

AJMR

ISSN (Online) : 2278 - 4853

**Asian Journal of
Multidimensional
Research**



Published by :
www.tarj.in

Editor-in-Chief : Dr. Esha Jain

Impact Factor : SJIF 2013 = 4.708

Frequency : Monthly

Country : India

Language : English

Start Year : 2012

Published by : www.tarj.in

Indexed/ Listed at : Ulrich's Periodicals
Directory, ProQuest, U.S.A.

E-mail id: ajmr@tarj.in

VISION

The vision of the journals is to provide an academic platform to scholars all over the world to publish their novel, original, empirical and high quality research work. It propose to encourage research relating to latest trends and practices in international business, finance, banking, service marketing, human resource management, corporate governance, social responsibility and emerging paradigms in allied areas of management. It intends to reach the researcher's with plethora of knowledge to generate a pool of research content and propose problem solving models to address the current and emerging issues at the national and international level. Further, it aims to share and disseminate the empirical research findings with academia, industry, policy makers, and consultants with an approach to incorporate the research recommendations for the benefit of one and all.



Published by: *TRANS* Asian Research Journals
AJMR:
**Asian Journal of
 Multidimensional
 Research**
 (A Double Blind Refereed & Reviewed International Journal)



SR. NO.	PARTICULAR	PAGE NO.
1.	HEMINGWAY AND THE LOST GENERATION Dr. K.P. Ruth	1-10
2.	QUALITY OF WORK LIFE IN UNITED INDIA INSURANCE COMPANY: PERCEPTION OF CLASS I EMPLOYEES Sandeep Kaur	11-27
3.	A STUDY ON ROLE OF LIFE INSURANCE CORPORATION IN INDIAN ECONOMY B.C. Ravi	28-33
4.	AN ANALYSIS OF HUMAN RESOURCE MANAGEMENT PRACTICES IN SELVARAJ TEX Dr. Amirthavalli	34-47
5.	MAN AND WOMAN RELATIONSHIP IN THE SHORT STORIES OF ERNEST HEMINGWAY Dr. K.P. Ruth	48-57
6.	ROLE OF WOMEN IN PANCHAYATI RAJ INSTITUTION Dr. Shamsheer Singh Malik	58-69
7.	21ST CENTURY, LET'S MEASURE INTANGIBLES Dr. Sagar R. Dave	70-78
8.	PANCHAYATI RAJ SYSTEM IN HARYANA: A GENERAL STUDY Dr. Sultan	79-82
9.	ADMINISTRATIVE REFORMS IN INDIA: OUR DREAM Dr. Sunita	83-103

10.	PHILOSOPHICAL CONCERNS FOR WOMEN UPLIFTMENT IN THE NOVELS OF NGUGI WA THIONGO'S Susheel Sharma	104-114
-----	--	----------------

Published by: *TRANS* Asian Research Journals**AJMR:****Asian Journal of
Multidimensional
Research**

(A Double Blind Refereed & Reviewed International Journal)



HEMINGWAY AND THE LOST GENERATION

Dr. K.P. Ruth*

*Osmania University College for Women (OUCW),
Hyderabad, Telangana, INDIA

ABSTRACT

The origin of modernism in America lies in the last decade of 10th century. The factors, which contributed to modernity in literature, or to, the “modernist sensibility: in America, of which Ernest Hemingway is the finest example, began to occur immediately after the civil war. The history of American fiction is a steady progress towards realism.

INTRODUCTION

The origin of modernism in America lies in the last decade of 10th century. The factors, which contributed to modernity in literature, or to, the “modernist sensibility: in America, of which Ernest Hemingway is the finest example, began to occur immediately after the civil war. The history of American fiction is a steady progress towards realism. The hazy and mysterious atmosphere in the novels of Hawthorne and Melville is replaced by the stark social realism of 1890’s. The naturalist novel of this decade resulted straightaway into the modernist novel of the early decades of twentieth century.

The last two decades of 19th century in Europe as well as in America were decades of large intellectual changes. The American society, in particular, moved in the direction of urbanization and modernization which ultimately resulted in globalization. The process is so closely linked with the American society that modernization and Americanization are often considered as synonymous. It was an ideological change because American society had to alter the earlier policies and ideologies so that new America was born. A critic had suggested, America was born in the country and moved into the city.¹

The old agrarian society was transformed into the industrial one. It was a move from homestead to small town and to the city. In demography it has to deal with population explosion vastly exploded by immigration and focused in cities like Chicago, New York etc., culturally, it was the breakdown of Boston as a centre of cultural and intellectual activities. The Americans also witnessed and accepted the new world-view more secular and scientific than the previous one which was Puritan and based on Christianity. All this reflected in literature of the time. The general world-view prevalent at this time in America is summed up in literature by the term “naturalism” which explains the nature of relationship between man and nature and the social

factors, which surround the life of an individual. Naturalism is the late 19th century American literature became an inevitable trait of the 20th century modernism. It also led way up to the truly native literature in America. The cultural 'self-reliance', which was so fondly discussed and desired by the nineteenth century thinkers like Emerson, and emerged in the works of poets like Whitman, was prominently felt in America during 1920's. This decade is remarkable not only because it provided all time literary classics, but also because it was the most critical phase in American history, as indeed, in the history of entire West. Unforeseen problems in a variety of manners now available in arts and literature of the decade. It is not always very profitable to study a decade as a period of time isolated from history; because time is a continuous process and its effect on history are to be traced all along at large. 1920's is an exception. The world changed at a rapid pace towards the end of 19th century and results were felt intensely by the generation of thinkers and artists whose works appeared in 1920's. The seeds of change were conceived as early as in the mid-nineteenth century when the process of industrial revolution had set in. The labour pain begun towards the end when Mathew Arnold confessed being caught in two worlds: "one dead. Other powerless to be born".² the baby was finally born as the new century dawned upon the world, and in 1920s it came of age. Charles Darwin, Karl Marx, Sigmund Freud, Sir James Frazer, and in America, William James, are among those who had fathered the baby. The final stroke came from the First World War, which hastened the process of change at faster speed. G.S. Frazer's description of the effects of the war on England cannot be very different from its effects on the American society:

"The great war unsettled society in many ways. It has a great liberating effect; it hastened the emancipation of women; it promoted a temporary merging of social classes. Young men from humble background received commissions; young officers like Graves and Sassoon gained a new questioning attitude towards their inherited code. But above all, the First World War shattered Great Britain's rational self-confidence and produced doubts, uncertainty, and confusion. Instead of the thoughtless hopefulness of the Edwardian decade there was 'a new realism' a tendency to think of man as a strictly limited creature. Man was no longer a giant figure striding to perfection, though he might achieve certain decency through harsh self-discipline".³

The post-war decade experienced the social situation, which T.S.Eliot so effectively described as The Wasteland in Europe; in America the group of young writers and artist was similarly judged by the matriarchal Gertrude Stein when she called them 'Lost Generation' experienced the traumatic experience of the war, the loss of religious faith, the rapid urbanization which shattered'.

The 'Lost Generation' experienced the traumatic experience of the war, the loss of religious faith, the rapid urbanization which shattered the old institution of family and marriage, the oncoming world of science which blew up the old myths and superstitions and the economic depression all these produced a social situation which was no better than the wasteland. The young sensitive minds found it intolerable to exist, and indeed, many of them decided not to. They killed themselves in order to escape the anguish they felt and the traumas they experienced. Those who survived often found themselves on the brink of madness. Hemingway offers an effective picture of his time in two collections of stories- In Our Times (1926) and Men without Women (1926). Nick Adams, the Hemingway hero in the making grows up in an atmosphere, which is violent and hostile. He ends up as a spirituality broken adult finding it difficult to face the outer realities. Eugene O'Neil, another major modernist writer of the time brings about the

spiritual disillusionment in plays like *The Iceman Cometh*, *Morning Becomes Electra* etc. T.S.Eliot's now famous poem *The Wasteland* is a true documentation of the social strain and degeneration, which pervaded during 1920s in both Europe and America.

Great art is born out of sufferings and the modernist art, great as it has been universally acknowledged, is no exception. Most of the modern writers of 1920s as hinted at earlier were on the brink of madness –but that madness, which Shakespeare placed, closed to genius. Poets, lovers and lunatics were what constituted the “lost generation” the feeling of being ‘lost’ was the result of those socio cultural factors which converted the entire west into the Wasteland. America had derived influence from Europe either through direct interaction or through the medium of intellectual awakening like debates, seminars, correspondence etc.

First World War has created an independent chapter in the history of British poetry; in America, it produced prominent authors who wrote exclusively on war and its destructiveness. Ernest Hemingway is an example. Besides Hemingway, William Faulkner and John Dos Passos have written on war with deep concern and anguish. The wastefulness and destruction associated with war was a part of the wasteland that America was during 1920s.

The wasteland, however, proved to be a fertile soil for the literary spring. The decade' literary brilliance is displayed through these texts which were published during this single decade-*The Wasteland* (1922), *The Great Gatsby* (1925), *The Sun Also Rises* (1926) *The Sound and the Fury* (1929) *A Farewell to Arms* (1929), *The Bridge* (1929), *Tullips and Chimney* (1923), *The American Tragedy* (1925), *Harmonium* (1923) etc. These titles are enough to suggest that America during 1920s was a socio-cultural Wasteland, but a literary spring.

Life magazine, in its issue of January 1950 described the twenties as a ‘party’ which everyone enjoyed but a party that a nation cannot afford to have again. Frederick Hoffman continues the metaphor further, and calls it a party, which resulted in a serious hangover. According to him Americans still talk about a party but are repentant and resolved not to have it again. The 1920s were called “an age of wonderful nonsense”, the time of “lost generation”, the “jazz age”, and the “age of Freud, Zeigfield and Coleridge”. This was the time of social hopelessness, of irresponsible young men and women gave the nation the liveliest, fresh and the most stimulating writing in its literary experiences.

The decade, thus, was one of the most fruitful periods of the literary history of America. It produced remarkable writers of fiction like Hemingway, F.Fitzgerald, Ann Porter, Sherwood Anderson and William Faulkner- poets like Ezra Pound, Wallace Stevens, William Carlos Williams, Cummings, Carl Sandberg and the playwright whose works remain unsurpassed till now Eugene O'Neill. The literature these writers produced is mostly gloomy, for it was the producer of the wasteland, but as Shelley has put it one of the beautiful lyrics he wrote.

We look before and after
And pine for what is not,
Our sincerest laughter
With some pain is fraught,
Our sweetest songs are those
That tells of the saddest thought.⁴

Thus, the decade produced a literary spring through the social circumstances was gloomy and almost hopeless. The general model of the literary creation is pessimistic and sad. The 19th century Naturalism with its deterministic overtones looms large over the modernist writings of 1920s. This demonstrated most effectively by Hemingway as a novelist.

As for as the novel of the decade is concerned its achievement is equally remarkable. In choice of subject matter and settings, these writers moved in two different directions. Writers like Faulkner, Katherine Ann Porter, and Thomas Wolf depicted the sad nostalgia for the South. A kind of regionalism emerged through the works of these novelists, which incorporates within itself a probing of cultural roots. They also deal with one of the major social issues. America has faced since the civil war the relation of the races and the status of the Negroes in America. Other writers like Hemingway and Fitzgerald write about the war and its aftermath. They draw upon their experiences of war and life in Europe, particularly in France. Their work tends to be cosmopolitan in nature and touch upon the various aspects of human existence in the traumatized social conditions of the twentieth century west. Hemingway stands out among his contemporaries as a writer of emasculative style and substance.

It is believed that a definitive biography of Hemingway will never be written, principally because no biographer can grasp the truth of his subject. Every assessment of Hemingway's life must therefore be at once a reassessment of his other 'lives' and the creation of new life-if for no other reason than, as Emerson puts it, that "every generation must write its own books".⁵

Hemingway writings reflect the undercurrents of the contemporary society followed by war. His massive experience with violence, war, sex, hunting, fishing etc. Is reflected in his writing. He began to write when he was sixteen. He began his writing under the influence and encouragement of his English teacher Miss Dixon, for school weekly named Trapeze. He went to his uncle in Kansas City in search of a job and found one in the newspaper 'Kansas City Star', as a cub reporter.

This was one of the great newspapers in the country during that period. Thus, his career of writing begins. Hemingway produced 64 short stories and 16 vignettes. There were still more than three hundred books unpublished at the time of his death. He published his first short story 'Judgement of Manitou' in 1916. It was an imitation of ring Lardner. He accepted the editorship of Cooperative commonwealth a journal of the cooperative societies of the United States of America in 1920. He published his Three Stories and Ten Poems in 1923 which contained 'Up in Michigan', 'Out of season', and 'My Old Man'. He began to make attempt at writing poems but soon he realized that his talent does not lie in poetry. He concentrated on fiction. In 1924 he published in Our Time a collection of miniature of 32 pages from Paris. Later, 'Boni and Liveright' published in book form along with 14 short stories under the title In Our Time.

At 18, he was exposed to life and death of most savage form and had a taste of illness and pain while accompanying his father on medical calls. At Kansas City he witnessed full range of human misery from the distorted lives of criminals to the shattered bodies of hospital inmates. He was also exposed to habits and attitudes of newspaper reporters in whom he found outer shell of cynicism and toughness and inwardly often tender and sentimental. Therefore, he had adopted the combination of toughness and tenderness in his writings.

In the spring of 1918, Hemingway left the Star and joined the Red Cross. He was then sent to the Italian front where his first assignment was to distribute Red Cross packages of chocolates to the

Italian soldiers in the trenches. There he witnessed the horrible scenes of mortar shell explosion. An Austrian mortar shell exploded squarely in the trench, which killed instantly one Italian soldier on one side and another fell on the ground the other side, both legs of whom were badly shattered. Hemingway, who was standing thereby, received injuries. He fainted from shock. When he regained consciousness it seemed to him that his soul, like a handkerchief blown away by a sudden gust of wind, had left body and that at the last moment he had reached out and pulled back. When war ended, Ernest Hemingway found himself unfit to live ordinary civil life at home. He took up writing and wrote poems and short stories, which no publisher was prepared to accept. His parents too were not happy about his writings and regarded his writing as pointless and wastage. Hemingway then went to Toronto in early 1920 in search of a job. There he got a job of a reporter for the Toronto Star Weekly, where he got encouraged to dig up events and write features of general interest. He was also given a chance to express his sense of humour and irony. But he left this job and returned home. At home he left idle. This annoyed his mother and a bitter quarrel developed. The quarrel was a chastening effect upon Hemingway. He then got a job in Chicago of writing advertising copy, for a real estate firm. But this did not inspire him. He began to write again, producing sketches, anecdote, short stories etc. Chiefly about events in Europe during war.

Ernest Hemingway was gravitating into the literary circle when Chicago became the hub of writers. He met Sherwood Anderson, who found in Ernest willingness and enthusiastic pupil. Later, Anderson sent him to Paris, a city of young writers and artists. Paris was intellectually alive then. Hemingway was introduced to Gertrude Stein who was living in Paris. He quit the advertisement job and resumed his earlier connections with Star Weekly believing that of all occupations reporting was probably closest to creative writing.

In December 1921 he had accepted a post of foreign correspondent offered by a sister newspaper named Daily Star and this gave him an opportunity to cover various political conferences in Germany, Italy, near East and interviewed large number of people. He covered bloody conflict of 1922 between Turkey and Greece, which was painfully tragic for him.

The hard work of writing started bearing fruits and six of his poems were published in January 1923 issue of Harriet Monroe's Magazine poetry. In the summer of 1923 Robert Mc Almon, Ernest's friend brought out a 300 copy edition of Hemingway's first book called Three Stories and Ten Poems. In January 1924 his another friend William Bird, owner of the Tree Mountains Press in Paris published 170 copies of a second small book In Our Time, containing sketches drawn from Hemingway experiences of World War-I and the Greco-Turkish war including Spanish bullfighting. Sherwood Anderson was immensely pleased with him and urged his New York publishers Boni and Liveright to bring out a volume of Hemingway's stories to which they yielded and as a result the first American edition of In Our Time appeared in his own country in October 1925. This contained all sketches of the Bird edition, two of the three stories of Mc Almon and ten new stories. F. Fitzgerald, like Anderson, came forward to help Hemingway. This book also contains the Hemingway stories of Nick Adams who was to pioneer the Hemingway hero, a typical masculine character who is the protagonist of all major Hemingway fiction.

The title In Our Time is taken from the Book of Common Prayer: Give me Peace in our time, O Lord, Ironically, Hemingway's writings offer little peace. Nick Adams, a small boy, is initiated into the world of the outer factors. They could be social, economic, or even biological. Man is a helpless creature, fighting a lonely battle against these ferociously hostile forces. The rise of

naturalistic novel towards the end of nineteenth century is often attributed to this concept of man and the universe. Hemingway owes his notion of man and the universe to Naturalism in American fiction of which Hemingway is a powerful exponent.

Hemingway had adopted the Darwinian Theory called determinism. To him man is born to lose for one reason or another. He is fated to do so in an unequal battle with the hostile forces in the universe or because he carries something inherently that brings the universe crashing down upon him. The man loses the battle in flesh in spirit to possess nobility, grandeur and heroism. Determinism in fact, was the guiding principle to almost all the modernist writers in America. Hemingway is thus a representative of his generation who lived and wrote during 1920s.

Hemingway developed a style of writing, longer, complex and artistic fiction. He wrote novels on the new trends prevalent in American society in twentieth century. His novels represent new events and their result on the individual characters. Hemingway captured imagination of American people. The nineteenth century American fiction concerned itself vague issues like human values including sympathy towards the blacks. Hemingway's concern was different, because he obviously lived in different conditions, which prevailed in America in the early decades of twentieth century. He chose to write about negative values of the American life and society, as these values were strongly felt and experienced by thinking minds of the day.

As it happens, the protagonist in Hemingway's novel is ultimately defeated. However, the defeat of man Hemingway portrays in his novels is the outward defeat. He believes that the outward defeat is for the sake of inward victory. Wit William quotes Robert Carrigan saying:

Man's tragic condition is that he is doomed by faith to defeat. It is impossible to win except through total defeat and even destruction. Such a victory is itself transcendental.⁶

America is a kind of paradise of domestic security and wealth. Technical advancements have provided comforts. The early twentieth century American society was full of complexities. An American set an example to the world of a new man and of a new order. The Americans were about to risk their future on a new experimental way during this period. They believed that the violence will not rule the world in the long run. Therefore, United States of America must defend its safety and success and believed that war and preparation for war are blunders; every dollar invested in industry is a means of overthrowing their enemy more effectively than a thousand dollar spent on frigates or standing armies. The American success lies in economy, not in war. However, this belief gave rise to confusion among the American intellectuals, which led too contradictions and rapacity.

Hemingway exactly perceives this subtle nature of American society and depicts it in his novels. Twentieth century American literature refused to adopt Mark twain's sympathy for Negroes as a Huckleberry Finn, and Hemingway is the prime example. He on the other hand, shared the Negro experience and gets involved in his sense of morality. He is not a detached observer of brutality as it occurs to men but the one who is a part of the whole experience. He agrees with the view that all American writings spring from Huckleberry Finn, but also realizes that twain's humanity and morality end with the arrival of the modern world. Human elements disappear from Hemingway's writings cautiously and knowingly. It is so because Hemingway has witnessed cruel factors operating in the human society, which became important ingredients of his fiction.

War, violence, love and sex are the major factors on which Hemingway works. He had himself participated in the First World War in which he was severally wounded. He also had sexual

relations with woman, which had a great impact upon his creative sensibility. He had thought of war as a romantic enterprise, where one would put to test his personal courage and heroism. But his experience in the war led him to disillusionment as he discovered that in modern warfare the scope for individual heroism does not exist. In his writing he created and developed a hero who was an imaginary extension of his own self, a fictitious man. Hemingway wished that the readers should read his fiction as an extended autobiography.

The Torrents of Spring appeared in the spring of 1926. The title has been taken from Ivan Turgenev's book entitled The Torrents of Spring written in 1870. He wrote it in a single week. This was a short, blistering title parody, part novel, part sketch, part spoof, ridiculing Sherwood Anderson's Dark Laughter. This short piece of writing was both a climax and a turning point in Hemingway's relationship with his literary comrades. This piece of literature ridiculed and parodied Anderson's style of writing, his characters and his most cherished ideas about life. As a result, Hemingway's friendship with Anderson came to an end. This book, of course, did not sell well as it revealed Hemingway's writing potentials. It contained the art of parody, satire, wit and humour.

During the interval between the first and second marriages Hemingway lived alone in Paris and continued to write short stories, which were published in 1926 under the title Men without Women. This included among other famous stories 'The Killers', 'Fifty Grand', 'In another Country', and 'The Undefeated'. These stories deal with the subjects like gangsters, prize fighters, soldiers and bullfighters.

At about the same time The Sun Also Rises appeared. That was in October 1926. It was a fiction of frustrated men and women subsidized for carousing, poor in psychic resources that drift about and drink in Paris and Spain. The protagonist of the novel Jake Barnes is shot through in the First World War. His penis was damaged but not the testicles, and hence he could not possess normal sex urge but was incapable of consummation. Once he surveyed his damaged part in the mirror beside his bed and cried himself to sleep. Brett Ashley, a modern American woman overflowing with sexual urge though she sleeps with several men like Cohn, Michel Campbell and Pedro Romero, loves Jake Barnes with whom normal sex was impossible. Both, Brett and Jake try to live together but only to mutual frustration. Jake, thus disillusioned by the war, tries to find new values in life, becomes aficionado-passionate about bullfighting but finds himself incapable of sexual intercourse, still trying to face life with courage, endurance and dignity. Brett is also no fertility goddess.

She is the Wasteland to use T.S.Eliot's imagery. All expatriates in the novel are derailed, uprooted from home, country and former values, by the war and its aftermath. They no longer depend on outmoded codes like romanticism or on organized religion to solve their problems. This was a common dilemma faced by the modernist writers in America, whom Gertrude Stein has described as the 'Lost Generation'. Thus, the emphasis shifted from courage to the efficiency of the machine in which the romantic notion of man: brave, virile, sporting, hardworking a kind of Macho figure, individual courage and heroism, find no place. It is a senseless war. Man does not have to rely on his own inner resources but on sophisticated weapons. The only courageous thing to do is to walk out of it. Thus, Hemingway effectively brings out the futility and destructiveness of war.

A Farewell to Arms, another of his beautiful novels came out in 1929. It was considered as Romeo and Juliet of Ernest Hemingway. It is a love story set against a sharply realistic background of fighting in the war and the tension arising in northern Italy. The story centres on an American volunteer painting peculiar pathos of young love flowering in a hostile universe. The novel offers remarkable description of war on the Italian front. It is superbly fused with the private lives of the hero and the heroine.

A Farewell to Arms combines the two themes those of love and war-effectively together. It also presents symbolically the quest for alternate God, replacing the one who is said to be dead. Henry belongs to the 'lost generation' who is bored with life surrounded by war and its futility. Therefore, love for him assumes the form of God, to which he must dedicate totally. He deserts war, makes a separate peace with himself, and joins his beloved away from the fronts of war. In the meantime, Catherine becomes pregnant and the life for the lovers becomes horrible. Henry charged of cowardice and infidelity to the nation, is being chased by the police? The lovers row across the lake and reach Switzerland, where the situation is less hostile and where the police will not be able to get hold of him. But he worse waits in Switzerland. Exhausted by the overnight journey by lake, Catherine develops pain and labour. She is hospitalized where the medical facilities are meagre, far from being adequate. Consequently she dies in childbirth following an unsuccessful caesarean. Henry if left alone. He has already lost reputation of a brave lieutenant as he has deserted war when it was actually being fought, now he has lost love for which he has willingly accepted humiliation.

Thus the novel ends in gloom and sadness. Hemingway is highly successful in his attempt to associate the readers mind with war, death, pain, sadness and gloom. Love for woman to Hemingway is the one way traffic. It is one sided relationship. He does not believe in 'give and take' relationship. Henry has no intention whatsoever of loving Catherine. But Catherine loves Henry with devotion. This makes Henry to fall in her love. Eventually, Catherine becomes pregnant and falls in the biological trap.

The separate peace declared by Frederic Henry was a tactic which carried the full force of the author's own commitment. Neither the author nor the character could as easily evade the implications of the 'biological trap', one could always detect the timeless outline of nature not a romantic resource expressing beauty and truth but a constant comment on man's insignificance.⁷

Green Hills of Africa was published in 1935. It was originally titled as The Highlands of Africa but it was discarded in favour of Green Hills of Africa. Hemingway described his own exciting experiences of African safari. It mainly deals with hunting adventures. The book has prose, which sings like poetry without ever ceasing to be prose. It is easy, intricate and magical. Hemingway lifts up the whole place of African hills and places them into the mind of reader and the reader finds hills, plains, natives, animals, rivers and trees before his eyes. The novel successfully communicates the sense of the place one can see, smell, taste, feel and hear these things with the author. Green Hills of Africa compares the life of a writer with that of the hunter and a meaningful relationship of man with nature is brought out. Hemingway observed that the civilized man, particularly of the West, has alienated himself from nature but the man from Africa lives in very close touch with it. This was a few inspiration for Hemingway, which he carried lifelong.

To Have and Have Not a novel published in 1937 is a personal life of one freelance fishing boat operator who was unable to earn his living by legitimate means because of great economic depression in America. Harry Morgan, a fishing boat operator, is a 'have not' but he has other different qualities like self-reliance, honesty, toughness, sexual vigour, courage and uncompromising nature, which Hemingway regards as very important and essential for man. Hemingway, through Harry Morgan, tries to convey that these qualities are the wealth for human being. A man economically poor can be rich in other aspects such as these qualities. Harry Morgan though lost his one arm in the shooting that ensued in smuggling; it did not make him incapable to fight against the world. He even asserts himself at the end. For this he suffers stoically and heroically. He believed that "a man alone has no chance in the world".⁸

This novel arouses consciousness and the belief that man must lie within the ethics provided by the society, in order to improve his life and that of the poor lot. It is a satire on the plight of an unemployed man.

REFERENCES

1. Richard Hofstadler, The Age of Reforms from Bryan to F.D.R. Janathan Cape, 30 Bedford Square, London, 1962, pp. 23-59.
2. Mathew Arnold, Grande Chartruse: Victorian Poetry: A Selection, Macmillan (Ed.), V.S. Sethuraman, London, 1988, P.142.
3. G.S.Fraser, The Modern Writer and His World, Penguin Books Ltd., Harmondworth, Middlesex, 1970, pp. 96-97.
4. P.B.Shelley, Thomas Humphrey Ward (Ed), The English Poet, Macmillan, London, 1933, P.386.
5. Frank, Scafella (Ed) Hemingway: Essays of Reassessment, Oxford University Press, 1991, P.9.
6. Ibid., pp.2-10.
7. Wirt Williams, The Tragic Filed and Ernest Hemingway, Louisiana State University Press, Balon Rouge and London, 1931, P.10.
8. French Warren, The Twenties, 1922, p.211.
9. Gurko Leo, Ernest Hemingway and the Pursuit of Heroism, Craw Well, New York, 1968, P.39.

Published by: *TRANS* Asian Research Journals**AJMR:****Asian Journal of
Multidimensional
Research**

(A Double Blind Refereed & Reviewed International Journal)



QUALITY OF WORK LIFE IN UNITED INDIA INSURANCE COMPANY: PERCEPTION OF CLASS I EMPLOYEES

Sandeep Kaur*

*Ph.D Scholar,
Public Administration Department,
Panjab University, Chandigarh, INDIA

ABSTRACT

“If you are planning for a year, sow seeds; if you are planning for a decade, plant trees; if you are planning for a lifetime, develop men.”

Kuang Chung

The success of any organization is highly dependent on how it attracts workers and motivates, and retains its workforce. No industry can be rendered efficient so long as the basic fact remains unrecognized that it is principally human¹. 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 employee's Quality of Work Life (QWL) to satisfy both the organizational objectives and employee needs². It means having a work environment where an employee's activity become more important by implementing procedures or policies that make the work less routine and more rewarding for an employee. Present study examined the perception of Class I officers about Quality of Work Life, the study conducted with 50 Class I officers of United India Insurance Company (UIICL) in Chandigarh. The results indicated that an organization that is concern about the quality of work life of its employees will enjoy the benefits of having a more satisfied workforce.

KEYWORDS: *Workforce Development, Quality of Work Life, Employee's Satisfaction, Organizational Satisfaction, Work Environment.*

INTRODUCTION

The Quality of Work Life (QWL) has assumed increasingly interest and importance in all the countries of the World. It is very significant in the context of commitment to work, motivation and job performance. Quality of work life is a very broad concept with many different perceptions about It. Quality of Work Life is a multi-dimensional construct, made up of a number of interrelated factors that need careful consideration to conceptualize and measure. It is associated with job satisfaction, job involvement, motivation, productivity, health, safety, job

security, competence development and balance between work and non-work life .Quality of Work Life is a generic phrase that covers a person's feeling about every dimension of work including economic rewards and benefits, security, working conditions, organizational and interpersonal relations and its intrinsic meaning in person's life. It refers to the favorableness or unfavorableness of the work environment of an organization for its employees. It is a process by which an organization attempts to unlock the creative potential of its people by involving them in decisions, affecting their work lives³. It is a comprehensive program which is designed to increase employees' satisfaction. Quality of work life is the quality of the content of relationship between employees and their total working environment with human dimensions added to the usual technical and economic ones⁴.

Quality of Work Life is an internally designed effort to bring about increased labour management co-operation to jointly solve the problems of improving organizational performance and employee satisfaction⁵. It is a concern not only to improve life at work, but also life outside work. QWL is necessary for an organization to attract and to retain skilled and talented employees. Rise in the quality of work life would help employees' well being there by the well being of the whole organization. When organizations provide good Quality of Work Life, employees concentrate more on their individual and group-development. The Management can get their attention with their high motivation and morale which paves way for rapid and smooth Human Resource Development. QWL programs will benefit both faculty and management, by mutually solving work-related problems, building cooperation, improving work environments, restructuring tasks carefully and fairly managing human resource outcomes and payoffs⁶.

A number of attempts have been made to identify various dimensions of this concept. One of the oldest models by the quality of work life is that proposed by Walton, according to which high quality of work life is necessary for employing and keeping the employees in an organization⁷. The eight factors he proposed to measure Quality of Work Life has made the task easy worldwide. Walton has classified the programs and components of the work life quality into eight groups as follows:

1) ADEQUATE AND FAIR COMPENSATION

Payment must be such that person can live in a rational level and fit to own skill. A salary should be paid to employees from which an equality within and outside organization.

2) SAFE AND HEALTHY WORKING CONDITIONS

In order to establish rational working hours and maintain working safety and physical conditions with minimal risk and age limits for employment.

