of teachers in these institutions of higher education.

TABLE 14: NUMBER OF UNIVERSITIES, COLLEGES AND TEACHERS IN INDIA

	2004	2006	2009	2011
Number of University Level Institutions	320	367	467	544
Number of Colleges	16885	18064	25951	31324
Number of Teachers (In Lakhs)	4.57	4.88	5.88	6.99

Source: Source: <http://equity.blogspot.in/2011/07/number-of-higher-education-institutes.html>

MAJOR FINDINGS

Undoubtedly higher education in India has witnessed manifold increase in the number of institutions established that the growth of higher education can be assessed through the three factors; growth of universities and Colleges, number of students enrolled and number of teachers in these institutions.

Following are some of the major findings which have emerged on the basis of secondary data in relation to the growth of Higher Education which was assessed on the parameters of

- i. Institutional Growth
 - ii. Gross Enrollment of Students
 - iii. Teachers Strength in these Institutions
1. Last six decades have witnessed enormous growth of Higher Education in India.
 2. The access to Higher Education was limited and lop sided.
 3. There was substantial growth of Private institutions of higher education in India.
 4. There has been astronomic growth in the number institutions in higher education, universities (from 25-567), colleges (700-31,324).
 5. There has been steady growth in the student enrollment in the age group of 18-23 years from staggering 10 per cent now the GER was hovering between 15 to 17.2 per cent yet the efforts were not matching anywhere with developed countries like U.S (83 per cent), U.K. (60 per cent).
 6. The teachers strength in the institutions of higher education's, both at the national and state level, was far from adequate as these institutions, be it state owned or private, for one reason or the other, were not employing regular faculty hence there remained dearth of staff in these institutions of higher education.

SUMMARY AND CONCLUSION

The journey of higher education in India along the Post-Independence era has witnessed some creditable achievements in the field of higher education resulting into overall growth in the status of higher education in India but at the same time has resulted into bigger problems and issues in the field. Undoubtedly, manifold increase in the number of institutions of higher education both in the universities and colleges yet the accessibility to higher education in the country has not achieved the desired standards. The wide variations in urban and rural accessibility are attention catching suggesting that emphasis on rural expansion of these institutions be given to bridge the gap between the rural-urban accessibility disparities. Another problem which evidently can be seen from the analysis that there were regional disparities as well; some of the states like Tamil Nadu had large number of universities whereas there were states which were doing with one university only.

Not that the trend reflected lop side development of these higher institutions but other effects of this kind of development cannot be overlooked as in such situations the students from those areas where there were dearth of such institutions will go to other states putting the pressure on those institutions as well as demotivating the present state. Dismal Students Gross Enrolment Ratio (GER) in India in the age group of 18-23 years is not a matter to rejoice. A country with such a massive population cannot afford to have literacy rate hopping between 60-70 per cent leaving 30 per cent of its population without education. No country can ever dream of development with such an average literacy rate and GER comparing it with the developed countries of the world with whom the country is vying to share the rankings in the development arena. Again the rural-urban disparities in GER were startling facts and needs to be looked into on priority by the concerned quarters.

Institutions-Students-Teachers Triangle is Equilateral which signifies that each angle is of the same value and none can be more important component of the higher education than other. Along with the increase in the number of higher education's institutions, the strength of the teachers of higher education has shown rise but the rise gets nullified in the face of number of required teachers' strength. Majority of the universities and the colleges were running with skeleton staff which was supplemented with contractual or Adhoc faculty, leaving much to be desired. These institutions of higher education must have the required staff as per laid down norms to meet the needs of the research and students alike. Present status of higher education in India cannot be seen in isolation; isolation from ground realities, isolation from global realities, thus, a proper Policy booster can address to many of the issues breeding in the field.

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