3) DEVELOPMENT OF HUMAN COMPETENCIES

Jobs should contain a number of features that would allow employees the opportunity to use and develop their human capacities and eventually experience QWL.

4) GROWTH AND SECURITY

This will provide through improving individual abilities, opportunities for advancement, job security and income security and assurance of permanent employment. Adequate job security provided to the employees will improve the QWL to a large extent.

5) SOCIAL INTEGRATION

No prejudice to race, sex, and freedom to express people`s ideas and feelings in the form of trade union organizations and creation a field for workers' participation help to organization integration.

6) CONSTITUTIONALIZATION

Enhanced QWL should also ensure zero violation of the constitutional guarantee by organizational decision. Such guarantees as right to personal privacy, free speech and the right of individuals not to be penalized as of their membership of any particular group or class are necessary to uphold to improve QWL.

7) TOTAL LIFE SPACE

Creating more direct links to the whole of life, job description and job specification will have a good effect on the morale of staff and drawing a career promotion path.

8) SOCIAL RELIANCE

Socially responsible behaviour, includes a broad array of actions such as behaving ethically, supporting the work of non-profit organizations, treating employees fairly, and minimizing damage to the environment⁹.

IMPORTANCE OF QUALITY OF WORK LIFE

In this era, quality of human inputs is the greatest asset to any organization. Maintaining the quality of such human inputs rises from maintaining the quality of work life perfectly. Rise in the quality of work life would help employee`s well being and contribute to the well being of the whole organization. Improving the Quality of Work Life is a process by which an organization attempts to unlock the creative potential of its people by involving them in decisions affecting their work life. Quality of work life served happiness and satisfaction of every performer in the organization, whether in levels of labourers, supervisors, management or company or agency owners¹⁰. Also, it helped to reduce rates of absenteeism, turnover, morale and accidents whereas the organization proficiency in respect with, encouragement and job satisfaction as well as product quality and amount were higher.

This research is an attempt to study the perception of Class I officers of United India Insurance Company employees in Regional Office Chandigarh (India) about quality of work life in the company.

PROFILE OF THE COMPANY

United India Insurance Company Limited was incorporated as a Company at Chennai on 18th February 1938 with the main aim of securing the community by providing protection to liability and property. United India Insurance Company is a leading Public Sector General Insurance Company wholly owned by Government of India. It is a rapidly growing company with more than 1500 offices, the highest network in the whole non-life insurance industry throughout the country. The company has just completed 75 years of commendable service in the year 2013 and leading the non-life insurance industry with its innovative products and approach. As on 31-03-2013, the Company had 1,593 Offices which included 26 Regional Offices, 8 Large Corporate and Brokers' Cells, 393 Divisional Offices, 669 Branch Offices, 497 Micro Offices with 16,637

employees working at different level and in different categories. With approximately 17,000 employees United India Insurance Company has a number of specialist and technically qualified personnel at all level of management who are empowered to underwrite and settle claims of high magnitude. This study has only covered the Regional Office Chandigarh.

OBJECTIVES

The main objective of this paper is to examine the perception of Class I officers in United India Insurance Company about quality of work life policies followed by UIICL.

METHODOLOGY

The present study is based on both primary and secondary data. Primary data was collected from the Class I employees working in Regional Office Chandigarh (India), and secondary data was collected from the records available at these offices, annual reports, company’s website and other publications of the company.

As has been pointed out the Regional office of the United India Insurance Company Limited has been covered under the present study. The head quarter of the Regional Office Chandigarh is located at Chandigarh (India). The total strength of the employees working in this office was 103 which included 59 Class I employees, 36 Class III employees and 8 Class IV employees. In the present study a sample of 54 Class I employees, on the basis of Convenience sampling technique has been taken to draw the responses to examine the perception of Class I officers in United India Insurance Company about quality of work life in the Company viz-a-viz relationship of employees with their supervisors.

DISCUSSION

An interview schedule comprising of certain posers were put across Class I employees to elicit the responses which comprised of 54 respondents.

TABLE 1: YOUR SUPERVISOR KEEPS YOU INFORMED ABOUT THE LATEST POLICIES AND DIRECTIONS OF YOUR COMPANY

Attribute	Ranks	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	P Value
Age	18-31	02 (25.0%)	04 (50.0%)	02 (25.0%)	0 (0.0)	0 (0.0)	0.145
	32-45	0 (0.0)	05 (45.5%)	02 (18.2%)	04 (36.4%)	0 (0.0)	
	Above 45	01 (2.9%)	21 (60.0%)	02 (5.7%)	06 (17.1%)	05 (14.3%)	

Source: Computed from primary data

PEARSON'S CORRELATION BETWEEN THE VARIABLES

Pearson's R	Value	Asymp. Std. Error	Approx. T	Approx. Sig.
	(-) 0.082	0.225	(-) 0.362	0.717

On investigating the aspect whether the supervisors keep the employees informed about the latest policies and directions of the company it was ratified through the responses that high majority (75.0%) of the respondents in the age group of 18-31 years and majority of respondents (62.9%) in the age group of above 45 years and fair majority (45.5%) of respondents in the age group 32-45 years either agreed or strongly agreed with the statement while less than moderate proportion of respondents (37.5%) in age group of 32-45 years and (31.4%) in age group of above 45 years did not support the query since they were disagreed or strongly disagreed with the poser. The data presented in the Table pertains to Pearson's coefficient of correlation reflect that correlation between the variable age and responses of the employees were positively related, however, this relationship was moderate.

TABLE 2: YOUR SUPERVISOR PROVIDES YOU RESOURCES YOU NEEDED (EQUIPMENTS, INFORMATION AND MATERIALS) TO PERFORM YOUR JOB EFFECTIVELY

Attribute	Ranks	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	P Value
Age	18-31	06 (25.0%)	02 (75.0%)	0 (0.0)	0 (0.0)	0 (0.0)	0.349
	32-45	0 (0.0)	05 (45.5%)	0 (0.0)	06 (54.5%)	0 (0.0)	
	Above 45	03 (10.0%)	17 (48.0%)	01 (2.0%)	11 (30.0%)	03 (10.0%)	

Source: Computed from primary data

PEARSON'S CORRELATION BETWEEN THE VARIABLES

Pearson's R	Value	Asymp. Std. Error	Approx. T	Approx. Sig.
	(-) 0.141	0.224	(-) 0.620	0.536

On assessing the aspect that the supervisors provide employees resources they needed (equipments, information and materials) to perform their job effectively it was found that all the respondents (100.0%) in age group of 18-31 years and 58.0% of respondents in age group of above 45 years either agreed or strongly agreed with the statement. Interestingly, it was ratified through the responses that higher proportion of respondents (54.5%) in age group of 32-45 years and less than moderate percentage of respondents (40.0%) in age group above 45 years did not support the query. The Table demonstrates the data regarding Pearson's coefficient of correlation, revealed moderate relationship between the variable age and the responses of the employees.

TABLE 3: YOUR SUPERVISOR LET YOU KNOW WHAT IS EXPECTED OF YOU AT YOUR WORK PLACE

Attribute	Ranks	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	P Value
Age	18-31	04 (50.0%)	04 (50.0%)	0 (0.0)	0 (0.0)	0 (0.0)	0.636
	32-45	01 (9.1%)	07 (63.6%)	03 (27.3%)	0 (0.0)	0 (0.0)	
	Above 45	10 (25.7%)	20 (57.1%)	04 (14.3%)	0 (0.0)	01 (2.9%)	

Source: Computed from primary data

PEARSON'S CORRELATION BETWEEN THE VARIABLES

Pearson's R	Value	Asymp. Std. Error	Approx. T	Approx. Sig.
	0.27	0.256	0.107	0.915

The results of the analysis of the aspect that the supervisors let employees know what is expected of them at work place indicated that the majority of the respondents either agreed or strongly agreed with the statement that they get informed of what is expected of them at work place. All the respondents in 18-31 years of age group followed by significant majority of respondents (82.8%) in above 45 years of age group, respondents (72.7%) in the age group o 32-45 years supported the facet. The coefficient of correlation revealed high relationship between variable age and the responses of the employee.

TABLE 4: YOU SUPERVISOR LISTEN TO YOUR WORK RELATED PROBLEMS WITH PATIENCE

Attribute	Ranks	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	P Value
Age	18-31	0 (0.0)	02 (25.0%)	02 (25.0%)	02 (25.0%)	02 (25.0%)	0.518
	32-45	01 (9.1%)	0 (0.0)	0 (0.0)	09 (81.8%)	01 (9.1%)	
	Above 45	03 (8.6%)	05 (14.3%)	03 (8.6%)	19 (54.3%)	05 (14.3%)	

Source: Computed from primary data

PEARSON'S CORRELATION BETWEEN THE VARIABLES

Pearson's R	Value	Asymp. Std. Error	Approx. T	Approx. Sig.
	0.115	0.250	0.464	0.643

On investigating the aspect that the supervisors listen to employee's work related problems with patience it was found that the majority of respondents in all the categories of the age group either

disagreed or strongly disagreed with statement that that the supervisors listened to employee’s work related problems with patience. Some of the agreed responses were received from the respondents (25.0%) in age group of 18-31 and the respondents (22.9%) in age group of above 45 years. The coefficient of correlation revealed moderate relationship between variable age and the responses of the employee.

TABLE 5: YOUR SUPERVISOR TRIES TO SOLVE WORK RELATED PROBLEM AT THE EARLIEST

Attribute	Ranks	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	P Value
Age	18-31	2 (25.0%)	4 (50.0%)	2 (25.0%)	0	0	0.472
	32-45	1 (9.1%)	4(36.4%)	0 (0.0)	5 (45.5%)	1 (9.1%)	
	Above 45	1 (2.9%)	12 (34.3%)	5 (14.3%)	15 (42.9%)	2 (5.7%)	

Source: Computed from primary data

PEARSON’S CORRELATION BETWEEN THE VARIABLES

Pearson’s R	Value	Asymp. Std. Error	Approx. T	Approx. Sig.
	(-) 0.262	0.218	(-) 1.147	0.251

While examining the data pertaining to the aspect that the supervisors try to solve work related problem at the earliest it was found that respondents in age group of 32-45 years and above 45 years disagreed with the poser since 54.6% of the respondents in the age group of 32-45 and 48.6% of the respondents in the age group of above 45 years disagreed with the statement. Interestingly, it has also been reflected from the responses that a high majority of the respondents (75.0%) in the age group of 18-31 had favoured the poser. Further, positive but low intensity relationship was found between the variable age with responses of the employees.

TABLE 6: YOUR SUPERVISOR HAS FAITH IN YOUR DECISIONS

Attribute	Ranks	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	P Value
Age	18-31	0 (0.0)	02 (25.0%)	06 (75.0%)	0 (0.0)	0 (0.0)	0.05
	32-45	0 (0.0)	05 (45.5%)	02 (18.2%)	04 (36.4%)	0 (0.0)	
	Above 45	04 (11.4%)	20 (57.1%)	04 (11.4%)	07 (20.0%)	0 (0.0)	

Source: Computed from primary data

PEARSON’S CORRELATION BETWEEN THE VARIABLES

Pearson’s R	Value	Asymp. Std. Error	Approx. T	Approx. Sig.
	0.390	0.169	2.036	0.42

On analyzing the aspect that the supervisors have faith in employee's decisions it was established on the basis of the responses that high majority of respondents (68.5%) in age group above 45 years supported the view point. Further, it was found that in the other age groups the responses were not highly supportive as less than majority of respondents (below 50.0 per cent) in age group of 32-45 years and 18-31 supported the query. The data pertaining to coefficient of correlation demonstrated moderate relation between variable age and the responses of the employees.

TABLE 7: YOUR SUPERVISOR CONVEYS YOUR PERFORMANCE RELATED WEAKNESSES WITHOUT HURTING YOU

Attribute	Ranks	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	P Value
Age	18-31	02 (25.0%)	06 (75.0%)	0 (0.0)	0 (0.0)	0 (0.0)	0.334
	32-45	01 (9.1%)	10 (81.8%)	0 (0.0)	0 (0.0)	0 (0.0)	
	Above 45	10 (30.0%)	23 (66.0%)	01 (2.0%)	01 (2.0%)	0 (0.0)	

Source: Computed from primary data

PEARSON'S CORRELATION BETWEEN THE VARIABLES

Pearson's R	Value	Asymp. Std. Error	Approx. T	Approx. Sig.
	0.475	0.260	1.767	0.077

While probing the aspect whether the supervisors convey employee's performance related weaknesses without hurting them indicated that the majority of the respondents either agreed or strongly agreed with the statement that they get informed of what is expected of them at work place. All the respondents in 18-31 years of age group followed by all the respondents (100 per cent) in the age group of 32-45 years and significant majority of respondents (96.0%) in above 45 years of age group supported the facet. The coefficient of correlation revealed low intensity relationship between variable age and the responses of the employee.

TABLE 8: YOUR SUPERVISOR DOES NOT ALLOW OTHER EMPLOYEES TO PREJUDICE HIS MIND ABOUT YOU

Attribute	Ranks	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	P Value
Age	18-31	0 (0.0)	08 (100%)	0 (0.0)	0 (0.0)	0 (0.0)	0.287
	32-45	01 (9.1%)	06 (54.5%)	0 (0.0)	04 (36.4%)	0 (0.0)	
	Above 45	12 (34.3%)	14 (40.0%)	02 (5.7%)	06 (17.1%)	01 (2.9%)	

Source: Computed from primary data

PEARSON’S CORRELATION BETWEEN THE VARIABLES

Pearson’s R	Value	Asymp. Std. Error	Approx. T	Approx. Sig.
	0.279	0.188	1.427	0.154

On analyzing the aspect whether the supervisors do not allow other employees to prejudice his mind about you it was ratified through the responses that all the respondents (100 per cent) in the age group of 18-31 years and majority of respondents (74.3%) in the age group of above 45 years and fair majority (63.6%) of respondents in the age group 32-45 years either agreed or strongly agreed with the statement while less than moderate proportion of respondents (36.4%) in age group of 32-45 years and (20.0%) in age group of above 45 years did not support the query since they were disagreed or strongly disagreed with the poser. The data presented in the Table pertains to Pearson’s coefficient of correlation reflect that correlation between the variable age and responses of the employees were positively related, however, this relationship was low.

TABLE 9: YOUR SUPERVISOR INVOLVES YOU IN DECISION MAKING

Attribute	Ranks	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	P Value
Age	18-31	02 (25.0%)	04 (50.0%)	02 (25.0%)	0 (0.0)	0 (0.0)	0.826
	32-45	0 (0.0)	06 (54.5%)	03 (27.3%)	02 (18.2%)	0 (0.0)	
	Above 45	04 (11.4%)	21 (60.0%)	05 (14.3%)	04 (11.4%)	01 (2.9)	

Source: Computed from primary data

PEARSON’S CORRELATION BETWEEN THE VARIABLES

Pearson’s R	Value	Asymp. Std. Error	Approx. T	Approx. Sig.
	0.119	0.239	0.494	0.621

While examining the data pertaining to the aspect that the supervisors involve employee in decision making it was found that that high majority (75.0%) of the respondents in the age group of 18-31 years and majority of respondents (71.4%) in the age group of above 45 years and fair majority (54.5%) of respondents in the age group 32-45 years either agreed or strongly agreed with the statement. Further, it was found that maximum negative responses was received from the respondents (18.2%) in age group of 32-45 years and 14.3% in age group of above 45 years who did not support the poser. The data pertaining to coefficient of correlation demonstrated moderate relation between variable age and the responses of the employees.

TABLE 10: YOUR SUPERVISOR APPRECIATES YOUR GOOD EFFORTS

Attribute	Ranks	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	P Value
Age	18-31	0 (0.0)	02 (25.0%)	04 (50.0%)	02 (25.0%)	0 (0.0)	0.146
	32-45	0 (0.0)	03 (27.3%)	03 (27.3%)	05 (45.5%)	0 (0.0)	

	Above 45	03 (8.6%)	22 (62.9%)	03 (8.6%)	06 (17.1%)	01 (2.9%)	
--	----------	--------------	---------------	--------------	---------------	--------------	--

Source: Computed from primary data

PEARSON'S CORRELATION BETWEEN THE VARIABLES

Pearson's R	Value	Asymp. Error	Std.	Approx. T	Approx. Sig.
	0.524	0.154		2.818	0.05

On investigating the issue that the supervisors appreciate your good efforts it was ratified from the responses that higher proportion of respondents (45.5%) in the age group of 32-45 years negated the poser. Further, it was found from the responses that the respondents in the age group 18-31 years also did not support the statement since the responses were divided between agreed and disagreed and undecided options. Interestingly, it was also observed that only respondents in the age group of 45 years supported the statement. The data presented in the Table pertains to Pearson's coefficient of correlation reflect that correlation between the variable age and responses of the employees were positively related, however, this relationship was low.

FINDINGS

- More of employees younger in age found that their supervisors kept them informed about the latest policies and directions of the company as compared to the senior in age employees.
- More of the younger employees found that the supervisors provided the resources they needed (equipments, information and materials) to perform their job more efficiently.
- More of employees younger in age as compared to the senior employees found that their supervisors let them knew as what was expected of them at the work place.
- Majority of respondents of all the age groups found that the supervisors did not listen to employee's work related problems with patience.
- More of employees younger in age as compared to the employees' senior in age accepted that the supervisors tried to solve work related problem at the earliest.
- More of employees senior in age found that the supervisors had faith in their decisions as compared to the younger employees.
- More of the employees younger in age supported that the supervisors conveyed their performance related weaknesses without hurting them.
- More of the younger employees favoured that their supervisors did not allow other employees to prejudice their mind about them than the employees' senior in age.
- More of young employees as against the employees' senior in age were of the view that their supervisors involved them in decision making.
- More of employees' senior in age as compared to the employees younger in age found that their supervisors appreciated their good efforts.

CONCLUSION

Quality of work life is a multidimensional constructs, these constructs have to be consider during the job design process. The good quality of work life not only makes personnel to have job satisfaction; it also result in other prosperities such as social, economic, environmental conditions and products. The general perception is that improvement in Quality of Work Life costs much to the organization. But it is not so, because the rate of increase in productivity would be higher than the cost of Quality of Work Life. Thus, increase in Quality of Work Life results in increase in productivity and leads to improved performance means not only physical output but also the behavior of the workers in helping other employees in solving job related problems, team spirit and accepting temporary unfavorable work conditions without complaints.

The purpose of this research article was to find out the perception of Class I officers in different age group working in UIICL regarding the relationship of supervisors with them which is a factor determining the satisfaction with the quality of work life in the organization. The study found that there is a moderate level of satisfaction among the Class I employees of UIICL regarding the relationship of supervisors with them which is a factor determining the satisfaction with the quality of work life in the organization. So by improving the employees-supervisors relationship quality of work life in UIICL can be enhanced.

The results of this research also show that Quality of Work Life is a strategy to improve employee performance at workplace, to update employee knowledge and to enhance their personal, technical, managerial skills and it helps in avoiding conflicts in the organization. This phenomenon not only helps to enhance the individual efficiency but also improves the organizational effectiveness by increasing the organization's market value, earning power of the employees and job security of the employees by reducing accidents, work stoppages, grievances, absenteeism of employees.

REFERENCES

1. Sheldon, Oliver, (1923), "Philosophy of Management," Prentice Hall, Englewood Cliffs, p.212.
2. Shuja Qammer (2012), Term Paper of HRM on Quality of Work Life Measures in Retail Sector, Lovely Professional University.
3. Guest, R.H., (1979), "Quality of Work Life-Learning from Terry-town", Harvard Business Review, July-August, pp.28-39.
4. Gardon, Herman (1984), —Making sense of Quality of work life programmes, Business Horizons.
5. Cohen,R., and Rosenthal, E., (1980), "The Quality of Work Life," The Canadian Scene, p.4.
6. Che Rose, R., & Beh, L. S., Uli, J., & Idris, K. (2006). An Analysis of Quality of Work Life (QWL) and Career- Related Variables. American Journal of Applied Sciences, 3(12), 2151-2159.
7. Walton, E. R. (1975), Criteria for quality of working life, In L.E Davis and A.B. Cherna (Eds.), the quality of working life, Vol 1, New York, Free Press.
8. Walton, E. R. (1975), Ibid.

9. Mc Williams A., & Siegel D. (2001), Corporate Social Responsibility: A Theory of the Firm Perspective, *Academy of Management Review*, Vol 26, pp.117-127.
10. Hackman, J.R. and Suttle, J.L., (1977), “Improving life at work: Behavioral science approaches to organizational change”, California: Goodyear, pp.3.
11. Van Scotter, J. R., Motowidlo, S. J. and Cross, T. C. (2000) 'Effects of task performance and contextual performance on systemic rewards', *Journal of Applied Psychology*, 85: 526-535.
12. Warr, P., Cook, J. & Wall, T. (1979). Scales for the measurement of some work attitudes and aspects of psychological well-being. *Journal of Occupational Psychology* 52: 129–148.
13. Meyer. J.P & Herscovitch. L (2001), “Commitment in the Work Place, Toward a General Model”, *Human Resource Management Review*, Vol 11, p. 307.
14. www.uiic.co.in.
15. Annual Report of UIICL 2009-2010, p.24.



A STUDY ON ROLE OF LIFE INSURANCE CORPORATION IN INDIAN ECONOMY

B.C. Ravi*

*Assistant Professor,
Department of Commerce & Management,
Government College,
Mandya

ABSTRACT

Insurance sector in India is one of the most booming sectors of the economy and is growing at the rate of 15-20 percent per annum. In India, insurance is a flourishing industry, with several national and international players competing with each others and growing at rapid rates. Indian insurance companies offer a comprehensive range of insurance plans, a range that is growing as the economy matures and the wealth of the middle classes increases. Due to the growing demand for insurance, more and more companies are now emerging in the Indian insurance sector. The economy of India is the eleventh largest in the world by nominal GDP and the forth largest by Purchasing Power Parity (PPP).

INTRODUCTION

Economic development investments are necessary. Investments are made out of savings. Life Insurance Company is a major instrument for the mobilization of savings of people, particularly from the middle and lower group. All good life insurance companies have huge funds accumulated through the payments of small amounts of premium of individuals. These funds are invested in ways that contribute substantially for the economic development of the countries in which they do business. The system of insurance provides numerous direct and indirect benefits to the individuals and his family as well as to industry and commerce and to the community and the nation as a whole. Present day organization of industry, commerce and trade depend entirely on insurance for their operation, banks, and financial institutions lend money to industrial and commercial undertakings only on the basis of the collateral security of insurance.

The economic reform of 1991 played a pivotal role in the economic development of India. Reaping its benefit the growth of the country reached around 7.5% in the late 2000s. Insurance is a risk transfer mechanism whereby the individuals or the business enterprise can shift some of the uncertainties of life on the shoulder of other. In peace the insurance provides of trade industry which ultimately contribution towards human progress. Thus, insurance is the most lending force contribution towards economic, social and technological progress of man.

The Indian insurance market is the 19th largest globally and ranks 5th in Asia, after Japan, South Korea china and twain. In 2003, total gross premiums collected amount to USD 17.3billion representing just under 0.6%of world premiums. Similar to the pattern observed in other regional market and reflecting the country's high savings rate, life insurance business accounted for 78.5% of total gross premiums collected in the year, against 21.5 for non-life insurance business.

ROLE OF INSURANCE IN ECONOMIC DEVELOPMENT

Economic development, investment are necessary, investments are made out of savings. Life Insurance Company is a major instrument for the mobilization of savings of people particularly from the middle and lower income groups. These savings are channeled into investment for economic growth .The insurance act has strict provisions to ensure that insurance funds are invested in safe avenues, like government bonds, companies with record of profit and so on.

As on 31.3.2006, the total investment of L.I.C exceeded Rs 5, 20,000 crores of which nearly Rs 300000 crores were directly in government (both state and centre) related securities, nearly Rs 16000 crores in the state electricity Boards nearly Rs 22000 crores in housing loans, Rs 19000 crores in the power generation (private) sector and Rs 10000 crores in water supply and sewage system.

The L.I.C is not an exception .All good life insurance companies have huge funds accumulated through the payments of small amounts of premia of individuals. These funds are invested in ways that contribute substantially for the economic development of the countries in which they do business.

Apart from insurance business and trade benefits through insurance. Without insurance, business and trade and commerce will find difficult to face the impact of major perils like fire, earthquake, and floods etc.Financiers like banks would collapse if the factory financed by it is reduced to ashes by a terrible fire. Financiers like, banks would collapse if the factory financed by it, is reduced to ashes by a terrible fire. Insurers cover also the loss to financiers, if their debtors default.

INDIAN LIFE INSURANCE

Life insurance companies in India have their history dating back to 1818.The first life insurance company in India was oriental life insurance company in Kolkata. It was started by the Europeans to provide insurance cover to the Europeans . Most of the present day Life Insurance Companies in India are joint ventures between Indian groups and conglomerates and global insurance companies' .The terms of the joint ventures include a majority stake holding of Indian partner in the JV. The life insurance companies work in close association with the life insurance agents and brokers. Special training and education is provided to each insurance agent or broker about of Life Insurance, how it works, industry info, insurance leads, types of Insurance leads, types of insurance policies on offer, claims settlements, Life Insurance laws in India, knowledge about the return of premium procedure of the life insurance company and the tax savings the insurance policy would provide.

TABLE – 1. MILESTONE’S IN THE LIFE INSURANCE BUSINESS IN INDIA

Year	Milestone’s in the Life insurance Business in India
1912	The Indian life Assurance Companies Act enacted as the first statute to regulate the life insurance business.
1928	The Indian life Assurance Companies Act enacted to enable the government to collect statistical information about both life and non life insurance business
1938	Earlier legislation consolidated and amended to by the insurance Act with the objective of protecting the interest of the insuring public.
1956	245 Indian and foreign insurance and provident societies taken over by the central government and nationalized LIC formed by an Act.

MARKET SHARE OF INDIAN INSURANCE INDUSTRY

Notwithstanding the rapid growth of the sector over the last decade insurance in India. remains at an early stage of development .At the end of 2003 the Indian insurance market was the 19th largest in the world only slightly bigger than that of Denmark and comparable to that of Ireland. The Indian insurance market is the 19th largest globally and ranks 5th in Asian after Japan ,south, Korea china and Taiwan .In 2003 total gross premiums collected amount toUSD 17.3 billion representing just under 0.6%of world premiums.

TABLE – 2. THE MANE OF THE PLAYER IN THE MARKET

NAME OF THE COMPANY	NATURE OF HOLDING
Allianz Bajaj Life Insurance Co.	Private
Aviva Life Insurance	Private
Birla Sun Life Insurance Co	Private
HDFC standard Life Insurance	Private
ICICI Prudential Life Insurance	Private
ING Vysya Life Insurance	Private
Life Insurance Corporation of India	Public
Max New York Life Insurance Co	Private
Met Life Insurance Co	Private
Om Kotak Mahindra Life Insurance	Private
Reliance Insurance	Private
SBI Life Insurance Co	Private
TATA –AIG Life Insurance Co.	Private

CURRENT SCENARIO

The Indian Government opened up this sector for the private players in 1999, and also allowed for foreign Direct Investment up to 26% after which it began to thrive and Boom. Currently a \$ 41 billion industry, India is the world’s 5th largest Life Insurance market and growing at rapid space of 32-34% annually as per Life Insurance Council Studies. The reach of this sector can be gauged by the taking a look at the following statistics.

TABLE 3: GROWTH IN REAL GROSS DOMESTIC PRODUCT AT FACTOR (COST %): BY ECONOMIC ACTIVITY

	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
Banking And Insurance	2.2	8.8	14.2	20.3	15.4	11.2	8.5	9.0	9.0

FUTURE TRENDS

The prospects of this industry look promising by way of growth as for as one can judge from the present statistics and the general environment prevailing in the economy. In terms of new product and sources Health insurance and Banc assurance are very likely to dominate the insurance scene in the coming few years. Also, IT is expected to play a big role in the growth of this sector in the coming year.

HEALTH INSURANCE

This particular financial product seems to have new and highly lucrative growth avenues for existing players as well as new entrants. According to insurance market ,2010[6] the Indian health insurance market has contributed to post record growth in the last two fiscals (2008-09 and 2009-10).Moreover as per the RNOs estimates the health insurance premium is expected to grow at a compound annual growth rate (CAGR)of over 25% for the period spanning from 2009-10 to 2013-14.

BANC ASSURANCE

Banc assurance, which is the distribution of insurance products through a banks network, has been adopted by the private players in large scale. This particular method is also expected to take-off in a big way in the coming years due to greater use of technology by insurers as well and bankers along with the fact that the bankers really expanding their product baskets in a big way.

CONCLUSION

It is very much apparent that the insurance sector is poised for huge growth by way of number of policy holders, policy premium, new product, and increased technology focus, This would in turn play an important role in facilitating and sustaining growth. Life insurance has today become a mainstay of many market economies since it offers plenty of scope for garnering large sums of money for long periods of time. A well regulated life insurance industry which moves with the times by offering its customers tailor made products to satisfy their financial needs is therefore essential if we desire to progress towards a worry free future.

REFERENCES

1. History of insurance sector (n.d).Retrieved August 30, 2010 from business maps of India.
2. An overview of the Indian Insurance Sector (Knol, a unit of knowledge).
3. Insurance Kiyakya a Role of Insurance in Economic development.
4. Overview of Indian insurance sector; academic open internet journal; ISSN 11311-4360.Volume 22, and April 7, 2000.

5. Business Today, the monitory Group Study on Insurance I and II, March 22 and April 7, 2000.

Published by: *TRANS* Asian Research Journals**AJMR:****Asian Journal of
Multidimensional
Research**

(A Double Blind Refereed & Reviewed International Journal)



AN ANALYSIS OF HUMAN RESOURCE MANAGEMENT PRACTICES IN SELVARAJ TEX

Dr. Amirthavalli*

*Department of Commerce,
SIVET College

ABSTRACT

Human resources management is that part of management concerned with people at work and with their relationships within the organization. It seeks to bring together men and women who make up an enterprise, enabling each to make his own best contribution to its success both as an individual and as a member of a working group. HRM planning, organizing, directing and controlling of the procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational and social objectives are accomplished. In current world HRM practices is very important for every company. With this background researcher has taken this topic to analyse the human resource management practices in selvaraj tex.

INTRODUCTION

Human resource management (HRM or simply HR) is the management of an organization's workforce, or human resources. It is responsible for the attraction, selection, training, assessment, and rewarding of employees, while also overseeing organizational leadership and culture, and ensuring compliance with employment and labour laws. In circumstances where employees desire and are legally authorized to hold a collective bargaining agreement, HR will typically also serve as the company's primary link with employee's representatives. Human Resources management is responsible for maintaining good human relations in the organization. Northcott considers human resources management as an extension of general management, that of prompting and to stimulating every employee to make his fullest contribution to purpose of a business.

A performance appraisal is a review and discussion of an employee's performance of assigned duties and responsibilities. The appraisal is based on results obtained by the employee in his/her job, not on the employee's personality characteristics. Promotion is the clear as providing advanced position to the employee, which carries high status more responsibilities and higher status. Promotion means advancement of employee in terms of fee and status also development in working settings. The recruitment and selection goes to value added human resource Processes. The recruitment is about the skill of the organization to source new employees, keeps

the organization working and improving the quality of the social capital employed in the company. Training and development is the method of scheduled programs and processes started for the improvement of employee's performance in terms of his or her attitude, skills, knowledge and behaviour. Welfare Facilities contains anything that is finished for the relief and development of employees and it is providing over and above the incomes. Welfare supports in care the morale and motivation of the employees high so as to keep the employees for extended period.

STATEMENT OF THE PROBLEM:

Present study aims to analyze the Human Resource Management practices in Selvaraj Tex Solution. Human Resources Management deals with the responsibilities functions, behaviours and importance of employee. Hence the significance of human resource management in organization is marvel. The level of human resource management practices do not show the formalized structure, therefore it is found mandatory to focus our country so that a step towards the identification and filling of gaps is initiated. An organization cannot build a good team of working professionals without good Human Resources. The key functions of the Human Resources Management team include recruiting people, training them, performance appraisals, motivating employees as well as workplace communication, workplace safety, and much more. With this back ground the present is an attempt to analyse the HRM practices in Selvaraj Tex solutions in Chennai.

OBJECTIVES OF THE STUDY

1. To study the Human Resource Management Practices in Selvaraj Tex Solutions Pvt Limited.
2. To understand the employee opinion towards the human resources management practices followed in the company.
3. To identify and measure the level of satisfaction perceived by the employee towards human resources management practices.
4. To analyse the various amenities provided by the Selvaraj Tex Solutions to its employees.
5. To suggest better ways and means for effective practices of human resources management.

SCOPE OF THE STUDY

This study is prepared to training the Human Resource Management practices followed by the Selvaraj Tex Solutions Private Limited. The training things to see Recruitment and selection process, Training and development, Performance appraisal, Promotion, Compensation and Reward, Career development and Welfare facilities providing by the Selvaraj Tex Solutions Private Limited to its employees. And also the learning covers the attitude and fulfilment level of employees in the direction of Human Resource Practices of Selvaraj Tex Solutions Private Limited.

RESEARCH METHODOLOGY

A study on human resources management practices has been doing using Descriptive research. Descriptive research is nothing but, a research undertaken by self-collected data directly from employees. The data were collected through the questionnaire from respondents. Convenience

sampling technique used in the research. The sample size is 130 employees. Correlation and Regression has been used for the analytical part of the study.

ANALYSIS AND INTERPRETATION AGE OF THE RESPONDENTS

S.NO	ATTRIBUTES	NO. OF RESPONDENTS	PERCENTAGE
1	Below 30	45	35
2	31-40	40	31
3	41-50	25	19
4	Above50	20	15
	Total	130	100

Source: Primary Data

The above table describes that age group of the respondents, among the selected respondents more than 50 percentage of the respondents comes under the below 40 age category. It indicates that the company gives the preference to the young age people.

GENDER OF THE RESPONDENTS

S.NO	ATTRIBUTES	NO. OF RESPONDENTS	PERCENTAGE
1	Male	90	69
2	Female	40	31
	Total	130	100

Source: Primary data

The table 4.2 indicates that the gender of the respondents. Among the selected respondents most of the employees are Male.

MARITAL STATUS OF THE RESPONDENTS

S.NO	ATTRIBUTES	NO. OF RESPONDENTS	PERCENTAGE
1	Married	95	74
2	Unmarried	35	26
	Total	130	100

Source: Primary data

Among the selected respondents 74 percentage of the respondents were married. 26 percentage of the respondents were unmarried.

EDUCATIONAL QUALIFICATION OF THE RESPONDENTS

S.NO	ATTRIBUTES	NO. OF RESPONDENTS	%
1	Diploma	40	31
2	ITI	40	31
3	Professional	20	15
4	Graduate & PG	30	23
	Total	130	100

Source: Primary Data

From the above table it concluded that the company has 31 percentage of the respondents belongs to the category of Diploma and ITI. Rest of the employees belongs to the category of Professional and Graduate and Post graduate.

NATURE OF WORK OF THE RESPONDENTS

S.NO	ATTRIBUTES	NO. OF RESPONDENTS	%
1	Administration	29	22
2	Operation	40	30
3	Maintenance	40	30
4	Others	21	18
		130	100

Source: Primary data

From the above table it concluded that most of the 30 percentage of the respondents belongs to the category of operation and maintenance in the nature of work in both the cases. All other employees belong to the category of Administration and Others.

TRAINING PROGRAMS ATTENDED

S. No	Attributes	No. of Respondents	Percentage
1	Yes	110	84
2	No	20	16
	Total	130	100

Source: Primary data

Most of the respondents have attended the training program organised by the company. Most of the respondents have shown a positive aspect of this particular section as they have found the training was very effective and also have gained knowledge in implementing things in real time with respect to the current policies and the agenda of the company projects. A very few percentage of people have given a negative feedback on this as it was a fast track program according to them

AWARENESS OF PERFORMANCE APPRAISAL SYSTEM

S. No	Attributes	No. of Respondents	Percentage
1	Yes	111	85
2	No	19	15
	Total	130	100

Source: Primary data

A performance appraisal is a systematic and periodic process that assesses an individual employee's job performance and productivity in relation to certain pre-established criteria and organizational objectives. A very few people among the respondent have given a negative answer on the particular subject. Most of the people are very much aware of the appraisal system in the organization and are adhering to the system. Because, mostly HR will adhere to the common policy proposed by the organisation.

EXPECTATION BASED ON PERFORMANCE APPRAISAL

S. No	Attributes	No. of Respondents	Percentage
1	Promotion	47	36
2	Linkage with awards	14	11
3	Pay increase	41	31
4	Additional increments	28	22
	Total	130	100

Source: Primary data

Mostly performance appraisal is done for to know the performance of an each employee and based on that the company may provide extra benefit to the employee. The table 4.3 shows that most of the respondents expected promotion after performance appraisal. Employees expecting promotion and pay increase, who has more experience. This is because of increase in cost of living and some of the respondents expected additional increments and may few respondents cite the linkage with awards.

LEVEL OF SATISFACTION REGARDING DISCUSSION IN TRAINING

S. No	Attributes	No .of Respondents	Percentage
1	Highly satisfied	0	0
2	Satisfied	20	15
3	Neutral	100	77
4	Dissatisfied	10	8
5	Highly dissatisfied	0	0
	Total	130	100

Source: Primary data

Whole bunch of neutral feedback received on this section as there is no effective discussion in training facilities as per the employees. A very few people have given a satisfactory response as they might have facilitated few trainings. Dissatisfied is because of the lack of knowledge and lack of understanding of an employee lack of interest in attending training of their organization. Due to the lack of mutual understanding between the employer and employee makes dissatisfaction towards the training. This can be overcome by adding some additional classes and meetings, also have a group discussion. So that the employee can be conveyed their information with others what they don't know and vice versa.

LEVEL OF SATISFACTION TOWARDS CLARITY IN TRAINING

S. No	Attributes	No .of Respondents	Percentage
1	Highly satisfied	0	0
2	Satisfied	80	61
3	Neutral	30	23
4	Dissatisfied	20	16
5	Highly dissatisfied	0	0
	Total	130	100

Source: primary data

Most of the respondents completely satisfied with the clarity in training. Since they have been provided with proper information, time schedule, classes with proper equipments. Few dissatisfied with the items they provided with the attender who is not so clear in what he is about to convey. But few completely neutral with this since they have been totally discomfort with the attender. This can be overdone adding two or more attenders, so the information shared will be same and also attendee can clarity their doubts as well.



CANTEEN FACILITIES PROVIDED IN ORGANIZATION

S. No	Attributes	No .of respondents	Percentage
1	Yes	130	100
2	No	0	0
	Total	130	100

Source: Primary data

Every single person among the respondents gave us a highly satisfied feedback on the canteen facilities as it is facilitated with all kinds of cuisines and it is also available on demand to the employees. It saves time for an employee in order to go out and search a pantry to have their food, if the pantry avails inside office premises.

SELECTION

S. No	Attributes	No. of Respondents	Percentage
1	Through Online	14	11
2	Through direct interview	63	48
3	Group discussion	34	26
4	Others	19	15
	Total	130	100

Source: Primary data

Selecting employee is achieved by keeping couple of technical round. HR will be asking about the needs and salary breakups. Few interviews were conducted through online since there might be any urgency in pulling employee into an organization. But, many employees selected by the company through doing good speech in group discussion and can be considered by their boldness and the eloquence of the language.

SATISFACTION LEVEL TOWARDS PROMOTION

S. No	Attributes	No. of Respondents	Percentage
1	Highly Satisfied	14	11
2	Satisfied	63	49
3	Dissatisfied	49	38
4	Highly Dissatisfied	4	2
	Total	130	100

The recruitment and selection process sets out how to ensure, as far as possible, that the best people recruited on merit and that the recruitment process is free from bias and discrimination. 11% of promotion will be done if they perform good or bad as per concern policy. But 49% of satisfaction towards promotion done by comparing the previous financial period and what they have done for company development. Meanwhile, 38% completely dissatisfied with the organization they do rely on job that to be done on time, where there is no space for any implementation or any chance to grab new technologies. High dissatisfied is totally less since they don't perform well and they blame on organization by the way on punctuality, time management, treating colleagues etc.

SATISFACTION LEVEL REGARDING RECRUITMENT AND SELECTION

S. No	Attributes	No. of Respondents	Percentage
1	Highly satisfied	24	21
2	Satisfied	61	46
3	Neutral	40	30
4	Highly dissatisfied	5	3
5	Dissatisfied	0	0
	Total	130	100

People getting satisfied in recruiting by the procedure of how they technically and mentally good in handling stuffs. Hence, 21% of employee were highly satisfied with the recruitment. 61% of employee are just satisfied since they don't expect more as they too good in technically and able to solve all issues before the timestamp expires. 30% are like cat on the wall, they were unable to answer whether it is satisfied or dissatisfied. So, they are neutral in recruitment. Highly dissatisfaction is because of the not even clearing any of the rounds or not moving to next round during an interview. Fortunately, we have nil in dissatisfied.

LEVEL OF SATISFACTION IN COURSE MATERIAL

S. No	Attributes	No. of Respondents	Percentage
1	Highly satisfied	20	15
2	Satisfied	80	62
3	Neutral	30	23
4	Dissatisfied	0	0
	Total	130	100

Source: Primary data

Employee get their needs by raising a ticket in the concern on time, are completely satisfied. Few employee facing issue in getting on time, hence they are satisfied. But, neutral stratification is because of they don't get proper approval from top level management and the plenty of process to get this done. This is can be overdone by creating a online management ticketing tool, so that the employee can feed their needs and get approval from management. Dissatisfaction is because of they don't get what they need. Whatever, they raise to the top management. All gets rejected and they don't provide the necessity product from their own organization itself.

NATURE OF WORK

S. No	Attributes	No. of Respondents	Percentage
1	Administration	20	15
2	Operation	50	39
3	Maintenance	40	31
4	Others	20	15
	Total	130	100

Source: Primary data

Administrative work assisting a high level executive/administrator in planning, organizing, and implementing a program or function with agency-wide or state wide impact. Operation involves freeing the superior to focus on critical demands by performing a variety of administrative support functions under minimal direction. Maintenance can be achieved by furnishing,

housekeeping, properly allocating food, pantry facilities to an employee. But still few people confessed that the nature of an organization is by providing them nap room, laundry facilities, Mobile payment, cab facilities etc.

EXPERIENCE

S. No	Attributes	No. of Respondents	Percentage
I	Up to 5	70	54
II	6-10	20	15
III	11-15	25	20
IV	Above 15	15	11
	Total	130	100

Source: Primary data

Experience of an employee matters in an organization to built their concern to the next level. Recruiting up to 5years employee will be fresh in the technology, so that they can put up some ideas with management to bring the products technically especially newer. But recruiting employee having more than 10 years will always responsible in raising their organization in finance and administration level. Above 15 years is necessary for a start up concern, since they are new entry to the field. They need a correct way to build the organization.

LEVEL OF SATISFACTION WITH THE PERFORMANCE APPRAISAL

S. No	Attributes	No. of Respondents	Percentage
I	Highly Satisfied	60	46
II	Satisfied	40	30
III	dissatisfied	25	17
IV	Highly dissatisfied	5	7
	Total	130	100

Performance appraisal also referred to as a performance review, performance evaluation, development discussion, or employee appraisal is a method by which the job performance of an employee is documented and evaluated. Employees are highly satisfied when they are appraised with their performance and getting treated well for their hard work and time they put on developing technologies. 30% of employees are satisfied with their as usual hike in their pay scale where they don't get any added pay for their work. 17% of employee where dissatisfied since they don't get any appraisal for their hard work. And 7% of employee are completely dissatisfied as they not even considered in the appraisal meeting and don't even get any hike in their pay, which makes them dissatisfaction towards the company appraisal.

SUMMARY OF FINDINGS

1. The satisfactory level of employees towards the job is good.
2. The company has provided a good learning opportunity to be employees.
3. Welfare facilities are good.
4. Most of the respondents have attended the training program organized by the company. Most of the respondents have shown a positive aspect of this particular section as they have found the training was very effective and also have gained knowledge in implementing things in real time with respect to the current policies and the agenda of the company projects.

5. Most of the people are very much aware of the appraisal system in the organization and are adhering to the system.
6. Whole bunch of neutral feedback received on this section as there is no effective discussion in training facilities as per the employees.
7. Most of the respondents completely satisfied with the clarity in training. Since they have been provided with proper information, time schedule, classes with proper equipments

SUGGESTIONS

1. The company has an excellent organizational style, as it is a unique it is respected by majority of employees, hence the company may maintain the same with this organizational features for a good future.
2. The company may follow 360 degree feedback performance appraisal method for an instant increase in performance among employees.
3. Employees satisfied with the way training, hence company may take steps to provide training often which improves the employee's performance
4. As most of the employees prefer for monetary benefits, the company may take steps to provide more monetary benefits to the employees which literally improves their performance.
5. Appraisal is done only by rating of an employee. This should be done only by the performance of the employee in a financial year.

CONCLUSION

Human resources management practices (or review), which forms the basis of performance development is good in Selvaraj Tex company. It helps to a large extent to measure the performance of employees. Only one of five HRM practices, namely training was found to have both direct and indirect effect on all three dimensions of organizational innovation (product innovation, process innovation, and administrative innovation).The performance appraisal or performance review ratings are directly linked to rewards such as selection for interview, leading to promotion and bonus payment and also to salary levels. The recruitment is done by the technical aspect of an employees and development of the company towards the employee is encouraged by the management. Employees are able to generate new understandings and new ideas that will be useful for organizational innovation. Welfare facilities are good in company. The statistical results obtained in this study showed that HRM practices have a significant positive impact on organizational innovation. This result entailed that when organizations have higher implementation level of training, it will advances the growth of employees' required skills and their potential to learn.

BIBLIOGRAPHY

BOOKS AND JOURNALS

Amachree (1972) "Industrial Satisfactiion: A theoretical Approach" International Review of morden Socialogy, 2, pp.218-223.

Anuradha Pandugala and Narendar Pandugala. "Work life balance in Today's world", HRM Review, July 2011, PP.49-53.

- Bagul (1991) "RRBS at the cross road" Indian Banking Today and Tomorrow, Del., pp. 25-29.
- Bruce et al (1968) "Job satisfaction among independent Businessman: Correlative Study" sociology and social Research, 52 pp. 194-204.
- Centres R. and Bugental D.E. (1966) "Intrinsic and Extrinsic job motivations among different segments of working population", Journal of Applied psychology, vol.50, pp.193-197.
- Cooil B., Timothy L. and Kiersten M., The relationship of employees perceptions of organisationsl climate to business- unit out comes, Journal of Service Research, vol. 11(3), (2009) 277-294.
- Deepti Bhatnagar (1997) "Factors influencing attitudes of Bank employees towards computer" Indian Journal of Industrial Relations, vol.33, No.2, October, pp226-224.
- Dhakshana Moorthy (1996) HRD practives in RRBS: A case study of Anantha Grameena bank, Anantpur, IRPM.
- Form (1973) 'Auto workers and their machines: A study of work, Factory and job satisfaction of four countries," Social Forces, 52, pp. 1-15.
- Hackman and Lawler (1971) "Employee Reactions to job characteristics," Journal of applied psychology, 55, pp. 259-286.
- Hoppock. R (1935) 'Job satisfaction', Harper, New York.
- Jahan and Haque (1993) "Effects of organizational climate on job involvement, job satisfaction and personality of mid-level Managers," The Bangladesh journal of psychology, pp. 35-42.
- Mann.F.C and Williams L.K (1962) "some effects of changing work environment in the office", Journal of social issues vol.18 pp. 90-101.
- Mira Singh and Pestonjee (1990) "Job involvement. Sense of participation and job satisfaction," Indian Banking Today and Tomorrow, Del, pp. 25-29.
- Roynolds .L.G. and Shister .J.A. (1949) "A study of Job satisfaction and Labour mobility", Harper and Bros, New York.
- Sathye M., Privatization, Performance and Efficiency: A study of Indian banks, Vikalpa, vol. 30(1), (2005) 7-15.
- Shepard (1970)"Functional specialization, Alienation and job satisfaction" Industrial and Labour Relation Review, 23,pp. 207-219.
- Sonia and Jasmine, 2011 "Organisation commitment and JS: A study of employees in information technology Industry in Bangalore". Master Thesis, Chirst University, 2010.
- Watson.G (1939) "work satisfaction" in Hartman, G.W. and New comb, T.(ID) industrial conflict cardon co. ,New York cited by Sinha, A.K. ,(1988).
- Watson.G and Seidman (1941) "Dissatisfaction as work", Journal of social psychology.

Published by: *TRANS* Asian Research Journals**AJMR:****Asian Journal of
Multidimensional
Research**

(A Double Blind Refereed & Reviewed International Journal)



MAN AND WOMAN RELATIONSHIP IN THE SHORT STORIES OF ERNEST HEMINGWAY

Dr. K.P. Ruth*

*Osmania University College for Women (OUCW),
Hyderabad, Telangana, INDIA

ABSTRACT

Ernest Hemingway, a multifaceted personality was born on July 21, 1899 at Oak Park, a suburb of Chicago, Illinois. He lived a legendary life and produced profound literature. His life and works were interdependent. In fact, he turned his life experiences into a literature, which proved to be of great interest to readers.

INTRODUCTION

Ernest Hemingway, a multifaceted personality was born on July 21, 1899 at Oak Park, a suburb of Chicago, Illinois. He lived a legendary life and produced profound literature. His life and works were interdependent. In fact, he turned his life experiences into a literature, which proved to be of great interest to readers. His writing made him a literary giant of twentieth century America, and won him Pulitzer Prize for fiction in 1953 and the Nobel Prize for literature in 1954.

Oak Park was considered as the capital of the middle class people of the world and was dominated by the Puritan values of the Victorian age. His father Dr. Clarence Edmond was a man devoted to outdoor activities like hunting, fishing etc., besides practicing medicine. His mother, Grace, was a woman with great interest in opera and piano. The Hemingway family believed in traditional values of the Puritan age; was devoutly religious and tried to impose their convictions and conventions upon their six children; two sons and four daughters. Ernest was the second child in the family.

Ernest Hemingway married for four subsequent times. Before marriage, he had fallen in love with Agnes Von Kurowsky, an American Red Cross nurse who was elder to him by seven years. It was a cow and calf love. Ernest was disappointed when she turned down his offer of marriage. Ernest was disappointed when she turned down his offer of marriage. In September 1921, he met a young, rich, pianist; lady of St. Louis of Chicago named Hadley Richardson and married her. Ernest was very happy when Hadley accepted him and felt his love returned. Hadley too loved him very much but this could not last long. He divorced her when he was falling out of love with her.

Ernest Hemingway demanded the best in food, drink and comfort. His personal living expenses went up very high when he began making money from his bestselling novels. His second marriage developed serious strain. He fell in love with Martha Gallhorn, his companion in Spain, newspaper woman covering battlefield and a fiction writer. She had travelled widely as a foreign correspondent and had published excellent short stories. Ernest married her in 1940 after divorcing Pauline. This was his third marriage. Martha was an ambitious lady. Once Ernest fell ill and was hospitalized in Paris. He was attended upon by Mary Welsh, a beautiful lady who was also a newspaperwoman. She eventually becomes the fourth and the last wife of Ernest Hemingway, on March 14, 1946 as his marriage with Martha broke up in 1944. The fourth marriage lasted seventeenth years and ended with Ernest's death. Unlike the other three marriages this was his longest, happiest and most harmonious one.

Ernest Hemingway lived his life on his own terms and continued to write till death. He thought that a writer never retires from his writing. He always faced the question what is he working on now? He died on July 2, 1961 by shooting himself through head when he could not bear pain and suffering of illness, high blood pressure and psychological difficulties that became oppressive at his end of life and when things became rare to which he had lived and enjoyed. Thus, the colourful life of a great modernist writer in America came to the end.

Ernest Hemingway's writings are under scrutiny now from many angles. The feminists ask for judging his writings more carefully as they find his relations with women rather dubious. They want to consider Hemingway's work from the androgynous point of view. It is understood of him that he always advocated a masculine society. From 1921 to his death in 1961, he was consecutively married to four women without any significant pause between the marriages. He literary lived never without women in his life. From cradle to grave he did not free himself from the softening influence of woman.

For Whom the Bell Tolls is a most ambitious novel of Ernest Hemingway. It was published in 1940. The title of the novel was taken from Donne's Meditation No 17. The title suggests the inevitability of the human predicament from which there is no escape. It is a novel about the Spanish Civil War and the struggle for the Spanish people against fascism. Thus it can be considered as the novel of fate of a Republic and its people who are caught in the Civil War.

The fatal wound of the hero in For From the Bell Tolls, American named Jordan and the title of the novel, convey a pessimistic sense that for everyone death lurks around the corner; the funeral bell that tolls for others ma toll for you as well. "Philip Young points out that this novel deals with psychological and autobiographical aspects"⁹ Jordan, the hero of the novel is semi-autobiographical hero like a Nick Adams and Frederic Henry. He succeeds in the mission of blowing bridge to check the advancement of the fascists. He is fatally wounded and suffers stoically but does not leave the place of his position. He gives the message that if we win here we will win everywhere. The world is fine place and worth fighting for and I hate very much to leave. This remark is perhaps addressed to the cowardly act of suicide committed by Ernest Hemingway's father who could not face the situation in the family and who, finally succumbed to death.

Hemingway tries to convey that the physical wound may heal but not the psychic wound. The psychic wound remains painful. Lovemaking can heal the psychic wound. This proves true in the case of Maria, the heroine of the novel, who was raped by the fascist earlier. This has inflicted

upon her the psychic wound. This wound remains painful to her. However, intense lovemaking with Jordan gives her relief. The author has no intention to create room for erotic relationship. His sole purpose is expose the psychological wound and to suggest the cure. Maria is a typical woman in the modernist writings in both Europe and America. She is typical of the Hemingway woman who is a prototype of the modernist concept of man woman relationship. Unlike other novels, this novel was not welcomed in Russia because of the author's vague ideology. The Russians had expected something different. Jordan does not conform to the communist concept of class factors and works out his plans according to his own designs.

Across the River and into the Trees was published in September 1950 with great hopes of best selling but was a commercial failure. However, as the time passed, the novel was considered as classic and Hemingway was compared with Shakespeare. Later, the sale of the book improved.

Across the River and into the Trees is a symbolic study of a complex state of mind. The title of the novel is borrowed from the last words of General Stonewall Jackson who fought in the American Civil War. His last words were 'Let us cross the river and rest under the shade of trees'. The protagonist of the novel Richard Cantwell is a retired colonel. He goes to Venice for duck shooting where he falls in love with Renata, nineteen year old Italian countess. The name Renata was borrowed by Hemingway from Renata Borgetti whom Hemingway had met in 1923. She is idealized girl closer to Hawthorne heroines than to Catherine or Maria. Cantwell shares some of the qualities of Hemingway. He is strong, stoic and professional soldier. Like Hemingway he was wounded, carried the scar and could not forget the past. The colonel feels himself an old man and calls Renata his daughter. Hemingway too had begun calling himself 'Papa' when he found himself old after his father's death and to Andriana Ivancich daughter. But Renata is not Andriana Ivanrich. Colonel Cantwell appears as war-scared, embittered professional soldier against the backdrop of love and death. Renata appears to be animated doll having no demands or expectations of her own. Colonel Cantwell doll having no demands or expectations of her own. Colonel Cantwell to take more interest in activities other than war. He loves to his young beloved and takes to drinks.

Hemingway's acclaimed novel *The Old Man and the sea* appeared in 1952. Russia too received it well and with enthusiasm. Vladislav Droby Shevski considered it a tragedy of a poor fisherman in the capitalist world in which he will not submit to the dollar and will not lower his head before the cannon's mouth. While in Cuba in April 1932, Hemingway had discovered the art of fishing under the guidance of Carlos Gutierrez who was later named as Santiago, as the protagonist of the novel. The novel depicts Santiago as poor, unlucky, old, Cuban fisherman. After getting nothing for 84 days he on eighty-fourth day catches a big Marlin only to lose it to voracious sharks. He struggles single-handedly against the sharks but succeeds only in bringing in skeleton of the fish leftover. During the struggle he fights, prays, invokes the courage of his youth. Though he loses in the end he does not consider himself 'defeated'. Hemingway conveys through Santiago that that 'a man can be destroyed but not defeated'.

The novel is considered as a masterpiece of modern American writings. Hemingway elevated a simple fisherman to the rank of a hero. The struggle of Santiago draws considerably the appreciation and sympathy of readers for his valour, courage, persistent struggle and humility. The loneliness, hunger, sleep, tiresomeness, lack of effective weapons etc. Cannot extinguish his courage. He prays God not because he is weak and invokes support but as a man he pleads his

cause with dignity. The old man maintains tranquil and placid state of mind throughout his struggle.

The novel symbolizes many things to many people. Hemingway has conveyed a plurality of meanings to the human society. According to him it is a struggle of the whole humanity against the cruel forces of the world. It is a struggle of an artist against his unsympathetic critics and reviewers. Santiago with wounded hands in the struggle brings himself close to Jesus Christ. The old man in the struggle remembers Manolo, his fishing companion who is a young boy, Manolo is to Santiago what youth is to age; pupil to the teacher and son to the father. Hemingway gives the message to the human society that even though there is uneven might and devastation of machine man can assert himself, can refuse to be beaten and defeated. The world is exclusively of man. This novel won him Pulitzer Prize for fiction in 1953 and also Nobel Prize for literature in 1954.

Island in the Stream was published posthumously in 1970 by his wife Mary Hemingway with the help of his publishers Philip Young and Charles Scribner. Originally, it was titled as The Island and the stream and was written ten years before his death. Mary Hemingway made some modification in the original script of the book before its final publication. The novel deals with the life of an American painter named Thomas Hudson and his family. He has Hemingway's resemblance in personality. Both Hudson and Hemingway have common features; both are artists, sensitive and have problem with their marriages; they divorce their wives, their sons die. Hemingway's two sons Patric and Gregory die in car accident in 1947. This is obvious in this novel in the death of Andrew and David, the two sons of Hudson, in automobile accident. Hudson's third son is killed by Nazi anti-aircraft gun. These three sons had come to Hudson to fill the void in the life of their father during holidays. Hudson lives on the boat-the only house he has on the backdrop of the vast ocean. It was his petrol boat called 'Q Boat' and is based on Hemingway's experiences on the boat 'Pilar' in 1942. Hudson dies finally in the chase of a Nazi sub-marine. In fact, Hudson is surrounded by death all the times. The large looming presence of death is the Hemingway's own environment which is common to most of his novels.

The dominant image in the novel is that of Infinite Ocean. The Gulf Stream is connected with the universe, the infinite cosmos, which manifest creation and the principle of life in it. Set in the background of sea is the house of Thomas Hudson, the image of temporary shelter for rest and peace. Certain inscrutability is associated with the sea; it permits a happy and exciting occasion for under water fishing and then sends sharks to destroy the joy bringing imminent fear of death. Nature is always cooperative to the design of man. Nature and sea is the cradle and the grave of man there is no escape from them. But unmindful of the consequences, Hemingway has great faith in man's power of tolerance and bravery in the face of odds of life. Most of his characters, as Hudson in this novel, project Hemingway's faith in man's tendency and endurance.

The Garden of Eden was posthumously published by a talented editor Tom Jenks in readable form in 1986, twenty five years after the author's death. Reviewers say that the Hemingway writings continue to influence present writers. The novel focuses on disintegrated marriage and the crisis in the personal life and career of a successful young writer, David, one of the most sophisticated heroes of Hemingway's fiction. He is World War –I veteran and the acclaimed author. His wife Catherine is also a writer. Their mutual devotion to and delight in each other at first seem complete and idealistic. This was indeed the Garden of Eden in Biblical terms. David is obviously Hemingway's autobiographical hero. But soon enough this garden of Eden reveals

the presence of snake. Catherine transforms herself physically and psychologically. She cuts her hair short like a boy's and begins playing teasing games that hints exchanging sexual identities. She initiates a friendship with David, an attractive young woman, Marita, and entices David into an amorous sharing of their lives. Troubled and guilty, David retreats into writing of a long story about elephant hunting in Africa relying on his childhood memories of elephant hunting with his father in Africa.

Catherine's jealousy of David's work precipitates a crisis. The situation develops somewhat similar to the time Hemingway and his consequences. Hemingway has great faith in man's power of tolerance and bravery in the face of odds of life. Most of his characters, as Hudson in this novel, project Hemingway's faith in man's tendency and endurance.

The Garden of Eden was posthumously published by a talented editor Tom Jenks in readable form in 1986, twenty-five years after the author's death. Reviewers say that the Hemingway writings continue to influence present writers. The novel focuses on disintegrated marriage and the crisis in the personal life and career of a successful young writer, David, one of the most sophisticated heroes of Hemingway fictions. He is World War I veteran and the acclaimed author. His wife Catherine is also a writer. Their mutual devotion to and delight in each other at first seem complete and idealistic. This was indeed the Garden of Eden reveals the presence of snake. Catherine transforms herself physically and psychologically. She cuts her hair short like a boy's and begins playing teasing games that hints exchanging sexual identities. She initiates a friendship with David, an attractive young woman, Marita, and entices David into an amorous sharing of their lives. Troubled and guilty, David retreats into writing of a long story about elephant hunting in Africa relying on his childhood memories of elephant hunting with his father in Africa.

Catherine's jealousy of David's work precipitates a crisis. The situation develops somewhat similar to the time Hemingway and his first wife Hadley spent a summer living with Pauline Catherine is a spoiler shoes taste is a forbidden fruit, who threatens the private Eden of David's art. David and Catherine Bourne spent much time in drinking. David was aware of the potential damage alcohol does to a writer but he is tender and vulnerable and is unable to avoid the situation.

The story is a sort of a ritual adolescent tale of imitation into the ferocity of the grown up and echoes disillusionment and betrayal. Hemingway's heartfelt sense of women as a source of evil enforces and energizes the allegory. Catherine is transformed from sexually docile Eve into caustic and destructive bitch. Hemingway has depicted her as an evil for the failure of spouses. The story had contemporary relevance adding up to the Feminist debate on man-woman relationship.

In the course of the novel Catherine realizes her inadequacy of the employment of language and cannot write. She blames that literature is male controlled. She therefore turns to alternative medium of expression her own body creates text, not with language but with her body, insisting on a transsexual relationship with her husband. She expects David to act as a scribe i.e. she wants to transfer to paper or to translate into language the story that she wants to create. She provides the plot by living it moment by moment. She herself cannot write and develops a belief that phallogocentric control of letters produced similar effects on the female writer. She also believes

that the female libido and not the written word best express reality. David calls her Devil for her seemingly unacceptable attitude.

Thus, Catherine rebels actively. She bleaches her hair, entices David to change his coiffure, engage in transsexual and bisexual relations. She desires both self respect and sexual satisfaction from communicating with her body visits local cafe and tells David that “stupid people will think it’s strange”. She expects complete sexual gratification or *jouissance*. She speaks libidinal language. However, with all this she never feels she had full access to or command over traditional phallogocentric and gets frustration.

Patriarchal control of literature has profoundly crippled female psyche. Highly creative women suffer from mental disease or diseases like agoraphobia, anorexia and claustrophobia. Garden of Eden reflects anxiety of authorship felt by women and radical fear that she can never become a “Precursor” and that the act of writing will isolate or destroy her. They develop a belief that if they do not behave like angels, they must be monsters. David rejects what Catherine wants him to do. He insists that Catherine should play the role of domesticity, passive, and submissive wife. David creates the inevitable opposition between the two. The novel also offers contrast between Catherine and Martin’s attitude towards money. Women have unrestricted and unlimited tendency towards spending, dispense gifts freely, fearing no loss or embarrasses. Marita practices this sort of female economy. Catherine follows this and wants to support David financially. David manifests signifies power and sexual control. He equates Catherine’s financial support with loss of psychosexual dominance and tries to be free of such debt.

As a result she openly and vehemently criticizes not only David’s character but his writing ability as well. Finally she divorced herself from the bond of her relationship with David and Marita and destroys David’s manuscripts in a final effort to ensure work on her own narrative. She leaves Paris for the illustration and publication of her book. She defies social and sexual taboos and initiates new parameters for relationships.

Thus, Catherine symbolizes larger potential, which will result from woman’s liberation. Catherine’s firm belief that her libido will produce far more radical effects of political and personal change, that some might like to think about a mutation in human relations, in all praxis. This thinking will substantial after social, potential and sexual codes. Hemingway provides human society to see beyond restrictive binaries i.e. male-female, homosexuality, heterosexuality, passive active and wants to enrich an understanding between man and man.

Hemingway is a true representative of his time in a sense that his novels offer a graphic account of the outer realities. He writes mainly about war, which was haunting reality during the early decades of 20th century. He also is concerned as a novelist with the sufferings men and women experienced during the war times. The war has created an independent chapter in the history of British poetry; in America. It produced a writer like Hemingway who single handed demonstrated the futility and destructiveness of war. He is an artist who could see the intricacies of human relations in hard times and projected them through his hard work. These intricacies of the human relations offered him enormous scope to explore the human personality placed against the hostile circumstances created by the war. Thus, Hemingway’s artistic vision encompasses within itself a total man who struggles with the outer odds, one who celebrates the victorious moments, does not give in easily to hostile circumstances, and then accepts his final defeat in recognition of his inability and helplessness before the omnipotent outer universe.

Hemingway has presented a fiction that could communicate the experiences with new meanings. His novels are for the redemption of modern man who is trapped in material values and suffers from Nada: the state of nothingness. In fact, Hemingway was searching for the happiness of common man in the public life and in the life of an individual. Public life includes duties and responsibilities, which make a man's life meaningful. But to his utter dismay in both the public lives as well as in private life Hemingway observed that there is no happiness because man has become too self-centered and materialistic. The only solution in this predicament he observes is to survive. He observes that this world of ours is the irrelevant world. Survival in this irrelevant world is to have a sense of detachment and love life in maximum possible way. Whatever the time span available to life one must enjoy. Sometimes the life lies in the service of society and community and some times in the individual self. He has also expressed political views through his novels. However, he has no commitment to any particular political view or ideology. Sometimes, he favours communism sometimes he criticizes it. He did not always favour capitalism but his love for democracy is explicit through his work, with all his writings Hemingway seems to have concluded that the rich people make war and the innocent common people suffer. Common man therefore must build up courage to fight for his survival and not to get frustrated. Even though man has no control over his destinations as it is controlled by certain determining forces he must fight against them even though to be defeated in the end. Hence, Hemingway's chief concern is to guard mankind against the evil factors, which surround him. He tries to eliminate those factors, which spoil man's endeavour for the dignity of life.

Ranging from accidental and individual suffering, Hemingway portrays the suffering of the collective mass, which is national and also international. He has depicted suffering of First World War in *A Farewell to Arms*, suffering of Spanish Civil War in *For Whom the Bell Tolls*, the suffering of the Second World War in *Across the River and into the Trees*, and in *The Island in the Stream*. Hemingway's fiction contains a large variety of human suffering-physical as well as psychological, both individual as well as collective. Suffering is depicted in various manifestations and they occur in the human context and also in the context of non-human beings.

Though Hemingway deals largely with war, his quest for peace continues. He hates violence. To him war is stupidity and misuse of the government machinery and power. Although war appears as a major theme in his writings Hemingway experiences his special sympathy for those who are the victims of war. For him war is not a solution to the political or social problems. The present nuclear race is suicidal because with nuclear weapon war neither can be won nor lost. It is therefore necessary to avoid wars. Hemingway's novels are therefore relevant to the modern time, particularly to the developing countries and to the developing societies like India. The recent Indian nuclear explosion in which India takes pride will aggravate the suffering of Indian people rather than act as the security and protection.

Hemingway has seen the suffering from very close quarters. His personal life was of suffering. He could also see the suffering of the people of underworld closely, when he worked on the road hopping freight, washing dishes in cheap cafes, working on docks and boxing for living.

America of 20's was abruptly thrown into the whirlpool of perils and in crisis, which was followed, by the great economic depression and Spanish Civil War. They brought to America the untold suffering of innumerable types. Hemingway's novels depict these sufferings realistically. These sufferings are sometimes physical, which may be accidental. They also are psychological sufferings like fear, anguish, anxiety, angst- nada of man about his position in alien and

indifferent universe. Hemingway reveals the physical suffering of people like prize fighter, bull fighter, gambler, peasant and priest. These are the simple set of people who suffer bravely till the last, though they hate the cause of their suffering. There is another set of people who are subjected to suffering, namely the people who have the capacity to sustain, to make serious commitment in life and to the values. Such people have the capacity to stand up to face the alien universe. Their commitment carries them through the suffering.

Hemingway has depicted in his writing the plight of individual in a world dominated by violence human or technological. He also reveals the emotional strain and suffering his characters undergo. The psychologically wounded man may recover partially but a man suffered from the emotional shock stands no chance of recovery. Man can be emotionally hurt anywhere, anytime, at any stage in life. There is no solution for the recovery of such man except suicide. This emotional suffering is very well exposed in the short story, *The Clean Well Lighted Place*, which depicts the trauma of war and its devastating effects on the human psyche.

Hemingway's failure in love for Nurse Agnes produced deep impact on his life. It obviously devastated his personal life. Agnes' rejection shocked him so much that he had to make his rethinking of the role of woman in a man's life. This bitter experience remained at his subconscious mind and formulated his ideals. His comment in this regard is noteworthy:

Any man who allowed he to suffer from woman had a disease as incurable as cancer...Perhaps a man ought to shoot any woman he planned to leave even if it got him hanged. A less drastic solution would be to 'get so' that no one could hurt you. But by that time as a rule, you were dead.

Hemingway is generally accused of vulgar and obscene themes. But this is not correct. In fact, he was searching for the way out of the social evil the American society was suffering from after the World War I. His novels are evidence of this. Hemingway has produced novels that are fictional sagas of timeless predicament of human sufferings. These novels are true of all societies and of all countries. He has depicted the crisis of human existence in all the ages and generations. Hemingway does not want that man should remain passive to all his sufferings. He wants man to be morally responsible in the situation when God himself was said to be dead. He wants man to be morally more responsible when institutionalized religion is crumbled down and when there is no fear of hell or heaven or social censure. One should not be caught in moral lapses of his own.

The Sun Also Rises, is the first novel in the sequel to the disappointment and disillusionment with which *A Farewell to Arms*, ends. It depicts the phase of the last generation in which Jake Barnes, the alter ego of Hemingway and the protagonist in the novel, carries the scar that symbolizes his crippled spirituality and seeks compensatory sensation in fishing and bull fighting in Spain. In this novel Paris and Spain appear as symbolic counterpoints between which the nights and days are patterned in a sequence to emphasize the moods of gloom and pleasure.

Old Man and the Sea, shows the spiritual struggle of man to assert his right to live in the world as a man with dignity and not to compromise with life. It also shows that one should not accept defeat under any circumstance. Thus, Hemingway attached more importance to the efforts and the labour than to the ultimate result. Santiago's contribution with the giant fish Marlin and with the sharks shows that Hemingway has deep engrossment in his supreme efforts who never

accepts his defeat even though finally he gets only the skeleton of the big fish. *Island in the Stream*, reflects the tolling of knell of Hemingway's physical existence. It reflects his sense of total disintegration and irresponsible attitude towards death wish, which was published a year before the publication of *A Farewell to Arms*, projects later phase of Hemingway's experience and shows his concern with the aftermath of the war. This novel is Hemingway's experience regarding his active involvement in the war. His final surrender to death wish is expression to in the *Island in the Stream*. Hemingway was not acquainted with Nihilism when First World War broke out. He had not yet abandoned all his illusion, values and aspirations which were associated with the words like honour, sacrifice, glory etc. They needed to be tested on the crucible of experience to find their validity for him. War and love offered him appropriate answer for testing out their validity. Hemingway tested them in *A Farewell to Arms*, through his protagonist Frederic Henry, who is placed in the arena of war. The results are horrible. He is now disillusioned and frustrated with the so-called glories of the world. Only death and destruction emerge as the only bidding reality against which all ideas and aspirations sound hollow. Love turns out to be illusive diversion. This illusion is vividly depicted in *The Sun Also Rises*, which portrays human despair and disillusionment. It also shows how in the context of war man develops the sense of futility of human endeavour. In the metaphysical vision this novel seems to have projected man as pitted against some invisible forces beyond his control. When individual goes through the possible course of life he realizes the futility of his endeavour against the cosmic forces, which rule the universe without any respect for human endeavour or human aspirations and human ideals. If one takes challenge and ventures to against these forces he has to pay the price for it. Catherine Barkley and Frederic Henry in *A Farewell to Arms*, accepted the challenge and paid the heavy price, Catherine dies in childbirth and for Frederic it is spiritual death.

Hemingway's fictional world offers a situation which goes beyond the Shakespearean vision of love in *The Sun Also Rises*. Love between man and woman exists even though they are incapable of deriving sexual pleasures out of the union. In this manner, Hemingway's artistic vision offers an amazing picture of man woman relationship where physical attraction is but initial factor. It is love for the suffering humanity. This love develops through continuous struggle, which can be described as labour. Love and Labour thus are invaluable aspects of the Hemingway fiction.

NOTES AND REFERENCES

1. Narayan Sharma, Ernest Hemingway: A Critical Study of His Novels with special reference to his Treatment of Love, Meerut University, Meerut, October 1974, 178.
2. John Killinger, Hemingway and the dead Gods: A Study in Existentialism, University of Kentucky Press, 1960, 18.
3. E.H. Rudat Wolfgang, A Rotten Way to be Wounded: The Tragicomedy of *The Sun Also Rises*, Peter Lang Publishing INC., NY, 1990, 145.
4. From the speech by Anders Osterling, Permanent secretary of the Swedish Academy, at the Presentation Ceremony of the Nobel Prize in 1954, quoted from American Centre Bulletin, Mumbai, 1999.
5. Sulabha Pagey, Ernest Hemingway: An Introduction of the Themes of His Novels, Vikram University, Ujjain, April 1974.

Published by: *TRANS* Asian Research Journals**AJMR:****Asian Journal of
Multidimensional
Research**

(A Double Blind Refereed & Reviewed International Journal)



ROLE OF WOMEN IN PANCHAYATI RAJ INSTITUTION

Dr. Shamsheer Singh Malik*

*Associate Professor & HOD,
Deptt. of Public Administration,
C.R.K. (PG) College, Jind (Hry), INDIA

ABSTRACT

Empowerment of women is essentially the process of upliftment of economic, social and political status of women, the traditionally underprivileged ones, in the society. It involves the building up of a society wherein in women can breathe without the fear of oppression, exploitation, apprehension, discrimination and the general feeling of persecution which goes with being a woman in a traditionally male dominated structure. One major therapy prescribed by woman empowerment advocates is empowering women through legislation for ensuring participation in political decision making. Such an approach provides the women with a constitutional platform to stand up to men, to raise their voice on issues concerning women oppression, subjugation and related issues and thus in effect, providing them with an identity in an orthodox male dominated socio-political set up, in addition to providing a much needed forum to seek redressal of problems directly affecting them : the true essence of empowerment. The present paper attempts to look into the dynamism of the process whereby women empowerment is achieved (?) through legislation or women participation in the Panchayat Raj Institution. The study is based on primary evidence collected from Women Pradhans in various blocks of Allahabad District (as per 2005 elections) and attempts to analyze WHETHER political participation of women DOES IN FACT translate into concrete women empowerment : a state where women are able to carve a niche for themselves in the traditional male bastion and successfully find a forum for effective redressal of women\ gender related issues or whether increased political participation of women (more than 50%, as in case of Allahabad District), is but an eyewash, an essential dexterous jugglery of numbers with no female empowerment ramifications whatsoever.

KEYWORDS: *Empowerment, ramifications, apprehension, discrimination*

INTRODUCTION

The study largely reveals that increased political participation of women in village panchayats (in Allahabad District), does not have a significant bearing on women empowerment for by and large elected women representatives lack audible forums and fail in seeking redressal to women specific issues even as they are primarily (mostly), dummy surrogates subservient to the still vociferously dominant male class. Of late there has been an increasing consciousness regarding the status of women which is amply reflected in global debates over the issue of women empowerment : the unequivocal nucleus for all forums seeking to lift the traditional veil and impart a more meaningful existence to woman : the inseparable companion, the ever caring mother, the doting wife, who has since times immemorial been relegated to the background.

Empowerment of women is essentially the process of upliftment of economic, social and political status of women, the traditionally underprivileged ones, in the society . It is the process of guarding them against all forms of violence. Kofi Annan takes violence against women as the most shameful of human rights violation. To him ,” violence against women takes various forms such as : domestic violence, rape, trafficking in women , forced prostitution and violence in armed conflict (such as murder, systematic rape, sexual slavery and forced pregnancy) and honour killings, dowry related violence, female infanticide and parental sex selection in favour of male babies, female genital mutilation and other harmful practises and traditions “ (www.un.org/women watch) . Women empowerment involves the building up of a society, a political environment, wherein women can breathe without the fear of oppression, exploitation, apprehension, discrimination and the general feeling of persecution which goes with being a woman in a traditionally male dominated structure. Deepa Narayan in in her edited book ‘Measuring Empowerment’ (www.oup.com) takes “ Empowerment as the expansion of assets and capabilities of poor people to participate in, negotiate with, influence control and hold accountable institutions that affect their lives “

Gender inequalities in economic life also become a causal factor in the chronic poverty of all household members, not just of women, in poor households and the intergenerational reproduction of poverty. Norms about child marriage of girls, gender biases against girls education, women’s limited mobility, women’s lack of control over fertility decisions, gender gaps in wages and employment, all contribute to difficulties of escaping poverty intergenerationally through vicious cycles between poverty and gender inequalities.

Placing greater emphasis upon gender discrimination, Human Development Report (1997) , prepared by the UNDP maintains that the degree of gender discrimination does in fact have a significantly negative bearing upon the extent of human poverty. The report goes on to calculate the gender development index (GDI) based upon (a) female life expectancy (b) female adult literacy and gross enrolment ratio and (c) female per capita income. The report argued that across countries there are systematic relationships between gender inequality, as measured by the GDI and the general level of human poverty as measured by the Human Poverty Index (HPI) . “ Gender inequality is strongly associated with human poverty. The four countries ranking lowest in the GDI — Sierra Leone, Niger, Burkina Faso and Mali — also rank lowest in the human poverty index (HPI). Similarly of the four developing countries ranking highest in the HPI, three — Costa Rica, Singapore and Trinidad and Tobago — also rank among the highest in the GDI “ (UNDP 1997, page 39) the report also finds that HPI is corelated to Gender Empowerment

Measure (GEM) , an index that measures the extent of gender inequality in political and economic participation and decision-making.

“The three countries with the worst GEM ranks — Mauritania (94) , Togo (93) , and Pakistan (92) — also have very high HPI values : 47% for Mauritania and Pakistan and 39% for Togo. But among the countries with higher GEM rankings — such as Trinidad and Tobago (17) , Cuba (23) and Costa Rica (26) — are some of those with lowest HPI values. For Trinidad and Tobago the HPI is 4%, for Cuba 5% and for Costa Rica 7% . Thus in these six countries there is a strong association between the extent of human poverty and opportunities for women “ (UNDP, 1997, page 42)

Though the views expressed in the report at best hint at correlation rather than establishing a conclusive cause effect linkage, a subsequent study (June and Figart , 1997) using US data revealed that policies aimed at reducing gender gaps arising out of gender discrimination ended up reducing poverty of not only African — American households but also of European — American households. “Gender-based inequalities in education, health and nutrition, Labour and other markets are likely to increase the over all level of poverty “ (Nilufer Cagaty, Gender and Poverty , UNDP, May 1998) . This suggests that women’s empowerment and gender equality, although important in and of themselves are also poverty issues. Dr. Noeleen Heyzer, executive director UNIFEM (United Nations development fund for women) delivering the keynote address at the regional conference on development effectiveness through gender mainstreaming strongly observed “ The costs of gender inequality are far too high to ignore. By not addressing gender inequality we are regenerating poverty. The fact is, for poverty reduction promoting the empowerment of women is critical “ . This recognition of the crucial link between gender discrimination and poverty thus lent further credence to the belief that discrimination against women was an undesirable evil which therefore called for radically strong ameliorative measures.

Broadly there may be two ways for bringing about gender equality and women empowerment — a) through inducting women in the mainstream of development and assuring their access to productive assets and (b) through legislation for ensuring them equal social and political status and assuring their participation in political decisionmaking and thus providing them a platform for venting their grievances , integrating their issues into the mainstream of the decisionmaking process and fighting for the cause of female community in general and of the poor and oppressed women in the society in particular. However in both the strategies providing education is the crucial link which holds the key.

The best way of empowerment is perhaps through inducting women in the mainstream of development. Women empowerment will be real and effective only when they are endowed income and property so that they may stand on their feet and build up their identity in the society. Development warrants the eradication of the feeling of dominance and dependance of whosoever is associated with inferior economic status. Professor Amartya Sen taking a much wider view of development talks of development as the process of expansion of entitlement — ie. Giving life sustenance and self esteem — and capabilities : giving freedom. (Sen, A. Poverty and Famines: an essay in entitlement and deprivation , 1984) . Development improves quality of life through the process of expansion, ensures freedom from hunger, exploitation, discrimination and oppression and also infuses a sense of self belief and provides the strength to stand up against violence. “ Development effectiveness is an act of transformation to end

violence, poverty and discrimination “ (Noeleen Heyzer op.cit) . Economic independence is the basic premise behind empowerment through development. While women’s participation in the development process provides them employment opportunity and the opportunity to get out of the clutches of poverty, malnutrition, illiteracy etc, economic independence imbibes confidence and the strength to stand up and think about their future. Employment generating schemes in rural areas providing preferential treatment to poor women workers may prove to be a good move in this direction, but it needs a definite preconceived development strategy and pattern . Growth itself does not guarantee gender equality and women empowerment. The present mode of production based on the market system has no inbuilt system of minimising gender disparity, rather it thrives on opportunities created by gender relations for power and profit . (Cornell , R.W. — Gender and Power , 1987). Development strategy for empowerment will mainly be concerned with employment and asset generation coupled with skill oriented education and vocational training. A preconceived development strategy studded with emphasis on employment, education, health, nutrition, sanitation etc, critical elements that contribute to the quality of human life, more so in the rural sector, may prove to be effective in the long run to raise the status of women but in men dominated societies with social and political institutions biased in favour of gender discrimination, may not prove to be effective enough to take them out of the downward gravitational pull. Economic empowerment can be a handy tool in as much as enabling a woman to lead a graceful existence in her family and society but may not prove too potent a weapon in the larger more grim battle against social, political and even economic oppression, which warrants collective strength. In a democratic setup collective strength emanates from political participation.

It requires some legislative compulsions for mending the working of political and social institutions, which if left to themselves are unlikely to change in favour of women. It thus calls for, essentially, an active participation of women in the decisionmaking process. Empowerment of women through legislation then provides the women with a constitutional platform to stand up to men, to raise their voice on issues concerning women oppression, subjugation and related issues and thus in effect, providing them with an identity in an orthodox male dominated sociopolitical setup, in addition to providing a much needed forum to seek redressal of problems directly affecting them: the true essence of empowerment. In a decentralised federal structure, with growing emphasis on the implementation of various employment and income generating schemes, participation of women in the decision making process at the Panchayat Raj institution level becomes imperative if they are to seek any meaningfully significant gains for themselves.

This paper attempts to analyze the effectiveness of legislative weapon for empowerment of women and highlight the issues and challenges their in. It tries to analyze the effectiveness of women’s participation in the political process, largely to be judged on the basis of their political awareness, their capability of decision making in a male dominated society, their consciousness about various issues concerned with women viz. providing education to girls, health , nutrition, fighting against dowry, oppression, rape, molestation etc. It looks into the dynamism of the process whereby women empowerment is achieved (?) through legislation or women participation in the Panchayat Raj institution and seeks to analyze whether political participation of women does in fact translate into concrete women empowerment : a state where women are able to carve a niche for themselves in the traditional male bastion and successfully find a forum for effective redressal of women /gender related issues or whether increased political participation of women (more than 50 % , as in case of Allahabad district) , is but an eyewash ,

an essential dexterous jugglery of numbers with no female empowerment ramifications whatsoever.

Various studies of this nature have been carried out from time to time viz Women in Panchayat Raj : grassroot democracy in India , experiences from Malgudi , Purnima and Vinod Vyasulu (1999), Women's political participation : issues and challenges, (2005) Farzana Bari , Baseline report — women and political participation in India (Shanta Mohan et all) , Ruma Banerjee's study ' Women in Panchayat Raj : a study in West Bengal ' (1995) , ' The anatomy of Gram Panchayat's : a study of Dharwal district (2000) Jayasimha K , et al , and though they continue to be inspirational landmarks , UP and Bihar still classify as virgin territory for to the best of my knowledge not many meaningful ventures along similar lines have been carried out in these states and considering the pathetically glaring gender divide coupled with innumerable gross instances of women rights violation of all kinds and intensities in these states , the need for the present study becomes even more marked.

The Constitution of India is based on the principles of equality. It prohibits discrimination on the basis of religion, race, caste, sex and place of birth. It envisages political equality for men and women but no concrete step was taken by the government before 1993. The committee on the Status of women in India (1974) observed that the rights guaranteed by the Constitution have helped to build an illusion of equality and power which is frequently used as an argument to resist protective and accelerative measures to enable women to achieve their just and equal position in the society. It was only in 1994 that the government of India acknowledging the recommendations of the committee for the status of women report (1974) , noting the low participation of women in politics , eyeing the effective implementation of developmental and poverty alleviation schemes from the grassroot level and also drawing inspiration from the experience of Karnataka (which provided reservation for women in the three tier Panchayat Raj system in 1983) brought 73rd Constitutional Amendment act in the year 1999 introducing not less than 33 per cent reservation for women in the panchayat Raj institutions in rural areas. Undoubtedly it is a landmark legislative step in the direction of empowerment of women. With the passing of 73rd and 74th Constitutional Amendment Indian federal system has become a three tier federal structure : the union government at the apex and local self-governments — Nagar nigam (urban) and panchayats (rural) at the lowest strata with the States crucially placed at the middle. It is acknowledged that the local self-government is an effective method of governing as well as designing and implementing the developmental schemes at the grassroot level. We are here concerned with local self-government in the rural areas popularly known as Panchayat Raj institutions and these effectively come under the control of state governments. In the rural areas too a three tier structure has been adopted

(1) Gram panchayat consisting of a village or a group of villages having a population of not less than 5000 and not more than 7000 or the geographical distance of an area within a radius of five kilometres from the centre.

(2) Block (Taluk) panchayat for every block.

(3) zilla panchayat for every district.

With the 73rd Amendment the reservation system has been put into practice. It provides for one third of total Constituencies to be reserved for women. Because of the adoption of the policy of rotation, reserved constituencies differ each election which implies that a constituency which is a

reserve constituency this year may very well be a general constituency in the next term . The elected representatives continue to hold office for a period of five years.

With the introduction of reservation or quota system in the Panchayat Raj institutions a great beginning has been made in the direction of legislative empowerment of women and it is hoped that along with women's empowerment through collective voicing and participation in the development stream , it should go a long way in the real empowerment of women. But the critical question is as to how far this step has been really effective in involving women in the decision making process and raising the issues related with women community and getting them integrated with the mainstream of decision making ? Has it really worked in solving the basic issues and problems faced by women in the society ? The present study is mainly concerned with the analysis of these issues. The study is based on the survey of 20 development blocks of Allahabad district (Uttar Pradesh) consisting of 710 women gram pradhans out of 1408 total gram pradhans, a little more than 50 per cent as per the 2005 elections.

The primary objectives of the study are

- (1) To examine the fact as to whether inadequate representation and participation of women in the Panchayat Raj institution is one of the major factors that has contributed to the low status of women in the rural areas.
- (2) To examine as to how far the participation of women has been successful in integrating the issues concerned with the women community in the mainstream of decision making.
- (3) To substantiate the existence of disparity and disadvantages faced by women in their participation in the Panchayat Raj institutions
- (4) To identify the causes and obstacles that infringe the participation of women in the Panchayat Raj institutions.
- (5) To examine the complementarity of the legislative measures and developmental measures in raising the status of women.
- (6) To examine as to how far the participation of women in the political process has made a dent in the grim issues and challenges before women.

For the purpose of the study we have selected 2 development blocks — Shankargarh and Handia of Allahabad district which consists of 20 development blocks. Handiya block of Allahabad district is supposed to be one of the most developed blocks where literacy ratio and per capita income are higher than Shankargarh block which is essentially a backward block. In order to collect the responses I have prepared a questionnaire consisting of 60 questions covering various issues and challenges before the newly elected women gram pradhans with a standing of more than one year . (The present study which is covering only 2 blocks out of 20 blocks of the Allahabad district is part of a major project that I am working upon). In the study secondary data have also been used which has been collected from the district planning office. In the 20 blocks of Allahabad district there are 710 women gram pradhans belonging to different categories. (Table 1 — Elected gram pradhans of Allahabad district). In the Handia block there are 34 women gram pradhans out of 69 total gram pradhans, while there are 312 elected women members of gram panchayat out of a total of 861 members. In case of Shankargarh block there are 30 women gram pradhans out of a total of 60 gram pradhans, while there are 271 women members out of 738 elected members of gram panchayats (table 2 and table3).

The study is essentially based upon the primary evidence collected from the various female gram pradhans of the two blocks, relying thus on the feedback obtained from them as a means of accessing and assessing the ground reality, for it is my firm belief that it is only when the theoretical citadel is confronted with the ground realities that the chinks start to appear in the traditional armour. Thus perhaps the best way of testing the efficacy of a populist policy formulation is to pitting it against the ground which it has actually traversed and let the conclusions speak for themselves. One major bottleneck I ran into during the very initial stages of the study was the inability to elicit uninhibited responses from the target group for the very nature of the survey brewed a general feeling of suspicion, apprehension and discomfort. The very idea of parting with such sensitive information and that too to practically alien individuals was not looked upon with favour and the indifference bordering upon apathy, if not hostility, was alarmingly obvious. This impediment was largely mitigated by involving local Anganwadi workers in the process (which helped to infuse a, hitherto lacking, feeling of belongingness), by bringing in more female surveyors (which radically dissipated gender-based inhibitions) and perhaps most significantly by assuring that the responses collected were meant to be used for subsequent policy formulations (hopefully!!), thereby providing them more teeth in their endeavour to carve a niche for themselves in a traditionally male dominated set up, coupled with the assurance that their identities would not be compromised. Thus, since these issues can be sensitive issues and since our prime intent is to learn from these experiences, not cause local turbulence, the identities of the respondents automatically qualifies as classified information. I would now like to go on to provide some of the cases studies of this survey.

CASE 1

The first panchayat we surveyed is in the Handia block of Allahabad district. The total population is around 5000, there are 390 houses and 470 families. The gram panchayat (GP) is divided into 6 wards and has seven members. Three positions are reserved for SC's and one for ST. Out of the seven, 4 are women. The post of the gram pradhan was reserved for SC woman, consequently Ahilya Devi was elected as the Pradhan.

Her father-in-law, an active member of a political party, was the gram pradhan in the earlier term and still accompanies her to the meetings of the gram panchayat and though she does preside over the meetings of the GP she is unable to voice her opinion on issues and her opinion is not even asked for as all the policy decisions are taken by the male members of the GP which is effectively controlled by her father-in-law. She reiterates that she never felt the need to take any major decisions for whatever is done by the male members of the GP is in the best interests of the village community since they have much more experience and ultimately it is the male members who run from pillar to post in order to get the funds released, to hold parleys with the district officials when some bottleneck crops up : tasks she cannot effectively accomplish as she is a woman.

When we questioned her as to whether she would contest the next elections even if the seat was unreserved, she responded that there would be no need for her to do so for then ' Babu ' , (her father-in-law) would be contesting the elections anyway.

CASE 2

Another gram panchayat we surveyed is also located in Handia block which is around 25 kilometres from Allahabad and has a population of around 4500 people. There are 460 houses

and about 530 families. The GP is divided into seven wards and has a eight members . 2 seats are reserved for SC,1 forST, and 1 for OBC. Out of eight members, four are women. The gram pradhan is a SC woman, Kasturi Bai. Here we found it very difficult to break the ice initially but after subsequent assurances with regards to the confidentiality of the responses the surveyors did manage to elicit some responses and the revelations were startling.

The gram pradhan was not willing to contest for even the post of a member let alone president but was effectively goaded into doing so at the behest of a local powerful political clan — in whose household her husband and his forefathers had traditionally been employed as menial servants.

Though she categorically denies being a puppet in the hands of the local politician , as she points out she does preside over the meetings of the GP but she does accept the fact that she has not been able to use the GP fund for doing some substantial work for the upliftment of women in her area as most of the funds are traditionally earmarked for the village development projects and even though she would personally wish that special schemes were initiated to promote the cause of local women, she does not have much say in this regard. Citing her illiteracy and lack of income generating assets as major impediments, she opines that perhaps her voice would have been more audible and authoritative had she been hailing from a more literate and more economically sound background. Being the gram pradhan has not done much in terms of improving her status: either financially or socially.

CASE 3

This gram panchayat we surveyed is located in a very interior region of the Handia block, with a population of about 4900 people mostly belonging to the SC and OBC categories. There are about 470 houses and 510 families. The GP President here, Dhanpatia, belongs to the OBC category. When we questioned her we found that she could not name even a single scheme which was being run for the alleviation of poverty in her area, even though the schemes were supposedly operational. She accepted that becoming the GP President had not done much in terms of raising her social status for the social setup was such that her role was confined to the GP meetings and apart from that she did not have much social interaction with members of the village community. She reluctantly revealed that she was not all that comfortable mixing up with the male members of the GP, moreso since it was not looked upon with favour by members of her household. Her election campaign too did not involve direct contacts with the male members of the village community but it was her husband and other male members of the household who garnered support for her. When we questioned her as to what exactly she is required to do in the GP meetings she said that she had to be there for the meetings and then would be required to put her thumb impression on the minutes of the proceedings. Apart from that there was no active participation in the deliberations that were carried out but she reiterates that she does preside over the meetings and listens attentively to all that was going on and even offer her opinion “ when asked for”. She accepts that there are marked instances of discrimination and bias against women in that area but was not sure how the issues could be tackled through the GP. She does maintain that specific cases , if and when brought up before the GP, would be successfully redressed but apart from these few instances the GP in her view was not a forum for such gender-based issues as the GP was primarily responsible for undertaking the development of the village.

CASE 4

The gram panchayat we surveyed next is located in Shankargarh block of the Allahabad district. It has a population of around 5200 people and is located around 35 kilometres from Allahabad city. It has roughly 500 houses and 530 families. The GP President Ram rati Devi hails from the SC. Category. When the surveyors interviewed her they found that she was not aware of the rights and responsibilities that came along with being the GP President apart from attending the meetings of the GP. She blamed her lack of knowledge of the rules and regulations of the GP on her illiteracy and accepted that lack of education and hectic family chores were major obstacles she had to counter and that despite being the GP President she did not command much respect from other male members of the GP primarily because she was a woman and that too from the scheduled caste. She expressed the view that though reservation for women was a welcome move but it would perhaps be better if there was some means of getting a steady income for as she says ultimately it is the money that counts. She used to weave baskets to supplement her family income and despite becoming the GP President she does continue to do so. Though she is aware of the problems \ exploitation women have to face in the community and would like to see that more schemes are initiated to provide employment and income to women, she expresses inability to voice her opinion in the GP meetings for the fear of being ridiculed for in her view wasn't it the responsibility of the government to take all these decisions ? The interview revealed that she was grossly unaware of the operational details of the GP and could not satisfactorily respond to queries about how the GP fund was utilised\ allocated and which were the main items of expenditure. (We later found from other members that most of the times her husband who is a class IV employee in the district magistrate's office, and hence almost commands awe as a competent authority , presides over the GP meetings on her behalf, a fact that is (shockingly) , almost nonchalantly accepted and given recognition to by the other members of the community.

CASE 5

Yet another gram panchayat we went to is located in the Saidabad block of Allahabad district. It has a population of 5100 people and has 490 houses and 520 families. The gram pradhan of this panchayat is Vimla Pandey who belongs to the general category. She has a political family background and has passed junior high school (8th class). We found that she is politically conscious and regularly presides over the GP meetings and was also actively involved in deliberations that were carried out in the meetings , often expressing her views over the issues raised therein. Though she was not fully conversant with the rules and regulations of the GP meetings\the GP manual but still her awareness level was clearly a touch above other GP President's hailing from SC\ST and OBC categories. She had an idea of the major expenditures of the GP and could even tell us about some of the schemes that were being carried out for poverty and unemployment eradication (even though at times she tended to mixup the figures somewhat). She accepted that she was not all that comfortable sitting with other male members of the GP and that their attitude at times could be uncooperative if not contemptuous. She does accept the fact that being a woman gram pradhan has raised the expectations of the women of the village and assures us that though she does find it difficult to raise women's problems\needs in the GP as much as she would like to but even then she does try to do as much as she can given the constraints she has to face. She proudly points to a public toilet for women which appears recently constructed as a case in point. She was of the view that being the gram pradhan has elevated her social status somewhat. She was, however, critical of the block development officer

who was according to her, most of the times, indifferent to the point of being rude and immediately quips that his attitude towards other male GP presidents was quite to the contrary and thus smack of bias. She emphasises on the need for education of children and has the facelift of a dilapidated school building on her agenda, as and when the funds permit. Her political family background, education and economic soundness has apparently made a significant difference.

MAIN FINDINGS OF THE SURVEY

(i) Nearly all the SC gram pradhans and about 85% of the other women gram pradhans are illiterate with very poor understanding and knowledge of the gram panchayat manuals, their rights and responsibilities, poverty alleviation and employment generating schemes which are currently operational in the rural areas. They are even unaware of the major sources of revenue of the gram panchayats.

(ii) Almost all the SC women gram pradhans and nearly 30% of those hailing from other backward classes (OBC), are dummy gram pradhans in the sense that either they avoid participating in the meetings of the Gram Sabha altogether or simply sit through the meetings of the GP without any active participation in the deliberations whatsoever.

(iii) Only those women gram pradhans who belong to the general category and a very small percentage from the backward classes actively participate in the meetings of the gram sabha and are involved in the decision making process.

(iv) Most of the women pradhans who were sympathetic and conscious towards the problems, plights and issues faced by the village women community were nonetheless pathetically indifferent towards raising the issues in the meetings of the gram panchayat.

(v) Political participation of women in the local rural bodies has hardly made any noticeable dent in terms of raising their social and economic status, improving the literacy ratio, providing health, maternity and sanitation benefits to women and ameliorating violence, oppression, menace of dowry, rape, discrimination etc.

(vi) Political consciousness in general and awareness regarding women's status and related issues in particular are more marked in the developed blocks of Handia as compared to Shankargarh block (which is primarily a backward block)

(vii) A significantly high degree of positive correlation of 0.89 was observed between education and awareness of the issues related with women in both the blocks.

(viii) Almost all of the women gram pradhans were of the view that lack of education, male dominance, degraded social status, family workload, immobility and ignorance of rules and regulations etc are serious impediments in their performance.

(ix) Almost all the women gram pradhans agreed that granting reservation and thus paving the way for political participation in the rural local bodies is a praiseworthy step towards women empowerment but about 80% held the view that employment and asset generation for women will prove to be a better and a more effective delivery vehicle for empowerment.

CONCLUDING OBSERVATIONS

The adoption of legislative approach to women empowerment through the reservation of seats in Panchayat Raj institutions and that too at a time when the government has shown a keen commitment to implement various employment and poverty eradication schemes at the very grassroot levels and increasing the role of local self governments in the implementation of plans, is definitely a desirable and welcome move and should ideally prove to be effective. But the conclusions arrived at on the basis of the empirical survey do not hint at such a success story materialising, at least not of yet. The findings based on the survey of Allahabad district are discomfortably reminiscent of conclusions arrived at by other researchers from various parts of the country (deja vu time!!). It would only be fair to conclude that the provision of reservation of seats in PRI's, although seems apparently laudable has merely inducted a few women in the political process and raised their status temporarily without evincing any desirable signs of their active participation in decision making in the interests of women. Though it is indeed heartening to note that in the 2005 PRI elections of Allahabad district women have captured a little over 50 per cent seats (which in effect means that women candidates even managed to wrest some seats from the un reserved category) but in most of the scheduled caste cases they have won their seats not because of any political consciousness or commitment to the interests of women community but because of their association with highly influential landlords of the village where their family members have been working, at times, for generations all together, and in case of other backward classes mostly because of their association with musclemen in the village: the powerful class of local militia whom none dare to oppose for fear of the repercussions (past instances and the ensuing consequences are firmly entrenched in the psyche of people to the extent of becoming an integral part of the folklore). Thus for all practical purposes they are analogous to a puppet swaying at the behest of its master who holds all the strings. Most of the women gram pradhans reluctantly conceded that they were more in place to serve their mentors than to serve the interests of the women community, thus more or less they work as dummy surrogates in the guise of women gram pradhans. They admit that even if they so desire they can do little as the whole proceedings of the PRI's are largely hijacked by the rigidly dominant male class. There is unanimity about the fact that their performance is primarily hindered on account of illiteracy, lack of mobility, poverty coupled with little or no access to productive assets, womanness, family responsibilities, corrupt\ indifferently uncooperative government officials, male militancy and traditionally orthodox biased social institutions, and despite recognising the fact that a lot should be done for promoting girls education, for providing vocational training to women, for improving the health, maternity and sanitation facilities, for organising and uniting them for fighting against social evils like dowry, sexual exploitation, domestic violence etc, they still find themselves unable to take up the gauntlet for there is an intricate web of adverse factors which effectively infringes their desire and ability to do so. Undoubtedly the political process of empowerment provides collective strength to women. Individually a woman feels weak, shy and vulnerable but when they do get a platform we see them shedding that mantle readily and form a class to fight for their rights and amelioration of women related problems and issues. Rightly observes Noble Laureate Mohammad Yunus, " Empowerment leads to political power and political power leads to decisionmaking. "

Despite the fact that women's effective participation in the PRI institutions leaves much to be desired and also recognising that women representatives are mostly either subservient to the militantly dominant male class or at best dummy surrogates planted to serve the vested interests

of their masters, to conclude that women's reservation in the PRI (and the subsequent enhanced political participation of women) has not made a mark in terms of improving the grim scenario faced by women in general and poor and low caste women in particular, would be an exercise in fallacy. More so if we take into account the short period of time that has elapsed since reservation for women in PRI's was initiated and particularly when reservation for women at the state and union levels is still elusive. To quote Tennyson in ' From the passing of Arthur ' : " The old order changeth yielding place to new " , the old order gradually makes way for the new order : the transition is going to be a slow one, the need of the hour, then, is to nurture and protect the process of transition not make attempts to hasten it for we must realise that the orthodox mindset of the people (more so in rural areas), the rigid social institutions with their traditional male bias, the inhibitions of the society, political and administrative institutions and the stereotyped pathetically vulnerable woman cannot be wished away by a mere wave of the constitutional wand. It is perhaps here that the NGOs can step in as a major player. Although the NGOs are without a vestige of doubt, actively involved in the empowerment exercise, they ought to assume a more dominant position, given the crucial role they have to enact. They need to equip women with capacity and the confidence to empower and motivate them to enter the political domain, to facilitate horizontal and vertical interaction of women elected at different levels of governance to enable the sharing of experiences and building solidarity and networking and last but by no means the least, to conduct political education and political training for women to realise the power of their vote, the need to seek and be accountable and to gender stream the political agenda (an essential recommendation of the Baseline report on women and political participation in India.)

In the end it would only be apt to conclude in the words of Annie Marie Goetz , UNIFEM adviser on Governance, Peace and Security " Women's effectiveness at promoting women's rights once in public office, however, is dependent upon many other factors besides their numbers. Institutional changes are needed in civil society, the media, political parties, legislatures and the judicial system in order to support women's policy agendas and to make the transition from policy to practice".

REFERENCE

1. Tran, Hoa Phuong, 2005 : Gender- The view from below. United Nations Division for the Advancement of Women (DAW), Expert group meeting.
2. Mohan Shantha (et al), 2004 : Women and political participation in India, Baseline Report. International Women's Rights Action Watch Asia Pacific, Malaysia.
3. Jayasimha K, Kumar, Kiran R (2000), : "The anatomy of Gram Panchayats : A study of Dharwad district" TIDE Development Research Foundation, Bangalore.
4. Bannerjee, Ruma (1995), "Women in Panchayati Raj : A study in West Bengal", Development Dialogues, Calcutta.
5. Poornima, Vyasulu Vinod (1999), "Women in Panchayati Raj : graanroots democracy in India, experience from Malgudi. UNDP.
6. Bari, Farzana (2005), "Women's political participation : Issues and Challenges".United Nations Division for the Advancement of Women (DAW) Thailand.

7. Cagaty, Nillufer (1998), "Gender and Poverty", Social development and poverty elimination division, UNDP.
8. United Nations Development Fund for Women (UNIFEM), Sep. 2006, News Release.
9. Human Development Report, 1997, U.N.D.P.



21ST CENTURY, LET'S MEASURE INTANGIBLES

Dr. Sagar R. Dave*;

*Assistant Professor,
Department of Accountancy
JG College of Commerce, Ahmedabad, INDIA

ABSTRACT

It has become crucial to measure and account for this intangible asset in all organizations, as the proportion of knowledge based economic activity increases around the globe. In case of many firms, the share of intangibles is quite large in their total assets. It has been observed that in industries like information technology, pharmaceuticals, etc., intangibles like monetary value of brand equity, innovations and patents, trademarks, etc. increase the value of market capitalization on one hand, but the value of physical assets tends to be low on the other hand. This is because it is very difficult to recognize and incorporate the monetary value of such intangible assets in the balance sheet. Although businesses and economists do understand the importance of valuation of intangible assets, the international and regional accounting standards have not yet devised effective and efficient methods to incorporate intangible assets in the balance sheet of a company. Consequently, a major chunk of assets is either undervalued or ignored. Some of the recent changes introduced in the accounting standards across various countries make an attempt to recognize and evaluate the intangible assets, and include their value in the balance sheet of a company. However, these accounting standards do not cover each and every intangible in their net. Moreover, the methods to include these intangibles are not yet foolproof and uniform across all standards. Thus, some standards recognize externally acquired intangibles, (e.g., purchase of a patent), but fail to recognize internally generated intangibles (e.g., brand). This causes the problem of accurate valuation of the intangibles. This paper brings out some of the issues related to the measurement of intangible assets and recent alterations introduced in various international accounting standards to allow disclosure of the same. It is observed that the measures taken by accounting standard authorities are not yet sufficient and further steps are necessary.

KEYWORDS: Accounting standards, Intangible assets

INTRODUCTION:

As the contribution of service sector increases in the world economy, such intangibles form a significant component of the economic world at present. Information, knowledge and many other intangibles are making a huge difference in this global world. They force economic prosperity and wealth creation. Empirical research demonstrates that companies with high levels of investments in R&D and advertisement show far better earnings and stock performance than companies with lower levels of spending in those areas. But unfortunately traditional accounting is not able to define measure and report on intangibles. One of the key problems that the accounting profession faces is to effectively respond to the criticisms of how intellectual property and other intangibles are to be measured.

At the turn of the century, quite a few organizations emerged on the global scenario, which had increasing brand equity and market capitalization but quite less physical assets. Thus, the Balance sheet of Glaxo, the world's largest pharmaceutical company, showed that while the market capitalization of the firm was over \$50bn, its assets were worth only \$10bn in at the end of 1999. Much of the difference is accounted for by its knowledge assets, patents, R&D pipeline of new drugs & leading scientific know-how. For strategic success and sustainable k-business, a company needs business ideas and viable business plans, which come from human talent. This paper provides further evidence that there are inconsistencies in the current GAAP between the treatment of internally generated intangibles and purchased intangibles. Further, it describes how the two newly established Standards, i.e., Statements of Financial Accounting Standards (SFAS) 141 and 142, have complicated the non-comparability problem.

ROLE OF INTANGIBLES IN KNOWLEDGE-BASED FIRMS:

When Google Inc. published its 2007 annual report, the assets listed on its financial statements did not include the value of the Google Network and thousands of third-party Web sites that use Google's advertising programs to deliver advertisement to their sites, from which the company derived nearly 35 percent of its total revenues that year. Nor did it include the value for Google's brand identity which is ranked as the first in the world and valued at \$66 billion in 2007 by market researchers. In fact, because of the often vicious effect of disclosure regulations, Google executives could say only that their partners, employees, brand, and reputation were of such great value that if anything happens in any of the areas business will be affected tremendously. That is a pretty cruel way to have to frame the assets that deliver more than one-third of a company's revenue. There is no accepted standard for appraising the worth of intangible assets like brands, human capital, and managerial expertise. Yet these are the essence of 21st-century business. The situation differs only in scale for many other corporations, who face outdated accounting and reporting methods. Although the cost may help to determine the value of physical assets, the same cannot be said for intangibles. These include intellectual property, software investments, staff and managerial expertise, market research, advertising, business processes, organizational structures, etc. They constitute a significant component of the 21st century companies. The amount of unrecorded intangibles has changed enormously over time. The Federal Reserve Bank of Philadelphia estimates that investment in intangible assets for the year 2000 was approximately \$1 trillion or greater (Nakamura, 2001). In those industries, where more value is embedded in intangible assets like patents, innovation and research as compared to the value of financial assets, traditional accounting systems can mislead internal and external stakeholders. An example of one such industry is pharmaceuticals. The outstanding growth of

India's pharmaceutical industry has been largely powered by R&D and resultant innovations. Valuation of these intangibles poses a great problem for the India pharmaceutical firms.

ACCOUNTING OF INTANGIBLE ASSETS:

Financial reporting and accounting systems have proved to be weak in dealing with intangibles. The present reporting system is, in many ways, not even adequate for the Industrial Age. Critics in the US point out that the GAAP does not, and cannot, provide adequate information to managers, investors and regulators. This raises a question mark on the pre-determined objectives and usefulness of the accounting standards relating to the intangibles. Further the GAAP is found to be less effective in providing relevant information on intangible assets, such as technology rights, human capital, innovations, etc. The Securities and Exchange Commission (SEC) of the US believes that the value of huge sectors of the US economy may not be accurately reflected by financial reports due to inadequate and inappropriate accounting norms. According to Adrienne Baker, Editor-in-Chief of Investor Relations Magazine, over half of the information, that the investors want, is not reported on the balance sheet. The left out items, such as growth opportunities, infrastructure, intellectual capital, network effects, workforce and in-process R&D are more important and significant too. Many studies show that capitalization of intangible assets significantly improves the predictive power as far as the company's financial performance is concerned. In the light of the fact that investors use financial statements to make future investment allocation decisions, GAAP should provide for the capitalization of intangible assets, whether purchased or internally generated. In spite of growing significance of intangibles, the accounting profession has not met the responsibility of measuring and reporting the results of knowledge-based entities (Barth and Kaznick, 1999).

The Financial Accounting Standards Board (FASB) is yet to allow for the capitalization of most of the internally generated intangibles even though the technical feasibility of measuring intangibles has been well documented. The Board has also sanctioned such measurement for companies that are maintaining the value of goodwill previously purchased as part of an acquisition. Criticisms emanating from the SEC relate to accounting procedures that fail to disclose, and might help to conceal enormous frauds. The IASB is pressurizing the FASB to become increasingly flexible in an effort to complement the global economy. As against the GAAP, International Accounting Standards (IAS) emphasize conforming to principles, more than specific rules, where the fundamental criterion is that the statements fairly reflect the underlying economic reality of the business, rather than conforming to some "checklist" of technical criteria (Barth, Kasnik and McNichols, 2001). A delay in addressing this issue undermines the credibility of reported earnings and, therefore, the correlation between such earnings and stock market valuations (Gelb and Siegel, 2000).

CONNOTATION OF RECORDING INTANGIBLES:

When it comes to the recording of internally generated intangibles, very little has changed during the last 70-plus years. Generally, purchased intangibles are capitalized at cost. However, the costs associated with developing internally generated intangibles are considered as expenses incurred and these are not to be capitalized. The companies have evolved a meticulous system to measure and account for its intangible assets. The organizations assign numerical value to intangibles by using a combination of accounting techniques/metrics including the Market Value Added, Calculated Intangible Value, Brand Valuation and Economic Value Added. Among the

intangible assets measured are technical know-how, marketing know-how, trademarks and designs. When a company discloses the value created by intangible assets, it empowers investors and stakeholders to make better-informed decisions. Besides, it enables the organization to streamline its investment in these assets particularly in the knowledge-intensive industries. The Financial Accounting Standards Board (FASB) has not taken steps to allow for the capitalization of most internally generated intangibles even though the technical feasibility of measuring intangibles has been well documented and has now been sanctioned by the Board for companies that are maintaining the value of goodwill previously purchased as part of an acquisition.

The consequences of such non-reporting of intangibles are numerous, and are ultimately related to the fact that financial reports of knowledge-based entities do not meet the criteria of either relevance or reliability. This also undermines the credibility of reported earnings and, therefore, the association between such earnings and stock market valuations (Gelb and Siegel, 2000). Criticisms emanating from the SEC relate to accounting procedures that fail to disclose, and might help to conceal massive fraud. The IASB is pressurizing the FASB to become increasingly flexible in an effort to harmonize the global economy. In contrast to GAAP, International Accounting Standards (IAS) emphasize conformance to principles, more than specific rules, where the fundamental criterion is that the statements fairly reflect the underlying economic reality of the business, rather than conformance to some “checklist” of technical criteria (Barth, Kasnik and McNichols, 2001).

WHERE INTANGIBLE STANDS IN THE CONTEMPORARY INTERNATIONAL ACCOUNTING STANDARDS:

According to a recent survey by the accounting firm of Deloitte, 48 per cent of respondents said that the company’s non-financial metrics were ineffective or highly ineffective in helping the board and the CEO make long-term decisions. The accounting principles are so off the mark, that companies with significant share of intangibles would consider the GAAP as the last means of comparison of the core financial performance. It is even claimed that remarkably high price-earnings ratios observed at present are a reflection, not of a renewed bubble, or investors’ over-optimism, but of the failure of the GAAP as a system of financial reporting in the knowledge economy.

The 1990s saw an increased interest in the new forms of business reporting and increased attention to intangibles. With the bursting of the Internet stock bubble and the wave of accounting scandals based on earnings manipulations, interest has declined in intangibles. A part of the decline has been due to other issues taking priority; part is due to the difficult nature of the issue of measuring intangibles. However, concerns over these issues have never disappeared and may be reasserting themselves in the policy arena.

Thus, the inadequacy of the current accounting and business reporting system is well understood. The problem is not the lack of understanding but that it is inherent in the nature of intangible assets and business reporting. Ironically, if firms do not understand the changes taking place in the economic activity at the basic level, then all business will be ruined gradually. Capital may be misallocated, opportunities may be wasted, resources may be misused and detrimental policies may be adopted.

ACCOUNTING PRINCIPLES IN ACCOUNTING FOR INTANGIBLES:

One of the claims frequently made is that the economy has changed in fundamental ways, i.e., the businesses are now more “knowledge-based” rather than industrial, and that “intangibles” are the new drivers of economic activity. One of the key problems faced by financial reporting is that financial statements fail to recognize many of the most important knowledge-based intangibles, such as intellectual capital. This affects investments in intangibles negatively leading to a need for accounting standard-setters to reevaluate how intangibles are accounted for, and to make the necessary reforms.

In spite of the increasing importance of intangible assets for both managers and investors, the standards for external corporate reporting as well as internal management reporting and controlling, have not yet kept pace with the rise of intangibles. In fact, the traditional accounting rules do not allow companies to capitalize investments in intangibles and to report on them like the other assets. This is the major reason for the growing disconnect between market values and financial information. Financial statements are grossly insufficient to assess properly the performance and the value generation potential of the present day companies, where intangible assets are the major drivers of corporate value. Evaluating profitability and performance of a company, like return on investment, assets or equity (ROI, ROA, ROE) are seriously faulty methods, since the value of the firm’s major assets, i.e., the intangible capital is missing. Measures of price relatives, such as price-to-book ratio are similarly misleading, due to the absence of the value of intangible assets, which form accounting book values. Even Valuations for the purpose of mergers and acquisitions are incomplete without an estimate of intellectual capital. In simple terms, goodwill is the difference between the amount a corporation is paying for an investment in another company and the book value of the acquired firm or of the shares which have been acquired. Until recently the acquiring firm was required under US GAAP to report this difference as goodwill on its balance sheet and amortize it in subsequent years. Indian accounting standard 26 also suggests a similar treatment in reporting and disclosure. Only under certain conditions, like “pooling of interest method”, it offers more flexibility.

In addition, intangible assets are often subject to faster changes of value than tangible assets, which have increased doubts about the appropriateness of the practice of linear amortization of goodwill as an effective way to deal with intangible assets. But with the new rules, the situation has changed. Thus,

- Goodwill is not to be amortized anymore, meaning that corporate earnings are not, without economic reason, diluted anymore by amortization of assets with an infinite life.
- Pooling of interest is not allowed anymore indicating that all acquired intangibles have to be reported.
- The purchase price of acquisitions (also of past acquisitions), including goodwill, has to be reported on and brought down to the operative unit (“reporting unit”), where it has originated, i.e., for which the referring assets have been acquired. This means that goodwill is not to be “lumped” anymore into one sum at the corporate level. Instead, it will become transparent show, which operating unit is using how much of corporate assets including the intangibles.

- If the acquired goodwill includes individually identifiable intangible assets obtained through contractual or other legal rights, or if it can be sold, transferred, licensed, rented, or exchanged (such as patents or other economic assets), these intangibles have to be reported separately from goodwill and will require amortization over their useful life. This means more transparency concerning the intangibles used, because companies have to value them.
- Companies have to perform, at least at the end of each fiscal year, a so called “impairment test”, i.e., they have to check on a reporting unit level, if book value (including intangible assets and goodwill) is below the fair value (market value) of this reporting unit. They have to write off the difference if there is any, reducing earnings on the P&L statement.
- If an event occurs between the annual tests that might reduce the fair value of a reporting unit below its carrying value or book value (such as a legal factor, regulatory action, competitive action, or loss of key personal), the write off has to be made even during a fiscal year. Thus, the management has to value the company’s intangibles in detail and has to report on changes and has to explain the reasons for these changes.

Since March 15, 2001, all companies reporting under U.S. GAAP with fiscal year after this date, except calendar year firms, may choose early adoption of the new rules and the purchase method. The pooling of interest method in business combinations (and therefore the “hiding” of intangibles) is eliminated since June 30, 2001. From December 15, 2001, companies with fiscal year beginning after this date must not amortize existing goodwill and have to start with impairment test for the annual report of the first fiscal year beginning after this date. A lot of questions are still open. For instance, how to handle the new rules in practice? Also, complex impairment tests can generate more inquiries and restatement requirements on part of the Securities and Exchange Commission. But this will definitely change the corporate reporting practice as well as the behaviour of management and investors.

The new rules and the obligation to evaluate goodwill and intangible assets regularly represent a major change in disclosure practices and can significantly affect the future behaviour of management and investors. It forces managers, who have to report on intangibles and who may fear dilution from intangible assets amortization, to evaluate the possible return on investment in an acquisition more carefully before making the investment decision. This results in more moderate acquisition prices compared to what have been seen in the recent years. And investors may pay more attention when companies begin to test for goodwill impairment. When goodwill is not amortized anymore, it can have much greater impact on results in a single stroke when it is written off. So investors may have a closer eye on companies with large goodwill amounts on their balance sheets. Positive impairment tests may be an indication for bad management, as the company is not able to secure and keep its assets. Restatements may send out a signal that perhaps there is not as much financial control as there should be. All this will require management to make better acquisition decisions and manage intangible assets better.

HOW INDIA RECORDS INTANGIBILITY:

Accounting standard 26 provides classification of intangibles assets in following parts:

Assets, which cannot be identified separately, like internally generated goodwill. Assets acquired & identifiable, i.e., intangible assets such as patents licenses and trademarks purchased goodwill. All such assets can be recorded as it is recognized and purchased. Internally generated

identifiable intangible assets, such as “brand” It is quite difficult to measure and it is quite controversial from accounting viewpoint as there is no cost incurred and no proper base of recording such intangibles.

In order to understand the issue of reporting corporate intangible assets, it is important to keep in mind a few distinctions between disclosure and recognition; financial and non-financial information; and qualitative and quantitative reporting. It is also important to keep in mind the relationship between the asset and the company. While reporting intangibles the following controversial points need to be taken care of:

- ❖ Determining the amount (measuring the amount)
- ❖ Prescribing its accounting treatment
- ❖ When to recognize intangibles and how
- ❖ Whether to amortize? How?
- ❖ Methods of amortization
- ❖ Methods of disclosure

ACCOUNTING FOR INTANGIBLES IN THE UNITED STATES:

The US accounting and business reporting system is largely inadequate to cope with the growing importance of intangible assets. While a framework exists for the recognition (i.e. assigning “book value”) of intangibles under US Financial Accounting Standards Board (FASB) in terms of the FAS 141 and 142, it is incomplete in both its scope (i.e., only the assets acquired from outside the company can be recognized) and its coverage (i.e., certain intangibles, such as R&D and workforce, are specifically excluded).

In addition, simply adding intangible assets to a company balance sheet is not the answer to the reporting problem. Many intangible assets are better understood using non-financial measures and other descriptions. Disclosure of non-financial data has increased. A number of steps have been taken and various suggestions for further disclosure are made. But important information on intangibles must still be teased out of the financial reports from various places – Management’s Discussion and Analysis (MD&A), expense reporting and asset recognition. Nor is there any guarantee that information on certain assets is disclosed at all, or even collected internally. Efforts are underway to create a more comprehensive framework for expanded business reporting, but no consensus framework exists as of now. If investors, managers, regulators, policymakers and the general public are to gain a true understanding of the economic situation, better means of reporting companies’ circumstances with an emphasis on better understanding and measuring the intangible assets must be devised.

AMERICAN APPROACH VS. DANISH APPROACH:

The concept of the Danish ICS requires companies to report in depth and more comprehensively about all their intangible assets and also about their capabilities to create and exploit these assets. It requires them to report about strategies, management challenges and about the actions taken to create, manage and exploit intangible assets based on knowledge resources. Thus, it forces companies to reveal much more in advance about their intentions, how they want to create value with activities related to intangibles. The FASB rules require companies to report about these

activities only if an impairment test has ended with a positive result. In such a case, they have to report about the reasons for the loss of the value of intangibles, which are probably tied to some company activities or strategies. So the Danish concept results in a much higher degree of transparency, but less rigidity, which also means more opportunities to “play with the numbers and reports”. The future will show which of these concepts will be the better one to “invite” companies to manage their intangible assets more accurately.

Recognition of intangible assets in financial statements, including the ones that are not acquired but created in-house (to enable investors to assess the past performance of companies), and a supplement report on the potential and creation; facilitates future performance (which is then measured against financial results in the future).

FINDINGS AND RECENT MEASURES:

The above analysis leads to the following major observations:

- (1) The amount of unrecognized intangibles is massive.
- (2) Various methods are available to measure costs relevant to the capitalization of these intangibles.
- (3) Analysts and accountants already measure intangibles using various methods.
- (4) The predictive value of financial statements is diminished when statements do not include these intangibles.
- (5) No effective method of including the value of intangibles is suggested by the existing accounting standards.

SOME OF THE RECENT MEASURES INCLUDE:

International Accounting Standards conform to principles more than specific rules. Their fundamental criterion is that the statements fairly reflect the underlying economic reality of the transaction, event or circumstance.

US GAAP, in contrast, conforms to technical criteria (Barth, Kasznik and McNichols, 2001).

IAS 38 criteria for recognizing intangibles in the development phase may prove to be a good starting point and would also encourage the harmonization of international accounting standards. Technological feasibility is described as the ability to complete the process for use or sale.

Although this may be as subjective as the technological criteria outlined in SFAS 86 (FASB, 1985), the scope of IAS 38 encompasses all intangibles, rather than one subset thereof, and capitalization based on the existence of a market or internal usefulness may be more meaningful.

FINDINGS AND SUGGESTION:

There are many issues facing the accounting profession and not all of them can be traced to the failure of the information system. However, the impact of inconsistent standards or compromises with the accounting and disclosure principles have led to the development and application of inconsistent standards. One of the key issues is to effectively respond to the criticisms of how intellectual and other capital is measured or not measured. Failure to find a solution to this issue undermines the credibility of reported earnings and, therefore, the association between earnings

and stock market valuations. A few key factors, which need to be focused upon, include pervasiveness of the issue, alternative solutions, technical feasibility, and practical consequences. Intangibles assets have increased in recent years both in significance and value. They certainly require much more attention from managers, investors and financial analysts now than ever before.

REFERENCES:

American Institute of Certified Public Accountants (AcSEC). 1993. Reporting on Advertising Costs. Statement of Position 93-7. New York, NY: AICPA.

Barth, M. W. Beaver, and W. Landsman. 2001. The Relevance of the Value Relevance Literature for Financial Accounting Standard Setting: Another View. *Journal of Accounting & Economics* (31): 77-104.

Barth, M., R. Kasznik. 1999. Share repurchases and intangible assets. *Journal of Accounting and Economics* (28): 211-241.

Barth, M., R. Kasznik, and M. McNichols. 2001. Analyst coverage and intangible assets. *Journal of Accounting Research* (39): 1-34.

Financial Accounting Standards Board (FASB). 2001. Goodwill and Other Intangible Assets. Statement of Financial Accounting Standards No. 142. Stamford, CT: FASB.

Financial Accounting Standards Board (FASB). 2001. Business Combinations. Statement of Financial Accounting Standards No. 141. Stamford, CT: FASB.

Financial Accounting Standards Board (FASB). 2000. Using Cash Flow Information and Present Value in Accounting Measurement. Statement of Financial Accounting Concepts No. 7. Stamford, CT: FASB.

Financial Accounting Standards Board (FASB). 1998. Accounting for Leases: Sale-Leaseback Transactions Involving Real Estate, Sales-Type Leases of Real Estate, Definition of the Lease Term, and Initial Direct Costs of Direct Financing Leases—an amendment of FASB Statements No. 13, 66, and 91 and a rescission of FASB Statement No. 26 and Technical Bulletin No. 79-11. Statement of Financial Accounting Standards No. 133. Stamford, CT: FASB.

Gelb, D. and P. Siegel. 2000. Intangible assets and corporate signaling. *Review of Quantitative Finance and Accounting* (15): 307-323.

Gelb, D. S. 2002. Intangible Assets and Firms' Disclosures: An Empirical Investigation. *Journal of Business, Finance, and Accounting* (29): 457-476.

International Accounting Standards Board (IASB). 2004 (revised). Intangible Assets. International Accounting Standards No. 38. London, UK, IASB.

Kawaller, I. G. 2004. What Analysts Need to Know about Accounting for Derivatives, *Financial Analysts Journal* (Mar/Apr): 24-31.

Nakumara, L. 2001. What is the U.S. investment in Intangibles? Presented at the 4th Intangibles Conference of The Vincent C. Ross Institute of Accounting Research. New York University Stern School of Business.

Patra, R., and Khatik, S.K. 2003. Human Resource Accounting Policies and Practices: a Case Study of Bharat Heavy Electricals Limited, Bhopal, India. *International Journal of Human Resources Development and Management* (3): 285-296.

Rivett, K. and D. Line, 2000. Discovering new value in intellectual property. *Harvard Business Review* (January-February): 55-66. Stittle, J. 2004. UK Corporate Reporting of Human Capital: A Regulatory Failure to Evolve. *Business and Society Review* (109): 311-337.

Published by: *TRANS* Asian Research Journals**AJMR:****Asian Journal of
Multidimensional
Research**

(A Double Blind Refereed & Reviewed International Journal)



PANCHYATI RAJ SYSTEM IN HARYANA: A GENERAL STUDY

Dr. Sultan**Assistant Professor,
INDIA

ABSTRACT

The self-governing institutions of villages and cities make plans for the economic development of the residents. One-third of the seats to be filled by direct elections on every gram panchayat are reserved for women. At least one-third of such seats are reserved for women as are reserved for the SCs and STs. These make plans for delivering social justice to the masses and also implement them. These have the rights to impose some taxes and fees on the citizens as well as collect the same from them. The state Government also gives grants to such institutes. These institutions have been entrusted with the tasks of making plans for the development and implementing them (in the areas of their jurisdiction). The elections of members for these institutions are carried out through the direct election method. Such elections are organised under the watchful eye of the Election Commissioner of the state or his representatives.

KEYWORDS: *Residents, Self-Governing, Entrusted*

INTRODUCTION

The Panchayati Raj Bill was passed by the Indian Parliament in 1992. According, a three tier Panchayati Raj System was established in each district of Haryana. It has three vital elements-gram panchayat, panchayat samiti and zila panchayat. The tenure of gram panchayat as well as that of city committee is five years.

After every five years, these self-governing institutions elect members for themselves under the watchful eye of the election Commission of the state. The self-governing institutions of villages and cities make plans for the economic development of the residents.

These make plans for delivering social justice to the masses and also implement them. These have the rights to impose some taxes and fees on the citizens as well as collect the same from them. The state Government also gives grants to such institutes.

Every village has a village panchayat, called gram panchayat. The voters of each village alert the members of their gram panchayat through direct elections. This procedure is carried out in the

presence of the representatives of the election commission of the state. The gram panchayat works for a period of 5 years.

There are provisions to include women, STs and SCs in the gram panchayat of each village. One-third of the seats to be filled by direct elections on every gram panchayat are reserved for women. At least one-third of such seats are reserved for women as are reserved for the SCs and STs.

So much so, there is also reservation for the post of Chairman of the gram panchayat. There is a provision to make a member of SC or ST or a woman as the Chairman of the panchayat. Every gram panchayat makes plans for the social and economic development of the villagers whom it represents.

It has the right to levy some taxes or fees on the villagers. The state Government also gives grants to gram panchayats. Some issues or areas of operation of gram panchayats are: land reforms; small canals; khadi and village industries; fuels; roads, ghats; education; health; elimination of poverty; chakbandi (land demarcation); animal husbandry; potable water; cattle feed; bridge; rural electrification; local fairs; family welfare; and public distribution system.

Effects of Addition of Eleventh and Twelfth Schedules to the Panchayati Raj System

The following changes have been effected:

1. Elections shall be held for all the seats of the panchayat.
2. One-third of the seats shall be reserved for SCs and STs.
3. One-third of the seats shall be reserved for women.
4. Out of the seats reserved for SCs and STs, one-third of the seats shall be reserved for women of these very categories.
5. There shall be reservation of seats for the SCs and STs for the post of the chairperson of the panchayat.
6. There shall be reservation of seats for women for the post of the chairperson of the panchayat.
7. SCs and STs shall not be debarred from contesting elections for such seats as are not reserved.
8. Women shall not be debarred from contesting elections for such seats as are not reserved.

PANCHAYTI RAJ INSTITUTIONS:

Panchayati Raj Institutions are operating at the grassroots levels in Haryana. Their performances are commendable.

Some of the features of the Panchayati Raj in the State are as follows:

1. The Haryana Panchayati Raj Act has been modified to make such institutions efficient.
2. According to the modified Act, gram sabha must be held at least twice a year-on 13 April and on 2 October.
3. The post of Sub-Sarpanch has been quashed. The provision of bringing a no-confidence motion against the Sarpanch has also been quashed.

4. The Sarpanch has to give up his charge (duties) within 7 days from the date of publication of the election schedule.
5. If a Sarpanch keeps a cash amount that is 21 per cent in access of the stipulated amount, then he would be liable to pay punitive interest at the rate of 21 per cent.
6. If a Sarpanch or panch is reluctant to appear in a court case, then he may be suspended for a period of six years.
7. Lavatories are being constructed in rural areas. The rates of subsidies for general persons and STs are 50 per cent and 90 per cent respectively. STs give 10 per cent as the unskilled labour put in by them to make such lavatories. The State Government gives loans to dig well, install tubewells, construct shops and erect staff quarters.
8. The State Government grants minimum Rs. 2400 and maximum Rs. 8400 to Village Panchayats. In addition to this, Rs. 25 lakh are being granted to Panchayat Samities and District Council. This amount of money will be expended on the maintenance of their buildings.

CIVIC INSTITUTIONS:

There are Nagarpalikas, Municipalities and Municipal Corporations for small, medium-sized and large cities, respectively. The elections of members for these institutions are carried out through the direct election method. Such elections are organised under the watchful eye of the Election Commissioner of the state or his representatives.

In all these organs of the local government, there are provisions for reservation of seats for women, SCs and STs. One-third of the seats have been reserved for women. The seats for SCs and STs have been reserved in the ratio of their respective populations. There are reservations (for the posts of Chairpersons) for women, SCs and STs as well.

The tenure of each Nagarpalika, Municipality or Municipal Corporation is 5 years. Elections are held after every five years. These institutions have been entrusted with the tasks of making plans for the development and implementing them (in the areas of their jurisdiction). These institutions have also the rights to impose some taxes, duties and fees on the people of the areas under their jurisdiction. The state Government also gives them grants.

The subjects or areas given to these institutions are : city planning; bridges; hygiene and cleanliness; improvement of dirty colonies; socioeconomic development plans; education; street light systems; environment improvement; roads, provision of potable water; fire- fighting services; plans for removal of urban poverty, medical facilities; birth and death records; transport facilities; and maintenance of parks and gardens.

Published by: *TRANS* Asian Research Journals**AJMR:****Asian Journal of
Multidimensional
Research**

(A Double Blind Refereed & Reviewed International Journal)



ADMINISTRATIVE REFORMS IN INDIA: OUR DREAM

Dr. Sunita*

*Lecturer of Political Science &
Public Administration, INDIA

ABSTRACT

It all started with the Britishers who came to India over five hundred years ago and ruled for about 350 years till we got independence in 1947. That time there were two broad classes- the British rulers and the ruled natives. Even after the independence we have the similar situation- the rulers and the ruled. The relation hardly changed. The native rulers never considered themselves as the servants of the people, but the masters of them. And on the other hand the general mass thought the rulers as aliens - who deserve retaliation. The government agencies or the officers are concerned about their right rather than their duties. In fact they are immune to the ordinary punishment system which made the officers more arrogant. Following the 1857 Indian Rebellion and the takeover of the government of India from the Company to the British Crown-in-Parliament in 1858, a Civil Service Commission in the United Kingdom began the recruitment of covenanted servants through an annual competitive test held in England.

KEYWORDS: *Bureaucratic, Preconditions, Democracy, considerably*

INTRODUCTION

Independent India inherited three basic constituents of modern state in 1947 – a rudimentary framework of a minimally representative structure of government, a predominantly bureaucratic state apparatus, and a hugely popular party of mass appeal born in the movement for political freedom, namely, the Indian National Congress. These three inheritances have significantly contributed to democratic origin and democratic consolidation and deepening in India, a rare achievement in the Afro-Asian world defying the long-held theories of pre-conditions for the success of democracy linking it with higher levels of economic and educational development. India has been deficient in both of these preconditions, yet it has managed to be a reasonably successful democracy.

Administrative reforms have been a major concern of the government of India, if one goes by the sheer number of the reports of the central committees or commissions on administrative reforms set up since 1945-46, when the Richard Tottenham Report on the Reorganization of the Central

Government was prepared and submitted. The list of such reports extends considerably if one includes commissions with mandates larger than administrative reforms per se, e.g. commissions on centre-state relations and on review of the working of the constitution which do not exclude administrative reforms from their scope.¹ This chapter describes and critically reviews these reforms and the Indian discourse about them, and puts this within the broader context of the various phases of the evolutionary development of the Indian political system in the last sixty-four years since the Independence in 1947. This chapter has five parts. First, this chapter discusses the foundational challenge in adapting the bureaucratic apparatus of the colonial state to the new parliamentary federal republic established under the 1950 constitution of India. In the three successive parts thereafter the administrative reformist debates of the Nehru and Indira Gandhi eras and those of the Rajiv Gandhi years are analysed. Subsequently,

a critical appraisal is provided of the administrative reforms deliberations since the early 1990s, when India witnessed parameter-altering changes, almost paradigmatic shifts, to greater federalization, business liberalism and globalization, and adjustments in foreign and defense policies on account of the post- Cold War multipolar world. Finally, I sum up our review of administrative reforms in India in a concluding section.

THE FOUNDATIONAL REFORMS

The historical foundations of the bureaucratic arms of the modern state are expectedly quite old. Agrarian bureaucracy was an important component of governance in Indian history. Going by the prevailing historiography of government and state in India, the ancient Mauryan state is supposed to be a centralized bureaucratic monarchy; the medieval Mughal state, a feudal monarchy; and the modern British colonial state, a colonial bureaucratic monarchy that pioneered in introducing a merit-based centralized bureaucratic apparatus. The highest echelons of administrators in these three subcontinental states were called the *mahamatya* / *mahamattas* system in the Mauryan state, the *mansabdari* system in the Mughal state, and initially the covenanted civil servants and finally since 1892 the Indian Civil Service (ICS) under the British Raj.² In all these state systems, bureaucratic structures were supplemented by non-bureaucratic elements like feudal and segmentary social structures assigned administrative functions. This was especially so in the hinterland or peripheral areas and at the local levels. Such non-bureaucratic modes of domination in the backwoods or backwaters have led to animated debates among historians about the nature and extent of bureaucratic, feudal, or segmentary character of states in Indian history.³ Suffice it to say here that one of the important legacies of the British Raj to independent India was an institutionalized but overdeveloped bureaucratic establishment.

The civilian bureaucracy in British India during the phase of the East India Company (that doubled as a trading company gradually assuming functions of a government since the Battle of Plassey (1757) was a patronage and venal bureaucracy. Under the India Act of 1793 and the Charter Act of 1793 passed by the British Parliament for India its officers were nominated by the members of the Court of Directors of the Company signing a declaration that the favour was done without receiving any payment. According to Bernard Cohns' estimate, between 1840 and 1860, "fifty to sixty extended families contributed the vast majority of civil servants who governed India."⁴ In course of the expansion of the empire, the Fort William College in Calcutta was established in 1800 where the officers of the Company in all the three Presidencies of Bengal, Bombay, and Madras were to be trained for three years for serving in India. But in 1802

this college was turned into only a language school, and the East India College was established first at Hertford in 1805 and subsequently shifted to Haileybury in 1809. Two-year training and a test at the end was mandatory for appointment to the service of the Company. Under the Charter Act of 1833, a limited competitive examination was introduced among the candidates nominated by the Court of Directors.

Following the 1857 Indian Rebellion and the takeover of the government of India from the Company to the British Crown-in-Parliament in 1858, a Civil Service Commission in the United Kingdom began the recruitment of covenanted servants through an annual competitive test held in England. Only subordinate uncovenanted civil service positions were open to the Indians. In 1853 Indians were allowed to compete for covenanted civil service but a great barrier practically kept them out as the examinations were held only in England. Under the pressure of the newly English-educated Indian middle class, a statutory Civil Service was introduced in 1870 in which Indians could be nominated to a few positions hitherto reserved only for Europeans. Since 1813 the process of Indianization of services had already started.

In 1892, in a major civil service reform the covenanted civil service was renamed the Indian Civil Service (ICS), the uncovenanted civil service was made the Provincial Civil Service, and the statutory Civil service was abolished. The practical difficulty for Indians entering into the ICS remained as the open examination was still to be held in London. In 1922 only about 15 percent of Indians were members of the ICS. However, after the provision of recruitment examination to the ICS to be held in India as well under the Government of India Act, 1919 (the first such test was held in Allahabad in 1922), the Indian officers in the ICS exceeded Europeans by 1941.5

After the First World War under the Government of India Act, 1919, significant civil service reforms, including Indianization of services, ensued as the principle of limited responsible government came to be introduced at the provincial level, though not at the centre. Under this scheme of diarchy (a mixed bureaucratic plus representative government), a few subjects were transferred to the elected Indian ministers, while retaining more important and sensitive subjects under the direct bureaucratic control of the Governor. All India services like the ICS and the Indian Police (IP) continued to control the top echelons of the provincial administration as well. In addition to the ICS and the IP, there were the Indian Forest Service, Indian Agricultural Service, Indian Service of Engineers, Indian Veterinary Service, Indian Forest Engineering Service, and Indian Medical Service (Civil). Besides, there were the central services under the Governor General of India and the Provincial Services under the Governors of the provinces. The initial appointment and terms and conditions of service of the All India Services were settled by the Secretary of State for India, a member of the British cabinet.6

The Government of India Act, 1935, which intended to federalize the system with provincial autonomy and to extend diarchy to the central government, provided for the appointment to the All India Services by the Governor General and to the Provincial Civil Services by the respective Governors. The power to regulate conditions of service of the officers of these services were also similarly divided between the Governor General and Governor. Appropriate legislations could also be made by the central and provincial Legislatures but within the framework elaborately outlined in the Report of the joint select committee of the British Parliament of 1934.7

Independent India faced the challenge of making up its mind as to what it was going to do with the legacy of the British administrative inheritance. The nationalist leadership was expectedly ambivalent towards it. The nationalist movement had seen the political freedom fighters ranged against the colonial executive and administration. The antipathy was mutual and deep. The Constituent Assembly Debates reflects this tension well.⁸ However, Sardar Ballabhbhai Patel strongly argued for the retention, adaptation, and expansion of the services bequeathed by the retreating British colonial state in India in the new Indian nation-state born in crisis and partition:

"I wish to place on record in this House that if, during the last two or three years, most of the members of the services had not behaved patriotically and with loyalty, the union would have collapsed. Ask Dr. John Mathai, he is working for the last fortnight with them on the economic question. You may ask his opinion. You will find what he says about the services. You ask the Premiers of the provinces. Is there any Premier in any province who is prepared to work without the services? He will immediately resign. He cannot manage. We had a small nucleus of a broken service. With that bit of service we have carried on a very difficult task. And if a responsible man speaks in this tone about these services, he has to decide whether he has a substitute to propose and let him take the responsibility?"⁹

The final text of the constitution that emerged from the Constituent Assembly authorized the appropriate legislatures to make laws, subject to the constitution, to regulate the recruitment and conditions of service of the central and state civil services. It created two All-India Services, namely, the Indian Administrative Service (IAS) and Indian Police Service (IPS), and gave the Rajya Sabha, the federal second chamber, the power to authorize by at least a 2/3rds majority the creation of any new All-India Service by the Parliament. All-India Services are unique in being constitutionally entrenched "federal" services recruited by the Union Public Service Commission, trained in central academies, and then assigned to state cadres. They serve on the highest echelons of state administration as well as in the union administration on periodic deputation with the consent of the state government concerned. They work under the disciplinary jurisdiction of whichever order of government they may be posted at the time. However, the ultimate disciplinary measure of their dismissal is subject to the approval of the President of the Union of India. The all India Services are, of course, besides the central and state civil services under the union and state governments, respectively and exclusively.

DEMOCRATIC DEVELOPMENTAL REFORMS

Reforms in the 1950s–early 1960s

The principal challenge of administrative reforms faced by independent India was to reorient the bureaucratic apparatus to the tasks of adapting it to a parliamentary-federal constitution and undertaking the responsibilities of promoting electoral democracy and economic development with justice and equity. The strategy of economic development was premised on an import-substituting, nationally self-reliant industrialization through centralized but democratic planning in the context of a mixed economy in which the public sector or the state would play the leading role. The details of the setting up of legislative committees and public service commissioners at the union and state levels as also new constitutional and legislative frameworks of relations among the union, state, and local governments need not detain us here. Our survey of the earliest phase of administrative reforms would also be rather rapid in the interest of greater focus on the subsequent phases and those immediately preceding the present. Notable contributions to the

thought on administrative reforms were made by the commissioned Reports by a committee appointed by the Planning Commission and chaired by A.D. Gorwala, a retired ICS officer, and Paul H. Appleby, an American expert of public administration. Gorwala submitted two reports: *Report on Public Administration* (1951) and *Report on the Efficient Conduct of State Enterprise* (1951). So did Appleby: *Public Administration in India – Report of a Survey* (1953) and *Re-Examination of India's Administrative System with Special Reference to Administration of Government's Industrial and Commercial Enterprises* (1956). The Gorwala committee reports formalized the ideas and institutions about Prime Minister Jawaharlal Nehru's policy of planned economic development in the context of a "mixed" economy with a dominant state sector allowing some space to private enterprise as well. The Appleby reports dealt with general public administration. The main recommendations of these reports were the establishment of a semi-governmental Indian Institute of Public Administration in New Delhi, the setting up of Organization & Method (O & M) divisions at various levels of governments, and the streamlining of recruitment and training of administrators and their relationship with the Parliament/ State Legislatures Planning Commission, and the Comptroller & Auditor General of India. 10 These reforms were immediately implemented. In March 1964, the Government of India also set up its own internal think tank in the Department of Administrative Reforms in the Home Ministry. Independent India adopted a parliamentary-federal form of governments superimposed over the administrative structure largely inherited and adapted from the British colonial state in India. As a war service entrant into the Indian Administrative Service recruited in March 1947 aptly draws attention to "contradictions" inherent in this situation: "The Government of India Acts of 1919 and 1935 did not provide for sovereign legislatures and the ICS men sat on the Treasury benches and defended and justified the plans and schemes that they had drafted and implemented, in reply to the arguments of the elected members. Provincial governors, who were mostly members of the ICS, had powers of certification in legislative matters. 11

The Planning Commission was set up in March 1950 by the Government of India with the Prime Minister as its chair. The National Development Council consisting of the Prime Minister as the Chair and comprising the executive heads of all state and union territory governments in August 1952 "to strengthen and mobilize the effort and resources of the nation in support of the five - year plans, to promote common economic policies in all vital spheres and to ensure the balanced and rapid development of all parts of the country." 12 The Bureau of Public Enterprises was established in the Ministry of Finance, which became the Department of Public Enterprises in 1985.

This early phase of political and economic development in independent India is also notable for establishing the basic framework and tradition of free and fair elections conducted by a constitutionally entrenched autonomous Election Commission of India 13, a progressive set of labour laws, reservations for scheduled castes and tribes and other backward classes, poverty alleviation programmes and a welfare state in promise envisaged in the Directive Principles of State Policy of the constitution, and statutory institutions of local selfgovernments in rural and urban areas. These features mark out India as a democratic-developmental state as distinguished from the developmental states sans the concomitant democratic component in East Asia 14.

Reformist Discourse in the Mid-1960s-80s

The end of the Nehru era in 1964 occasioned most comprehensive reviews of Indian government and administration set up by the constitution of India (1950) and the Government of Prime Minister Jawaharlal Nehru (1946-1964). The two documents that dominated the reformist discourse during this phase are the reports of Administrative Reforms Commission-I and the Commission on Centre-State Relations- I . What accounts for the appointment of these two commissions in the mid-1960s and the early 1980? Administrative decay evident by the early post-Nehru period (Nehru died in harness in May 1964) prompted the first major review of the administrative apparatus by the ARC-I. The tension areas in centre-state relations exacerbated by the unabated political centralization throughout the 1970s under Prime Minister Indira Gandhi caused the first comprehensive review of the federal relations between the union and the state governments by a constitutional commission chaired by a Supreme Court judge.

Prime Minister Lal Bahadur Shastri appointed the Administrative Reforms Commission (ARC-1) in January 1966 with Morarji Desai as its chair and five members, all except a senior civil servant sitting members of parliament. Desai left the commission in March 1967 on joining the Government of Prime Minister India Gandhi, (Shastri's successor) as the Deputy Prime Minister and Finance Minister. A member of the commission, K. Hanumanthaiya, was appointed the new chairman. The 20-volume ARC-I Report, with a very wide terms of reference, appears to be as elaborate in its approach as the constitution of India itself filling in the details of the process of government and administration left uncodified by the largest constitution of the world.¹⁵ Here I will focus on the structure and process of governments at the centre, state, and district levels, leaving aside sectoral and specialized branches, with the exception of the machinery for planning. Tables 1 and 2 give an idea of the major administrative levels by territorial divisions of the country and the politico-administrative levels in the local governments, respectively.

Various Administrative Units in Indian Union and States

Union Government and Administration with various Ministries/ Departments/Executive Agencies with the Central Secretariat at the top headed by a Cabinet Secretariat and Secretaries/Additional Secretaries for each Ministry and major Departments in a Ministry

1. State Government and Administration with a Secretariat comprising Secretaries for various Ministries, etc.
2. Divisional Commission headed by a Commissioner
3. District administration headed by a District officer
4. Block Development Administration headed by a Block Development Officer

The ARC-I recommended a sixteen-member cabinet, including the Prime Minister, and a council of ministers no larger than forty to forty-five. The three-tier council of ministers should comprise cabinet ministers, ministers of state, and deputy ministers, dispensing with parliamentary secretaries. Five ministries without internal departments, sixteen with departmental divisions, and eleven cabinet committees were recommended. In the interest of harmonious initiation of policies, cabinet coordination, and monitoring of implementation of policies, the Prime Minister was advised not to be in direct charge of any ministry, excepting the department of personnel. A cabinet minister doubling as the Deputy Prime Minister should be in charge of ministry of planning (without any department), and departments of atomic energy, administrative reforms,

parliamentary affairs, and cabinet affairs. A monthly review by the Prime Minister of the work in individual or groups of ministers would improve implementation and efficiency. Rational considerations in choice of ministerial colleagues by the Prime Minister is exhorted. A two-week annual holiday for ministers for reading, reflection, and relaxation is suggested. Some of these ideas, e.g. categories of ministers and PM's strong drive in initiation, coordination and review of policies, are reminiscent of the British Westminster cabinet system in party government. Besides the approach of the makers of the Indian constitution as to details, here one is also reminded of the ancient Indian manual on statecraft Kautilya's *Arthashastra*.

In the interest of collective responsibility of the cabinet, the commission emphasized the practice of discussing and settling all important issues by the cabinet, and avoidance of announcement of any new policy or departure from the existing policy by an individual minister without the approval of the cabinet. Individual ministerial accountability should be limited only to the failure or wrong formulation of policy regarding a major problem in one's ministry, lack of personal attention to the work, mismanagement or mal-administration, and acts of impropriety. A minister cannot be held accountable for an act of a civil servant which is in express violation of a ministerial directive, or is prohibited by implication by policies approved, or is malafide.

As to the minister-secretary (civil servant) relationship, the commission laid down the following principles / practice: (a) all major decisions should be in writing with reasons stated, (b) an atmosphere of free, frank, and fearless discussion, (c) discouragement of unhealthy liason between a minister and a secretary by the Prime Minister, (d) avoidance of ministerial intervention in day-to-day administration, (e) civil servant's appreciation of minister's difficulties and discrimination between minor adjustment and major undermining of basic policies and principles, and (f) the development of a relationship of the secretary's loyalty to the minister and the latter's trust in the former.

To enhance parliamentary control over administration, the commission recommended department-based standing committees in place of ad hoc committees, supplementing omnibus standing committees like Public Accounts Committee and Estimates Committee. Where a department is under the oversight of a standing committee, an informal consultative committee of MPs convened by the minister may be dispensed with. This recommendation was belatedly implemented in 1993.

The existing secretariat system of work in ministries is considered useful and essential for (a) assisting the minister in policy making, (b) framing legislations and rules and regulation, (c) sectoral planning and programme formulation, (d) budgeting, securing administrative and financial approval, and controlling expenditure, (e) supervision and control over implementation of policies and programmes by executive departments and semi-autonomous field agencies, (f) coordination of policies with other ministries of the union government and with the state governments, (g) personnel and organizational reforms in the ministry and its executive agencies, and (h) assistance to the minister in performing parliamentary responsibilities. Nevertheless, the commission felt the union secretariat had become overstaffed and unwieldy with blurred responsibilities and non-essential work. It had also encroached upon jurisdictions constitutionally assigned to state governments under the constitution.

The commission suggested that the union ministries should legitimately concern themselves only with the following functions concerning the subjects falling within the jurisdiction of the states:

(a) offering initiative and leadership to the states and serving as clearing house of information about good programmes and practices at any level and anywhere in the country, (b) formulation of national plan in close collaboration with states, (c) initiating research and development beyond the resources of states (d) undertaking foundational training programmes, (e) programme evaluation initiatives from the national perspective, (f) providing forums for intergovernmental meetings, (g) the function of coordination that can only be handled at the centre, and (h) relations with foreign governments and international organizations. In domestic administration the Commission favoured the continuation of the distinction down the line. Most of these norms remained largely ignored during the increased political and administrative centralization in the 1970s to the 1980s under Prime Ministers Indira Gandhi and Rajiv Gandhi.

The commission recommended that each ministry should have three staff offices, i.e. for planning and policy, for finance, and for personnel. The commission found the decision-making in a ministry slow and cumbersome involving six levels: the dealing assistant, section officer, under-secretary, deputy secretary, joint secretary/secretary, and minister. In the opinion of the commission, this cleric-oriented system needed to be reformed into an officer-oriented one, involving only two levels of consideration and decision below the level of the minister.

The commission also recommended the establishment of a central personnel agency at the top directly under the Prime Minister in the union secretariat. This recommendation was promptly implemented by the union government in 1970.¹⁶

In what follows this section discusses the recommendations of the ARC- I relating to the administrative structures at the state and district levels. Commission's review at the level of the state government yielded a series of recommendations relating to the Governor, council of ministers, secretariat, executive departments, Board of Revenue, Divisional Commissioners, District Collectors, and Panchayati Raj. It also concerned itself with reforms in the machinery for planning at the state level. Moreover, the commission also dealt with the centre-state relations in the context of the formation of state governments by parties other than the Indian National Congress in about half of the states of India after the fourth general elections in 1967.

In the post-1967 political scenario, the Governor was increasingly called upon to exercise his "discretionary powers" expressly given by the constitution but left undefined. In the context of increasing partisan conflicts at the state level and growing centre-state tensions, the commission recommended the Governor to steer clear of such controversies and exercise the discretionary powers strictly in a non-partisan spirit and in accordance with the expectations of the constitution and statutes passed by the state Legislature. Moreover in deference to the principle of separation of powers among the legislature, executive, and judiciary; and the concomitant principle of division of powers between the centre and the states, the governor should not interfere with the legitimate powers of the legislature and leave the intergovernmental disputes to be settled by the Inter-State Council (provided for in article 263 of the constitution but not actually set up until 1990).

The Commission's recommendations regarding the state secretariat and executive agencies were more or less similar to those made at the union level. In the opinion of the commission, the Board of revenue at the state level could be abolished. Its appellate functions could be transferred to a revenue tribunal comprising a judicial officer of the status of a judge of the High Court and a senior revenue officer. Its administrative and advisory functions could be performed

by the secretariat itself. The commission also considered a Divisional Commissioner intermediate between the state government and district administration unnecessary for general administration. Divisional Commissioner should only be a coordinating agency where the rural and urban planning in the context of industrial development has to be on a regional rather than district level.

The commissioner recommended that the District collector should be made responsible for the efficient performance of only the regulatory functions, e.g. law and order, collection of land revenue and other taxes, land records, civil supply and ancillary functions. This could be done by separating the administrative from his judicial functions and developmental functions and transferring these to other functionaries. The developmental functions should be transferred to the Zila Parishads, the apex of the Panchayati Raj institutions, and the District Development Officer.

Commission's review of the machinery of planning led to the recommendation that the Planning Commission should remain an autonomous expert advisory body rather than take on executive functions. To this end, the Prime Minister should cease to be the chair of this body and ministers should not be appointed as its members, although they should be closely associated with its work. The commission disapproved of the tendency of the planning panel to become parallel to ministries or a "super cabinet" of sorts. The seven-member Planning Commission of experts should autonomously formulate the plans, subjects to the final approval and review of the union cabinet and the National Development Council comprising the key union ministers and the Chief Ministers of states. The commission also recommended the formation of state planning boards for formulating and evaluating five-year plans in the states. The work related to planning at the district level may be handled by the district development administration and the Zila Parishad.

For the redressal of citizens' grievances, the commission recommended the adaptation of the institution of ombudsman in Scandinavian countries and of parliamentary commissioner in New Zealand. On these lines a two-tier machinery of the Lokpal and Lokayukta was suggested to supplement the process of parliamentary control, free from partisanship and outside the administrative hierarchy. Complaints against ministers and secretaries at the centre as well as in states could be made to the Lokpal. Lokayuktas, one for the centre and one for each state, should deal with the complaints against the rest of the bureaucracy. Having the same status as the Chief Justice of India, the Lokpal should be appointed by the President of India on the advice of the Prime Minister in consultation with the Chief Justice of India and the leader of the opposition in the Lok Sabha. Comparable in status and position of a Chief Justice of a High Court, Lokayuktas' powers, functions and procedures may be prescribed *mutatis mutandis* like those laid down for the Lokpal.

The comprehensive review of Indian administration by ARC-I had come in the context of the administrative and political trends of the first two decades after the commencement of the constitution in 1950. The administrative trends were marked by the groupings for better values and procedures and administrative decay and corruption that had set in. Politically the one-party dominant system under the aegis of the Indian National Congress showed the first major breach in the general election of 1967 in which the ruling party lost in nine out of the then 18 states, where a spell of unstable coalition governments of an extremely heterogeneous sets of parties followed causing a crisis of governance. Political fragmentation, coupled with declining

administrative capability at state and district levels from the late 1960s to the late 1970s, caused serious strains in centre-state relations.

The first central commission on Centre-State Relations was appointed in 1983 by Prime Minister Indira Gandhi in the background of the excessive political centralization during the 1970s that caused an upsurge in regionalism and urge for federal autonomy in the country. The two-member commission comprised Justice R.S. Sarkaria of the Supreme Court of India as the chair and as seasoned administrator as a member. It submitted its report in 1988. Here our discussion would be limited to the issue of administrative reforms. The Sarkaria commission dealt with the issues of administrative reforms in the context of union-state relations and the All India Services. Corresponding to the supremacy of federal laws under specified conditions and the responsibility of the state administration in this context in the constitutions of the USA, Australia, and Germany, the constitution of India too prescribes the principle of cooperative administrative federalism. To this end, article 256 provides that the executive power of every state shall be so exercised as to ensure compliance with the laws made by the Parliament of India, and the executive power of the union shall extend to the giving of such directions to a state as may appear to be necessary for this purpose. Article 257 specifies certain purposes germane to the above blanket provision, e.g. construction and maintenance of means of communication, national highways and waterways declared to be of "national or military importance, protection of the railways within a state, on union's cost, etc. And, article 365 allows application of sanctions by the union in the event of non-compliance by a state. These provisions may be explained or understood in the light of the fact that administration and enforcement of many of the laws under the union list and most laws under the concurrent list are secured through the state administration. On examination, the commission came to the conclusion that these are "wholesome provisions, designed to secure coordination between the union and the states", and recommended that sanctions under article 365 should be applied with "utmost caution" and after exploring "all possibilities" for "settling points of conflicts by all other available means."¹⁷ The commission did not agree with the suggestion that the union directives under article 256 and 257 should be issued after consulting the Inter-State Council, "because it will dilute the accountability of the Union Government for its actions to Parliament."¹⁸ It was also noted that the foregoing provisions were never used or abused, and that recourse to judicial review of the actions of the Union government was always available to the state.¹⁹

In its review of the All India Services, the Sarkaria Commission found that although most of the state governments were agreed that the Services have fulfilled the expectations of the framers of the Indian constitution and the parliamentarians enacting the conforming law in their relation, some state governments were highly dissatisfied with the existing arrangements. The dissatisfaction mainly arose from the departures from the ideal of joint disciplinary control of the two orders of governments over the services. It virtually amounted to the unitary control to the exclusion of state governments. The commission found greater fault in this regard at the state level, where an officer belonging to these services "who is uncompromising in the matter of maintaining the probity and impartiality of administration not unoften finds himself on a path of collision with his political superiors."²⁰ He is made to suffer punishment posting, frequent transfers, and even suspension on flimsy grounds. There are instances of state governments, more often than the union government, seeking to manipulate and coerce the officers into doing their bids anyhow.²¹

As a remedy, the commission recommended (a) an Advisory Council for Personnel Administration of the All India Services comprising the union cabinet secretary (chair), union secretaries in charge of individual All India Services, and Chief Secretaries of states; and (b) disposal of an appeal against suspension of an All India Service officer by the union government "invariably" in consultation with the union Public Service Commission whose advice should normally be accepted to weed out partisan considerations on the part of the union government.²²

REFORMIST DISCOURSE SINCE THE 1990s

The decade of the 1980s had witnessed the gradual shift of political power from the Indian National Congress to the non-Congress parties at the state level. The 1989 Lok Sabha elections carried forward this process at the national level where the end of the Congress majority heralded the advent of the multiparty system with federal coalition governments. Coupled with this increased federalization in the sense of regionalization, the Indian political economy also underwent a paradigm shift to business liberalism and globalization since 1991. The discourse on administrative reforms during this phase reflects responses to these two imperatives of greater federalization and globalization. I propose to discuss in this context the two following documents: the Report of the National Commission to Review the Working of the Constitution (Chair Justice M.N. Venkatachaliah) and Reports of the Administrative Reforms Commission – II (Chair M. Veerappa Moily). Venkatachaliah Commission was appointed by Prime Minister Atal Bihari Vajpayee in 2000 to review and recommend "changes, if any, that are required in the provisions of the constitution without interfering with its basic structure or features."²³ The commission submitted its report in 2002.

The major administrative reforms recommended by this commission may be summarised as follows: (a) The imperative of devolution, decentralization, and democratization demand making the district as the unit of development administration and planning; (b) state guarantee of private and public title to land after carrying out extensive land surveys and computerizing the land records; (c) downsizing the bureaucratic apparatus of the state and introduction of new management system; (d) autonomous personnel boards for assisting the high level political authorities on questions of personnel policy including placement, promotion, transfers and fast-track advancement on the basis of forward-looking career management policies and techniques; (e) placement of the specialists under the generalists at the top; (f) enactment of the freedom of information legislation by the Parliament; (g) the appointment of a National Science and Technology Commission under the chairmanship of the Prime Minister for policy making, planning, promoting, and funding of higher scientific and technological research and earmarking of 2 percent the GNP exclusively for scientific and technological research and development; (h) restoration of ethical and moral dimension as one of the most crucial issues of governance; (i) enactment of a public Interest Disclosure Act or a whistleblower act to protect the informants against retribution; (j) enactment of a comprehensive law ensuring a public servant's liability for damages caused to the state by *mala fide* actions; (k) law for confiscation of illegally acquired assets of holders of public offices; (l) constitutional amendment requiring the appointments of the Lokpal at the centre and Lokayuktas in states; and (m) enactment of a law by Parliament to establish the Inter-State Trade and Commerce Commission under article 307 read with entry 42 of the union list of the constitution to facilitate free trade and emergence of a common market in the country.²⁴

The six-member Administrative Reforms Commission (ARC-II) was appointed by Prime Minister Manmohan Singh in 2005 to "suggest measures to achieve a proactive, responsive, accountable, sustainable and efficient administration for the country at all levels of the government."²⁵ It submitted its reports (15 vols.) in 2009.²⁶ After exploring international experiences of reorganizing governments, the commission highlighted the following global lessons: (a) the political leadership at the apex level with consensus across party lines pushed the reform agenda with commitment; (b) focusing on the core functions of government, right-sizing the administration and outsourcing the functions was emphasized; (c) competition in delivery of public services--- dismantling of monopolies; (d) agencification of government departments to carry out specific executive functions within a mandate and a framework of policy and resources; (e) decentralization, delegation, and devolution; (f) public-private partnership; (g) bureaucratic deregulation; (h) strengthening of accountability mechanisms; (i) electronic or e-governance for efficiency and citizen-empowerment; (j) Performance Management System (PMS) for refurbishing of personnel administration; (k) citizen's charters, effective grievance redressal mechanisms, Right to Information, etc., (l) promotion of diffusion of good governance practices; (m) policy evaluation and regulatory impact assessment; (n) benchmarking for continuous improvement; (o) governance indices indicating what is happening to different social groups in terms of quality of life, especially to the disadvantaged and vulnerable.²⁷ The commission has made specific recommendations relating to all these dimensions of administrative reforms in the various volumes of its report. Here I will mainly focus on those relating to the structure and functions of the Union, State, and District administration.

The commission urged the reduction in the number of oversized ministries and large and overstaffed secretariats at both the union and state levels ²⁸, largely a product of the expansion of the role and functions of governments in the years of 'socialist' and populist state and patronage and coalition politics. The 91st constitutional amendment (2003) has already prescribed the norm of the size of the council of ministers at 15 percent of the membership of the popularly elected Houses.²⁹ However; the commission takes a more nuanced and differentiated approach. It expects that the number ministers in the Government of India could be reduced from about 55 to about 20-25 (Lok Saba, N = 545). As for the state governments, the prescribed numbers are 10 percent in larger states (Vidhan Sabha, N = 2004), 12 percent in medium states (Vidhan Sabha, N = between 80 and 200), and 15 percent in smaller states (Vidhan Saba, N = below 80).³⁰

Regarding the administrative structures of the union and state governments, the commission advised each ministry to review whether its activities / functions are critical to the mission of the government and to be carried out by a government department or an agency. The government ministry or department should only concentrate on planning and policy, budgeting and legislative work, coordination, monitoring of implementation, appointment of key personnel, and evaluation. The rest of the activities should be carried out by agencies of the department, autonomous or semi-autonomous and professionally managed under a mandate. These agencies could be structured as board, commission, company or a nongovernmental organization or society, etc. To strike a right balance between autonomy and accountability, suitable performance agreements, memorandum of understanding (MOU), contracts, etc., could be signed between the government department and the concerned agency.³¹

In order to streamline personnel administration, the commission recommended that the union and state governments enact comprehensive Civil Services Law and set up a civil services authority at each level. This authority, with suitable autonomy and neutrality, should deal with matters concerning appointment / posting and tenure of senior officers of all ranks and in all ministries and departments. Till such time such an authority is set up at the state level, a collegium of a ministers nominated by the Chief Minister, the leader of the opposition in the State Assembly, and the incumbent Chief Secretary should recommended a panel of candidates of be appointed.³²

In the context of the proliferation of statutory independent regulatory agencies in India since the initiation of the process of economic liberalization from the early 1990s, the ARC – II implied that such agencies created under the union list subjects lack both the requisite autonomy and power. This defeats the purpose of having them in the first place. For they ought to "differ from the conventional (bureaucratic) regulating system as they are separated from the executive wing of the government and enjoy a certain degree of autonomy." The Central Electricity Regulatory Commission of India, established by a parliamentary Act under entry 38 of the concurrent list in the seventh schedule of the constitution with semi-judicial powers and chaired by a serving or retired judge of the Supreme Court of India and whose members can be removed for specified reasons only after an inquiry conducted by the apex court on reference received from the union government, is a model of an independent regulatory authority which should be replicated in other policy areas or sectors of the economy where the agencies are less autonomous at the present. Their accountability should be ensured through the respective departmentally related parliamentary standing committees, which should restrict their oversight to their major decisions rather than day-to-day functioning. Periodic evaluation of their work by a panel of outside experts is also advisable to supplement the parliamentary scrutiny.³³

As for the need to ensure the existing coordination mechanisms among various ministries at the centre and between the centre and the states, the commission felt that the existing instrumentalities of Group of Ministers (GOMs) and committee of secretaries (COSs) functioned effectively and helped in early resolution of issues. The unresolved issues concerning states which require interministerial coordination in the government of India should be placed before the COSs and then the union cabinet.³⁴ The commission emphasized the importance of the Inter-State Council in creating union-state consensus on issues of administrative and political reforms throughout the various volumes of its report.

The commission thought that it was no longer necessary to have an intermediate level of administration in the commissioner between the state capital and the district, both in view the emergence of the district as the key unit of field administration and compression of time and space with the advancement in physical and electronic connectivity.³⁵

The ARC-II reiterated the recommendation of the ARC-I that the district officers should be encouraged to specialize in their respective developmental / technical fields, and the administrative head of the district, the district Magistrate or Collector, should concentrate on the core functions such as land and revenue administration, maintenance of law and order, disaster management, public distribution and civil supplies, excise, elections, transport, census, protocol, general administration, treasury management, and coordination with various departments / agencies. The district administration also needs reorientation to new political and administrative

concerns like technological and functional modernization and responsiveness to Right to Information Act, civil society groups, media, and public grievances.³⁶

The commission also recommended that the activities and functions transferred by state government to Panchayati Raj institutions and urban local bodies need not remain with district administration. Line departments like those of water resources, public works, or health engaged in state-wide projects should maintain their separate offices at district and sub-district levels. They should provide technical support and guidance to District Councils in planning and monitoring implementation.³⁷ Moreover, the ARC-II recommended an entirely new concept of "District Government" operationalized through an integrated governing structure in the District Council, with representation from both urban and rural areas. The District Officer (Magistrate / Collector) should have a dual role in it. On the one hand, he should be fully accountable to the District Council on all local matters, and on the other, he would also be fully accountable to the state government on all regulatory / other matters not delegated to the District Government.³⁸

Finally, as anti-corruption measures, the commission recommends the streamlining of the existing Vigilance Commissions at the union and state levels and the Lokayuktas (Ombudmen) in the states. It reiterates the enactment of a parliamentary statute instituting the central Lokpal (Ombudman) first recommended by ARC-I but not implemented yet.³⁹

It is interesting and useful to take a composite and comparative look at the major recommendations of the ARC-I and ARC-II and also ascertain the extent to which these have been implemented by the two orders of the governments in India. This exercise is done in Table 3. It is evident that, despite the fact that ARC-I reported when the socialistic and welfarist policy paradigm of the post-Independence Indian state was still in place though in a state of decline, and the ARC-II reported after the paradigm shift to business liberalism and globalism, there is remarkable amount of overlap between the recommendations made by the two panels! In my opinion it may be more due to India's preference for gradualism in the policy shift than to the continued spell of statism. As regards the implantation of the recommendations, India's record of administrative reforms is shown to be glacial and unimpressive. This is attributable to the vested interest of the political and bureaucratic classes, the weakness of the class of bourgeoisie, fragmented electoral mandates and divided governments due to discordant bicameralism and the variegated chessboards of federal coalition governments and governments in 28 states of the Indian union.

Lists of Major Recommendations of ARC-I and ARC-II

ARC-I

I. Union and State Executive

Optimum size of the Union Cabinet including the Prime Minister (PM), to be 16 and that of the three-tier Council of Ministers 40 to 46. PM not to be in specific charge of any ministry to keep him free for managerial tasks of policy initiation, coordination, and supervision (as the British practice is supposed to be) (Not implemented yet)

Minister-Secretary relationship to be built on trust in the civil servant and loyalty to the minister in pursuit of administrative performance through free and frank exchange of views and major decisions taken in writing (Prima facie not practised, more often than not)

To ensure cabinet collegiality and collective responsibility of the cabinet, all important issues to be discussed and settled by the cabinet. A minister not to announce a new policy or departure from an existing policy without cabinet's approval (Blatantly violated in federal coalition governments and state governments of all kinds)

A minister cannot be held accountable for an act of a civil servant, which is in excess of a directive or order or by implication prohibited by policies already approved by the minister or cabinet.

A standing parliamentary committee to oversee every ministry or a major department within it (Implemented since 1993 by reforming the parliamentary committee system)

A state Governor to consult the Chief Minister (CM) but to be not necessarily bound by the advice. In performing functions given by state statutes (e. g. as Chancellor of states universities), the Governor to function in his individual discretion rather than being bound by ministerial advice (Mostly dogged by controversies and conflicts)

Size of council of ministers in larger states to be about 20, in middle-size states about 14 to 18, and in smaller states about 8 to 12 (The 91st constitutional amendment, 2003, limited the size of the Union and State council of ministers to 15 percent of the membership of the popularly elected legislative chamber)

II. Secretariat: Union & State

Both the central and state secretariats have become overstaffed and the bounded with blurred responsibilities. Suitable reforms needed (No formal layoffs, but casualisation of new appointments sans security and facilities of service conditions earlier routinely offered)The central secretariat has become burdened with work which falls within the jurisdiction of states under the constitution. Devolution consistent with the constitutional division of powers and needs of economic development recommended

The following three staff offices should be created in each ministry: (a) a planning unit, (b) a personnel unit, and (c) a finance unit. A central personnel agency to be placed directly under the PM with overall personnel concerns involving all categories of civil services and administrative tasks (Implemented)

The road to the top administrative ranks should be open to all categories of civil services – All India Services, Central Services and State Services, such that the present practice of monopolizing such positions by the generalist All India Services to the blockage of specialized central services must be done away with (The special institutional interest group of the IAS lobby has so far maneuvered to forestall this reform)

Routinized six-level movement of files from the bottom-level clerk to the Secretary at the top to be reduced to only two levels of officials

Secretariat should shed functions of executive nature which it has been performing at present

III. State Administration

Replacement of the Board of Revenue by the Secretariat itself for its administrative and advisory functions and transfer of its appellate functions to a revenue tribunal consisting of a judicial

officer of the status of a judge and a senior revenue officer from the administrative side (Not implemented)

Abolition of the position of a Divisional Commissioner intermediate between the District Collector (DC) / Magistrate (DM) and the secretariat

The omnibus or multifunctional DM to be left exclusively with regulatory functions, law and order, collection of land revenue and other taxes. DM's judicial functions to be transferred to a judicial magistrate and developmental functions to a development officer

IV. Panchayat Raj

Developmental functions should be transferred to the elective Zila (District) Panchayat body, usually called Zila Parishad (District Council). The District Development officer to be placed under the elected President of the Zila Parishad

V. Machinery for Planning

The Planning Commission to limit itself to plan formulation, determination of resources required, and evaluation of plan performance. It should shed its executive functions. The PM should cease to be the chair of the Planning Commission, though must remain closely associated with its activities along with the Finance Minister. Chaired by the PM, the Planning Commission has grown into a "super cabinet", and steadily added to its functions and personnel and encroached on areas of executive authority of the central and the state governments (Not implemented, so far as the chairmanship of the PM and association of other key ministers as members are concerned)

Recommended the constitution of state Planning Boards with their own secretariats

VI. Centre-State Relations

Recommended the establishment of the Inter-State Council under article 263 of the Constitution (Implemented in 1991 but the ISC with its secretariat exists largely on the margins by continued recourse to more informal and ad hoc intergovernmental forums like Chief Ministers`/Ministers`/Secretaries` conferences)

All India Services should provide a larger measure of intake by promotion from the ranks of state civil services. Moreover, class II personnel from state services could also be brought to the centre as under-secretaries in functionally specialized areas of administration (Largely unimplemented)

VII. Redress of Citizens' Grievances & Cases of Corruption

Responsible government and administrative accountability to be supplemented by instituting Lokpalat the centre and Lokayuktasin states (ombudsmen) (In the last forty years bills introduced several times in the Parliament but never carried to the logical conclusion of legislation)

ARC-II

I. Reforming the structure and Administration of the Union Government

The Union government should primarily deal with core areas : (i) Defence, International Relations, National Security, Justice and Rule of Law, (ii) Human Development through access to good quality education and healthcare to every citizen, (iii) Infrastructure and sustainable

natural resource development, (iv) social security and social justice, (v) Macro-economic management and national economic planning, (vi) National policies in respect of other sectors

The principle of subsidiarity should be followed to decentralize functions to state and local governments Separation of policy-making functions from executive functions (The ARC-I Report is too recent to talk about action on the part of the governments in India on it, going by the slow pace and poor record of implementation on constitutional commission reports.)

Note: We are omitting the recommendations pertaining to administration of the Union Territories and the Northeastern States due to constraints of space here.

Source: For ARC-I, Shriram Maheswari, *The Administrative Reforms Commission* (Agra: Lakshmi Narain Aggarwal, 1972); for ARC-II, Second Administrative Reforms Commission, *Organizational Structure of Government of India, Thirteenth Report*, and *State and District Administration, Fifteenth Report*, both published by the Government of India in April 2009.

CONCLUSION

Summing up, the board thrusts of administrative reforms in India have aimed at three basic goals: improving the efficiency of administration internally and in relation to service delivery to the citizens; maintaining the thin line of demarcation between political neutrality of administration and party politics; and curbing corruption. A systematic empirical studies or even a series of such micro studies in a large number are still awaited. The available information, however, suggests that the Indian administration is seriously deficient on all the three counts. One gross indicator of this state of affairs is the recurrence of public protests and anti-corruption movements locally, regionally, or nationally,⁴⁰ including the India Against Corruption (IAC) campaign led by Anna Hazare since the heady Arab Spring of 2011, considered by some as the most important democratic moment since the Post-World War-II collapse of communist authoritarianism in the wake of the end of the Cold War around 1989. Indeed, the most telling evidence comes from a high-level union government administrative committee chaired by Home Secretary N.N. Vohra itself. Its report submitted to the government of India in 1993, the committee drew pointed attention to a nexus between politicians, criminals, police and bureaucrats in various parts of the country.⁴¹

More recently, legal action triggered by the report of the Comptroller and Auditor General of India to the Parliament and the Supreme Court order against ministers and civil servants in the government of India in relation to the 2-G telecom spectrum allocation to corporate private companies, among other cases of corruption, has revealed glaring cases of collusive corrupt deals. The Nira Radia Tapes involving a lobbyist, government of India functionaries, and corporate companies have brought to public notice instances of ministerial portfolio allocations being made on considerations of collusive *quid pro quos*. Wholesale transfers of civil and police officers on political, caste and other community considerations after coming to power of a new government in several states have become routine affairs.

The major problem that administrative reforms in India face is the abysmal record of lack of implementation of the series of reports of the various commissions reviewed above. Even a few reforms like the creation of agencies and regulatory authorities within the bureaucratic apparatus and the 73rd and 74th constitutional amendments concerning the Panchayati Raj and Nagar Raj at local levels are seriously deficient in autonomy, power, and finances. The vigilance

commissions at the centre and in the state and the Lokayuktas in the states are again be devilled by the same deficiencies. The Lokpal at the centre is not yet instituted in the trail of legislative bills, and belatedly in 2012 a constitutional amendment bill, allowed to lapse or defeated in the last over forty years. The Anna Hazare anti-corruption movement making this issue as its central platform has clearly revealed the entire political class, or at least an overwhelming majority of the parliamentarians, on one side of the political divide, and the active citizenry on behalf of the civil society, on the other. The movement, much like the anti-corruption /anti-authoritarian movement of the 1970s led by the socialist-turned Gandhian, Jayaprakash Narayan (JP), has developed outside the framework of the formal party system. Unlike the JP movement which used conventional means of political mobilization, the Anna Hazare movement has mainly thrived on the private electronic and social media, supplemented by mass congregation in the metro-cities like Delhi, Mumbai and Bangalore. Led by the middle classes, both these political events qualify as popular mass movements. A few administrative reforms like Right to Information Act (2005), "social audit" of Mahatma Gandhi National Rural Employment Guarantee Act (2005) schemes were implemented under the pressure of social movements and / or National Advisory Council (NAC) of the Congress-led United Progressive Alliance (UPA) Government chaired by Sonia Gandhi. Under the pressure of the Ana Hazare Movement, the UPA Government was forced to form a joint Lokpal Bill drafting committee comprising five union ministers and five IAC civil society activists and co-chaired by Pranab Mukherjee from the government and Shanti Bhushan from the civil society. Consensus eluding the committee, the Manmohan Singh Government referred its own bill to the joint parliamentary committee, followed by the Janlokal (People's) Bill of the IAC under pressure. The version of the constitutional amendment bill cleared by the standing committee failed to muster 2/3rds majority severally required in both Houses of the Parliament (Lok Sabha and Rajya Sabha) for a constitutional amendment. In the Lok Saba, it passed the requisite simple majority for a legislation (not a constitutional amendment). In the Rajya sabha it faced an overwhelming and uproarious opposition before the session was adjourned *sine die*. At this writing (May 2012), the bill hangs fire, the most probable outcome being its certain rejection in the present Parliament, unless a miracle happens under the pressure of the mass movement in a new Parliament due to be elected in 2014 or elected earlier in a snap, mid-term election.

NOTES AND REFERENCES

1. S.R. Maheshwari, Indian Administration, New Delhi: Orient Blackswan, 2001, sixth edn., pp. 492-93 enumerates 26 such reports, while Hoshiar Singh and Pankaj Singh, Indian Administration, New Delhi: Pearson, 2011, pp. 387-88, lists as many as 31 such documents, beginning with the Report on Reorganization of Central Government (Chair Richard Tottenham), 1946, and the last being the Reports of the Second Administrative Reforms Commission (Chair Veerappa Moily), 2005. The former advocated a division between the secretariat and executive directorate and agencies which is still maintained. See R.B Jain, "New Directions of Administrative Reforms in India" in Vinod Mehta, ed., Reforming Administration in India, New Delhi: Har-Anand Publications for ICSSR, 2000, p.205. The latter is discussed in detail below.

2. See Romila Thapar, Ashoka and the Decline of the Mauryas, Delhi: Oxford University Press, 1997, new rev. ed.; Douglas E. Slreusand, The Formation of the Mughal Empire, Delhi: Oxford University Press, 1989; and Sekhar Bandyopadhyay, From Plassey to Partition: A History of Modern India, New Delhi: Orient Blackswan Pvt. Ltd., 2009.

3. See Hermann Kulke, ed., *The State in India 1000-1700*, Delhi: Oxford University Press, 1995; and Upinder Singh, ed., *Rethinking Early Medieval India: A Reader*, Delhi: Oxford University Press, 2011.
4. Quoted in Sekhar Bandyopadhyay, *From Plassey to Partition*, op.cit. 2009, p. 110.
5. Sekhar Bandyopadhyay, *Ibid.* p. 113.
6. B. Shiva Rao et. al., eds., *The Framing of India's Constitution: A Study, Select Documents*, Vol. V, New Delhi: Indian Institute of Public Administration, 1968, pp. 708-9.
7. *Ibid.*, pp. 709-10.
8. Sample the observations made by P.S. Deshmukh, M. Ananthasayanam Ayyangar, etc. *Constituent Assembly Debates, Official Report*, Vol. X-XII, Book No. 5, New Delhi: Lok Sabha Secretariat, 2003, 4th reprint, pp. 40-44.
9. *Ibid.*, p. 50. Patel was the chairman of the provincial Constitution Committee of the Constituent Assembly, and the Deputy Prime Minister and Home Minister of India at the time.
10. R.B Jain, *Public Administration in India: 21st Century Challenges for Good Governance*, New Delhi: Deep & Deep Publications, 2004, p.21.
11. B K Misra, *Indian Administrative Service: The Case for Reform*, New Delhi: Rupa & Co., 2009, pp.12& 13.
12. Quoted in Rekha Saxena, *Situating Federalism: Mechanisms of Intergovernmental Relations in Canada and India*, New Delhi: Manohar, 2006, p. 252.
13. The experience of holding limited franchise elections in British India under the Government of India Acts 1909, 1919, 1935, in religiously and politically surcharged atmosphere had convinced the makers of the Indian Constitution to devise an autonomous and powerful Election Commission entrenched in the Constitution itself rather than under an Act of Parliament as in the British Commonwealth parliamentary federations in Canada and Australia.
14. The “developmental state” was conceptualized to encapsulate the experience of the East Asian miracle economies in the last quarter of the twentieth century in the context of late industrialization when the development giving it priority over democratic politics back in: *Towards a Model of the Studies*, vol. 31, no.3, February 1995, pp.400-427. “Democratic developmental state”, on the other hand, seeks in late industrializing economies a more balanced development of democracy as well as capitalism in the context of state-led development initiatives. See Mark Robinson and Gordon White, eds., *The Democratic Developmental State: The Political and Institutional Design*, New York; Oxford University Press, 1998.
15. Like in Texas, everything on an all-India level is big! The constitution of India comprises 395 articles, XXII parts, and 12 schedules! During its deliberations spread over almost a decade from the mid-1960s to mid-1970s, the ARC-I produced a tone of 20-volume report dealing with 1. redressal of citizen’s grievances, 2. Machinery of planning (interim report), 3. Public sector undertakings, 4. finance, accounts, and audits, 5. Machinery for planning (final report), 6 economic administration, 7. the machinery of government of India and its procedures of work, 8. Life Insurance Corporation, 9. Central direct taxes administration, 10. Administration of Union Territories and North East Frontier Agency, 11. personnel administration, 12 delegation of

financial administration powers, 13 centre state relations, 14. state administration, 15 small scale industries sector, 16 Railways, 17 treasuries, 18 Reserve Bank of India, 19 post and telegraph department, and 20 scientific departments. It gives the readers the scale of operations of the governments in India in the era of the interventionist state and big government!

16. My discussion of the recommendations of the ARC – I here and below in this chapter draws mainly from S.R. Maheshwari, *Administrative Reforms in India*, New Delhi: Macmillan India Ltd., 2002, chapter 9.

17. India, Republic, Commission on Centre-State Relations, Report, Part I, Nasik: Government of India Press, 1988, p. 110.

18. Ibid., p. 107.

19. Ibid., pp. 106-107.

20. Ibid., p. 226.

21. B.K Misra, *Indian Administrative Service*, op.cit. pp. 68-74.

22. Ibid., pp. 229-230.

23. India, Republic, Report of the National Commission to Review the Working of the Constitution, <http://lawmin.nic.in/crwc/finalreport.htm>, accessed on 14.4.2002, chap. 1, p. 3.

24. Ibid., chap. 6.

25. India, Republic, Second Administrative Reforms Commission, Thirteenth Report, Organizational Structure of Government of India, April 2009, p. 1.

26. Another marathon exercise in administrative reforms that produced the following 15 volumes on 1. Right to information, 2. Human capital: entitlements and governance, 3. crisis management, 4. Ethics in governance, 5. Public order, 6. Local governance, 7. capacity building and conflict resolution, 8. combating terrorism, 9. social capital, 10. Personnel administration, 11. E-governance, 12. Citizen-centric administration, 13. Organizational structure of government of India, 14. financial management systems and 15. state and district administration.

27. Ibid., pp. 39-45. For a more comprehensive review of the literature on the Global discourse on administrative reforms from the policy perspective of neoliberalism, see Amita Singh, ed., *Administrative Reforms : Towards Sustainable Practices*, New Delhi : Sage Publications, 2005, "Introduction" (to chapters that follow on micro-studies in power, transport and social sectors reforms).

28. Ibid.

29. Ibid., p. 95.

30. India, Republic, Second Administrative Reforms Commission, Fifteenth Report, State and District Administration, New Delhi: Government of India, April 2009, p. 25.

31. India, Republic, Second ARC, Thirteenth Report, pp. 118-119; and Fifteenth Report, pp. 32-33.

32. India, Republic, Second ARC, Tenth Report Refurbishing of Personnel Administration – Scaling New Heights, New Delhi: Government of India, pp. 2; and Second ARC, Fifteenth Report, pp. 39-42.
33. India, Republic, Second ARC, Thirteenth Report, Chapter 6, the quote at p. 144.
34. India, Republic, Second ARC, Thirteenth Report, p. 140.
35. Ibid., p. 45.
36. Ibid., pp. 80-86.
37. Ibid., p. 92.
38. Ibid., p. 90.
39. India, Republic, Second Administrative Reforms Commission, Fourth Report, Ethics in Governance, New Delhi: Government of India, p and Second ARC, Fifteenth Report, p. 46.
40. Bipan Chandra, In the Name of Democrat: JP Movement and the Emergency, New Delhi: Penguin Books India, 2003; and Rob Jenkins, "In Varying States of Decay: Anti-Corruption Politics in Maharashtra and Rajasthan" in Rob Jenkins, ed., Regional Reflections: Comparing Politics across India's States, Delhi: Oxford University Press, 2004, chapter 7, pp. 219-252.
41. India, Republic, Vohra Committee Report, New Delhi: Government of India, Ministry of Home Affairs, 1993.

Published by: *TRANS* Asian Research Journals**AJMR:****Asian Journal of
Multidimensional
Research**

(A Double Blind Refereed & Reviewed International Journal)



PHILOSOPHICAL CONCERNS FOR WOMEN UPLIFTMENT IN THE NOVELS OF NGUGI WA THIONGO'S

Susheel Sharma*

*Assistant Professor,
C.R.Kisan College Jind, INDIA
Email id: sushilsharma660035@gmail.com

ABSTRACT

A deep concern over the right and status of women has marked the literature right from its inception. Being a victim of patriarchal set up, she has to follow and obey all the rules of her culture, her tradition, her morality. If she is to surpass, then immediately without any second thought, she is ostracized from her social envelop. A plot was hatched by the men to impregnate the female leaders and their followers to render them useless against a takeover six months later. Woman, whom God made in His own mould and blessed with the power to perpetuate the human race, is one of the most magnificent and splendid creations on the earth. She is the source of inspiration and encouragement to Gikonyo and others. According to G.N. Sharma, she is "an angelic figure... generous, forgiving and compassionate, an embodiment of Ngugi's humane vision."³ Sexual harassment and prostitution were no longer in existence in that era as these have become part and parcel of modern Kenya. If a woman was sexually exploited under colonial rule the exploiter had to marry with the exploited. The sexual harassment of Mumbi is started when Gikonyo is arrested and is taken to the Yala detainee camp because of his attachment with the Mau Mau Movement. Once she carried a pistol tied to her thighs near the groin. She was dressed in long and heavy clothes. This is well proved by these words of Wanja: "We barmaids never settle in one place. Sometimes you are dismissed because you refused to sleep with your boss." The novel Devil on the Cross begins with the realistic and exploitative story of Jacintha Warriinga as the society of Nairobi descends on her. Further we understand that she is occasionally haunted by similar nightmares. Warriinga is so desperate in life that she has many a time thought of committing suicide.

KEYWORDS: *Compassionate, Embodiment, Exploitative, Harassment, Prostitution*

INTRODUCTION

A deep concern over the right and status of women has marked the literature right from its inception. In the colonial and the post colonial Africa, Ngugi wa Thiong'o has exposed and uncovered the veil about the true depiction of female personas in his socio-cultural, philosophical and political vistas making them as a commodity of use and throw whereas they are termed as RTY (Ready to Yield), BMW (Be My Woman) easy thighs, sugar girls etc. Sex-hunger is a devil that always looking for female victims, married or unmarried, young or middle aged, beautiful or ugly. For the sex-devil, the female flesh is the food in whatever colour, shape or condition it is available. When a girl loses her virginity or chastity, she becomes a continual victim of sex-exploitation by a number of men. At best she has to remain a top-class mistress or sugar girl of some rich male in high society; at worst, she is doomed to drag her life to death in the lanes of prostitution. Woman is the only creature that is mostly caught in hamletian dilemma of to be or not to be. That is why, they are **exploited culturally and racially** by posing themselves between parental hegemony and lovely affections when these poles become antagonistic to each other. Being a victim of patriarchal set up, she has to follow and obey all the rules of her culture, her tradition, her morality. If she is to surpass, then immediately without any second thought, she is ostracized from her social envelop. As a result of this cultural and social exploitation sometimes she rides on the path of moral degeneration compelling her to be sexually harassed and taking her to the hell of prostitution.

Ngugi wa Thiong'o has delineated the exploitation of fair sex through his fiction. In the novel The River Between like the female characters Muthoni and Nyambura, the river Honia is symbolic of femininity and sensuality. As Muthoni and Nyambura, the two daughters of Joshua, who turned traditionalist tribals to modernist Christians by distancing themselves from the Gikuyu tribe, become the symbols of unity and division between the two ridges where as one is dominated by Joshua and the other by Waiyaki. The Makuyu and Kameno ridges are united and divided by the powerful flow of the Honia river. As it "never dried: it seemed to possess a strong will to live, scorning droughts and weather changes... And men, cattle, wild beasts and trees, were all united by this life-steam".¹

In the fictional world of Ngugi wa Thiong'o, female protagonists raise their heads against the cultural and racial exploitation by ignoring the taboos erected by junkyard mentality of humanity. Female circumcision plays a pivotal role in the social and cultural life of African tribes. The feelings of Nyambura towards circumcision ceremonies, which are organized on the banks of Honia, are explored where the river and female persona become one :

Nyambura was fascinated and felt attracted to the river. Her breast, glowing with pleasure, rose and fell with a sigh: she felt something strange stirring in her bowels. It was an exhilaration, a feeling of acute ecstasy, almost of pain, which ways came to her as she watched the snaky movement and listened to the throb of the river. (TRB : 23)

The first wave of protest, anger and angst comes to Muthani when she finds the contradiction in her father's rejection of circumcision. She asks her sister in a revolutionary tone. She becomes a mature lady who has natural love for her tribe and its customs .

Defacto, Muthoni immortalized herself posthumously, Nyambura cannot summon enough courage to stick to the rituals of tribes and to confess her love for Waiyaki. That is why, she

remain in a dilemma regarding her loyalty to her father, and love, passion, emotions and dedication to Waiyaki :

Sometimes she cried and asked God to forgive her. She still wanted to remain true to her father. (TRB: 103)

She has fear of staggering on the way of disobedience and boldness, on the way of thinking about mind and heart, on the way of accepting new Christian faith and of following traditional tribal rituals; and believing in Jesus Christ or in Murungu. This dilemma makes her more sensible, reasonable and philosophical.

According to James Olney, “When clitoridectomy was practiced it led to a subordination of the female to male. Perhaps it might be suggested that intervention of missionary schools and colonial legal authorities entrenched a custom whose traditional authority was not absolute. The control and protection of women among the Gikuyu was sacrosanct as the tribe was once controlled by women under Mumbi’s family group (Mbani ya Mumbi), and proved to be overbearing at one stage. A plot was hatched by the men to impregnate the female leaders and their followers to render them useless against a takeover six months later. Polygamy was institutionalized; the lineage was now traced through the father’s family line. Only ten groups were allowed to retain the names of the daughters of Gikuyu and Mumbi.”²

It is indeed ironic that woman who bears and rears man and provides him with emotional and psychological succour during his infancy had to plead imploringly to him for her rightful place in society and a right to a decent and dignified life. Woman, whom God made in His own mould and blessed with the power to perpetuate the human race, is one of the most magnificent and splendid creations on the earth. Epitomising charm, delicacy, grace, tenderness, commiseration, affection and compassion, she has not only added colour and variety to the earthly life but has also lent it an aesthetic dimensions.

Ngugi wa Thiong’o has adored and adulated woman in hyperbolic terms for her moments of glad, grace and qualities of head and heart, but sometimes, he has not been able to break the formidable barriers of prevailing biases against women which are crafted and perpetuated by a sanctimonious patriarchal society. A Grain of Wheat is a magnum opus of Ngugi in which the novelist, through the female protagonists viz- Mumbi, Wambui, Wangari, Wambuku and Njeri, makes a dispassionate and surgical dissection of colonial and post-colonial Kenyan society from the feministic perspectives. Some of the female personas face these barriers while some succumb before them. Mumbi is such character who in her course of life encounters many upheavals of exploitation by her husband, her friend, her culture, her race, her community and the last but not the least by imperialistic forces. She is married to Gikonyo who finds his fulfillment only through his love for his wife. The image of Mumbi is that of a benevolent mother, an understanding companion and a lovable personality. She is the source of inspiration and encouragement to Gikonyo and others. According to G.N. Sharma, she is “an angelic figure... generous, forgiving and compassionate, an embodiment of Ngugi’s humane vision.”³

It is Mumbi’s magic and charismatic power that becomes a ladder for Gikonyo to taste and register success in life. His involvement with her shows him the way, gives a sense of clarity to his otherwise mundane existence and provides a meaning to his life. Gikonyo recollects how the magic touch of hers has transformed him from an ordinary, common place position to a man of worth and eminence. Looking back at his married life Gikonyo, in the detention camp, feels the

magic union with Mumbi : ... it was all important... suddenly I discovered... no, it was as if I had made a covenant with God to be happy. How shall I say it? I took the woman in my arms – do you know a banana stem? I peeled off layer after layer, and I put out my hand, my trembling hand, to reach the Kiana coiled inside.

*Every day I found a new Mumbi. Together we plunged into the forest. And I was not afraid of the darkness...*⁴

Gikonyo sits mesmerized when through flashbacks he recites his communion with Mumbi:

It was like being born again, he recalled in the presence of Mugo, speaking in a low, even voice, groping for the word which would contain the reality of his experience. The fire in the hearth marked off by three stones, had ebbed into a dull glow; the oil-lamp fluttered, playing with shadows in corners, without clearly lighting the faces of Mugo and Gikonyo.(AGW : 97)

Ngugi has tried to show that the condition of women or racial and sexual exploitation was less in colonial Kenya than it was in the new imperialistic Kenya. Sexual harassment and prostitution were no longer in existence in that era as these have become part and parcel of modern Kenya. If a woman was sexually exploited under colonial rule the exploiter had to marry with the exploited. As Karanja and Gikonyo were in race to possess Mumbi at any cost. Fortunately/unfortunately, one day in the forest in order to watch The Kisumu train, Karanja outdistanced Gikonyo and Mumbi. Due to fatigue Gikonyo panted hard, and Mumbi also stopped running. After sometimes, an intimacy gets developed between them as :

She lay against his breast, their heart-beat each to each. It was all quiet. Mumbi was trembling, and this sent a quiver of fear and joy trilling in his blood. Gradually, he pulled her to the ground, the long grass covered them. Mumbi breathed hard, but could not, dare not, speak. One by one, Gikonyo removed her clothes as if performing a dark ritual in the wood. Now her body gleamed in the sun. Her eyes were soft and wild and submissive and defiant. (AGW : 90)

Here Ngugi wants to prove that the ways of lovers are serious, strange and mysterious. So, this compromise of Mumbi and Gikonyo is not called sexual abuse or exploitation as both of them get married.

The sexual harassment of Mumbi is started when Gikonyo is arrested and is taken to the Yala detainee camp because of his attachment with the Mau Mau Movement. The houses and huts of all those were burned who had taken oaths. That is why, the huts of Mumbi and her father were put into flames by the home guards of Robson, the District Officer.

Ngugi has **deep philosophical concern for women upliftment** and in their abilities and capacities to handle the personal and national affairs more cogently and skillfully than their male counter parts. On the eve of Independence Day celebrations of *Uhuru*, when everybody was failed to persuade Mugo to deliver a speech about the life and hardships of immortal warriors, then Wambui persuades Mumbi as she (Wambui) believes in the convincing power of women when she:

Believed in the power of women to influence events, especially where men had failed to act, or seemed indecisive. (AGW: 175)

And during the Emergency, Wambui carried secrets from the villages to the forest and back to the villages and towns. Once she carried a pistol tied to her thighs near the groin. She was

dressed in long and heavy clothes. Unfortunately she was caught in military and police search operations.

It is Mumbi who unwittingly exacts the truth of Mugo's betrayal of Kihika by her own candid and forthright admission of her strained conjugal relationship with her husband. Mumbi "had trusted him, (Mugo) and confided in him. This simple trust had forced him to tell her truth" (AGW : 230). G.N. Sharma observes, "The open honesty with which she told her own story to Mugo made him ashamed of his morbid secretiveness."⁵ Wambui, Warui and Gikonyo fail to persuade Mugo to lead the procession and do the main speech at the Uhuru celebrations. Finally, this mission is entrusted to Mumbi. She relishes it hoping to do the magic with Mugo and succeeds where others have failed. She tells herself : "What if she succeeded where he (Gikonyo) had failed? The thought thrilled her; she contemplated the mission with satisfaction" (AGW : 177). Although she fails to convince Mugo about her mission, her failure is more than compensated as she not only succeeds in getting the truth of Mugo's betrayal, but she is also largely responsible for the presence of Mugo on the dais to make the startling and stunning confession in full view of people at the Uhuru celebrations. Even though Mumbi keeps Mugo's guilt a heavily guarded secret, the latter is conscious that it is no longer a secret. This awareness prompts Mugo to walk to the dais as a hero as though to undo himself rather than suffer for life with the burden and the agony of a guilt-conscience. Thus, Mumbi does succeed in her mission, ironically though, more than she or any other person anticipated.

Tramping for a job taught her that "The Modern Love Bar and Lodging has become the main employment bureau for girls and women's thighs are the tables on which contracts are signed."⁶

In Petals of Blood, the attitude of Hawkins Kimeria towards Wanja is a good example of the exploitation of women by the elite. So, in the journey to Nairobi, Kimeria wants to force Wanja to bed when she only asks him for help for a sick child.

In Ngugi's artistic world, school girls too are subjected to this sexual exploitation. In Petals of Blood, Wanja, when going to high school, was wooed by a rich old man, Kimeria, and her teacher of mathematics, who loved her, wanted to submit his pupil to a sexual blackmail knowing the affair between Wanja and the rich old man but, as the girl had refused, he told everything to her parents.

Beside those who look for jobs, women who have managed to get a job too are subjected to sexual exploitation; indeed, to keep their employment, they are obliged to yield to their employers' advances. This is well proved by these words of Wanja: "We barmaids never settle in one place. Sometimes you are dismissed because you refused to sleep with your boss."⁷

The cultural and racial exploitation as well as sexual harassment and profusion become a normal routine and a way of the modern Kenya where more and more exploitation of women by treating them as sugar girls, becomes a matter of pride and social status in the corridors of modern thieves and robbers or the capitalists. The novel Devil on the Cross begins with the realistic and exploitative story of Jacintha Warriinga as the society of Nairobi descends on her. She is weak and helpless and is always at the receiving end as first she is exploited by her lover and the Boss and is deserted by them because:

Misfortune is swifter than the swiftest spirit, and one trouble spawns another. One Friday morning Warriinga was dismissed from her job for rejecting the advances of Boss Kihara, her employer, who was the managing director of the firm. That evening Warriinga was abandoned by

her sweetheart, John Kimwana, after he had accused her of being Boss Kihara's mistress. (DOC : 10)

She sees in vision a world of darkness in which a crowd in rags walks towards the Devil dressed in silk suit with seven horns and seven trumpets. He has two mouths, red skin like a pig and a big belly "as if it were about to give birth to all the evils of the world" (DOC : 13). He is pleading with all men around him not to crucify him and is assuring them that he would never again build Hell for the people on the earth. But the people are adamant and are hurling words at him for all his misdeeds. Finally they crucify as if to atone for his villainous nature and leave the place singing songs of victory. Wariinga's nightmare has a symbolic dimension in the context of the novel. Further we understand that she is occasionally haunted by similar nightmares. Wariinga is so desperate in life that she has many a time thought of committing suicide. But fortunately she is saved each time by the intervention of some kind soul. Last time a young man saves her. Again he reappeared before her to present her bag which she had left in the city bus. She tells the young man the sad tale of Mahua Kareendi, a young girl like her. But there are many points of similarities between her own personal tale and the other. With both of them there is the presence of the boss who shamelessly makes advances to them and when thwarted of his designs, dismisses the women.

Wariinga becomes the spokesperson for all the oppressed and the exploited women in modern Kenya. She imbibes a radical and revolutionary zeal and readies herself to launch a strong protest when the occasion demands. The journey from Nairobi to Ilmorog provides her an opportunity to air her views to join the band of revolutionaries.

The journey of five characters – Wariinga, Wangari, Muturi, Gatuiria and Mwireri – from Nairobi to Ilmorog has epic overtones and contours. It echoes a similar journey undertaken by the villagers under the stewardship of Karega in Petals of Blood.

When Wariinga's breasts developed, her hair grown long and brilliantly black, her cheeks blossomed, smooth and luscious like fruits in a good seasons, she is sold by her uncle to the Rich Old Man. Now she becomes a commodity for enjoyment for the Old Man :

Wariinga was going to be the chicken whose feathers would be plucked one by one, leaving the flesh naked and unhampered, soft food for a toothless old man. (DOC : 142)

This Rich Old Man starts making love to Wariinga and taking her to school in his Mercedes-Benz. As a corollary, she is caught in the labyrinth of illuminating light and false show of glamour, when the old man whispers in her ears:

Wariinga, my dear, how can you foolishly tie yourself to your books when sugary delicacies, and ripe, juicy fruits, and many other wonders calculated to stir the heart and to warm the body are to be found everywhere in Kenya? (DOC : 143)

It is that Wariinga who starts hating school and enjoying eating, drinking and spending nights after nights in hotels in the arms of the Old Man ignoring that "sweetness has a mouth and a stomach of its own – and a poisonous bite" (DOC : 145) but believing that "Faith in a loved one removes all fears" (DOC : 146). When the Rich Old Man comes to know about her pregnancy, instead of providing her mental support, he calls her a prostitute having affairs with so many people.

But it is Ngugi wa Thiong'o who never lets African woman in lurch. The force with which the old man used to let her down, she stands up with double wims and vigor, decides not to present herself as a sugar girl, as a lady of easy thighs, and never to yield. The novelist presents **philosophical concern for women upliftment** in his socio-cultural, philosophical and political vistas.

Wariinga worked in a garage in the company of other workers. She got fame as a dedicated mechanic in that area. Once a man came to her garage, when she inspected his car, the man touched her breathes. She warned him. But he ignored her warning and again touched her buttocks in order to lure her. Immediately, she got up and "assaulted him with so many judo kicks and karate chops that for a time he saw stars." (DOC : 221)

Like Wariinga, Wangari is a revolutionary figure in the novel and was an active member of the Mau Mau army that was meant for the liberty of Kenya. Being a member of Kenya Land Freedom Army, Wangari got nothing in return for her sacrifice. In the independent Kenya she was exploited economically and culturally. Her small piece of land was auctioned by Kenya Economic Progress Bank, she was taken to police custody when she searched job in free Kenya, she was declared a thief by the foreigners at her home, she fought for the betterment of new generations so that they may take breath in the fresh air but these generations chocked her, and the last but the least she became unwanted and foreigner in her country. She was badly treated by her own country police at the order of a European judge, as she narrates her story to the co-passengers while going to Ilmorog in a taxi.

As a bold lady of resolution and firm determination she spoils the competition that was held in Ilmorog cave about modern thefts and robbery. She enters the cave with police and silenced the whole cave with the power of her eyes. She denounces the thieves and calls them imperialists watchdogs, the children of the Devil as these are the men who oppress the peasants, rape the women, steal the heritage and deprive the people of their clothes, foods, and families. Gaturia calls Wangari the real the heroine of the nation.

Wariinga is so much impressed and motivated by the demeanour, attitude and mental make-up of Wangari, that she proves herself, a heroine like Wangari. Wariinga's experiences in the incidents after Muturi's march are indeed very bleak. She could not hand over the handgun which he had asked her to carry to safety. On the appointed day he could not meet her as he was arrested by the police. But she makes use of the handgun for another serious purpose. Two years after the incident at the Cave, we see Wariinga and Gaturia marching toward his father's house at Ilmorog. They have decided to marry and want the same to be announced to his parents. The identity of Gaturia's father is kept a secret till the end. Gaturia's father the Rich Old Man has made elaborate arrangements for the engagement. The invitation card crudely suggests the nature of the dress to be worn by the guests and the names of shops where articles of presentation are available. They do suggest the arrogance of the Rich Old Man.

Commanding with the voice of a judge to look at her face to face, she immediately opens her handbag, takes her gun out and shoots him. She does not feel disturbed. Before Gaturia realizes his responsibility, she walks out without looking back for

"She knew with all her heart that the hardest struggles of her life's journey lay ahead...."
(DOC: 254)

Wariinga and Wangari appear almost like twins and like the two faces of the same coin. Both share similar experiences and both have developed a revolutionary ideology. Both crave for female revenge and retribution against the society which has mercilessly pushed down their social ladder. May be one can add that the example of Wangari offers a clue to Wariinga to kill the Rich Old Man.

The most significant feature of Petals of Blood is that Ngugi's protagonists Abdullah, Munira, Karega and Wanja represent three generations of colonial, neo-colonial and the era of liberation struggle. This novel has a secular side to it with representation for the indigenous Gikuyu leadership; Abdullah, a Muslim and his orphan brother named by him Joseph, and Munira who hails from an orthodox christian background while Wanja is a prostitute. She is exploited by the patriarch Kenyan society as Munira internalizes his resentment converting it to a fantasy of rape as she:

"... had the same alluring power as the beckoning coquetry of a virgin : he could touch her only by deflowering her by force and so himself flowering in blood." (POB : 91)

Yet Abdullah, a maimed former Mau Mau soldier and proprietor of the village shop, acknowledges her pain and need for support :

"I know what it is to carry a live wound. And I am not talking of this leg stump. Stay in Ilmorog. Let us face what you call this hole together." (POB : 92)

This spiritual and economic exploitation compel Wanja to leave Ilmorog. Later Wanja and her grandmother formed the Nderi-Nyakinyua Group to work for the land communally. As a perfect idealistic heroine in the socio-political and philosophical vistas of Ngugi she becomes an interlude of cooperation and community integration.

But Ngugi here tries to show that life is not smooth going as it sometimes seems to be. Wanja and Abdullah provide the initiative to construct a New Ilmorog, it is Nderi wa Riera, the MP of Ilmorog, and his henchman 'Fat Stomach' and 'Insect' who organize the transformation by using New Ilmorog as a ploy to get re-elected. Land taken from the people would be compensated; loans would be given; title deeds acquired. The road was only a beginning.

Transformation of the landscape was matched by changes in character. While Abdullah remained the same committed although reticent individual, both Wanja and Munira were further corrupted by the betrayal of the new capitalist Ilmorog. As a bold lady, Wanja summons enough courage and energy after her exploitation at the hands of Karega. As a corollary, she : "was seized by the devil spirit of brewing and selling and counting and hatching out more plans for the progress of her trade/business partnership with Abdullah." (POB : 320)

Although Wanja and Abdullah were secure with the business of selling Theng'eta, after five years nearly everyone else in the village had been duped into taking loans on their land. Foreclosures became more frequent; Nyakinyua tried to fight back when her land was taken, but no one supported her, not even Wanja. Only when the old woman died, did Wanja in a fit of self-destruction buy the land back, but at tremendous cost to herself and Abdullah because they didn't have the cash flow to buy the land and then maintain the business as well. They were forced to sell to Mzigo. In despair, but also in a conscious drive to survive, Wanja reverts to her role as a prostitute. Jennifer Evans sees this as a realistic portrayal of an African woman; one that differs from the Mumbis, Muthonis or Nyamburas of other Ngugi novels:

... It would be a mistake to see Wanja simply as an innocent victim. Her potential is wasted and she is exploited, but she also exploits others, most obviously in running her own whorehouse. Her "eat or be eaten" philosophy is an expression of the destructive rivalry of capitalism, and is no more moral than the self-serving greed of the Kimerias.⁸

The political will comes only when Wajna is politically committed to vengeance. Françoise Albrecht sees her killing of Kimeria as :

... an instinctive act of liberation. (While Munira's torching of the whorehouse) ... is premeditated, ordained by what he called the Law... he feels he has been entrusted with a mission : to root out the evil in the world, the evil incarnate in Wanja, who has become in his eyes both Jezebel and Babylon.¹⁰

Munira's distorted view is the result of a self-hatred similar to Wanja's, but he also hated Wanja because she made him pay for his sex with her. Because of his class background, he subconsciously avoids attacking his own socio-economic roots as is the case of his treatment of Chui, Nderi, Kimeria. His choice to continue to betray Ilmorog is a complex one. As a religious fanatic, he is a victim of a false consciousness. Even though his torching of The Sunshine Lodge is an attempt to save Karega's soul and punish the Satanic Wanja Munira has chosen as victim to punish another victim Wanja instead of the true betrayers of the nation : Chui, Kimeria, Mzigo, and Nderi.

Both murders of the betrayers are pre-meditated. Abdullah would have killed the three men as well if Munira and Wanja had not intervened. Wanja planned the murder of Kimeria and the others in advance. Ironically, Munira's intervention prevented her from killing others.

Wanja's unborn child is a new inspiration for continuing the struggle. When asked who the father is Wanja draws a portrait that combines the best features of the lawyers and the Mau Mau leader, Dedan Kimathi without one limb. It is in fact, Abdullah. Her child will be not just the result of her union with Abdullah, but also a revolutionary inspiration for a future Kenya, one that is liberated from the tyranny of a neo-colonial state. Wanja's portrait is an important symbolic reference to her renewal as *"...she felt a tremendous calm, a kind of inner assurance of the possibilities of a new power."* (POB: 402)

Wanja is invested with a fiercely feminine and aggressively individualistic personality. She belongs to the remarkable species of Ngugi women – Mwihaki, Nyambura, Muthoni, Mumbi, Wambuku –all of them are brave, resilient, resourceful and determined. According to Chidi Amuta, "Wanja is a typical Ngugi woman, elan vital combining great adaptive skills with dynamism, enterprise and forbearance."¹¹ In Ngugi's novels women are shown to have a fundamental role in the struggle against oppression and exploitation, and often courage and hope are ultimately found in their hands. Wanja, thus, belongs to the brave breed of Ngugi women's in the throes of a social change.

Significant in Ngugi's portrait of Wanja is the amount of heroic energy packed into her tortured body, for in spite of the numerous violent experiences that have seared her psyche, she still emerges as an admirable character who exudes the most telling traits of selfless humanism. Or how does one explain her offer to work as Abdullah's barmaid so that Joseph could start schooling? Or herself sacrifice to the vulture Kimeria who wanted to possess her for only a few minutes, if only to save the life of Joseph during the trip to the city? But all these acts of humanism by Wanja do not save her from the agonies inherent in a bruised soul that had thrown

her baby into a latrine long ago in her school days. And with her aborted relationship, with Karega in Ilmorog, and the changing tempo of capitalist, intrusion into the lives of Ilmorogians after the plane crash, Wanja throws her body and soul into capitalism and emerges as one of its few reigning queens in New Ilmorog.

Wanja, despised as a fallen woman, is a veritable source of solace and strength to the other characters at crucial stage. She gathers all strength and valour to murder the wicked tycoon, Kimeria. By marrying Abdulla, the cripple, she buries her past displaying rare nobility and courage. She is proud to be the mother of Abdulla's child– the representative of the new progeny of a brave new world.

In this article it has been tried to explore the reaction of women to patriarchal power, and the impact of this reaction on gender relation in socio-cultural, philosophical and political vistas in the novels of Ngugi during pre-colonial, colonial and post-colonial Kenya. Further, women's dynamism and resilience to survive colonial African patriarchy before and during the Mau Mau struggle are acknowledged. Even further, betrayal and women's resistance to their exploitation regarding gender inequality is studied. Most women in Africa live in poverty because of the cultural exploitation/biases that limit their access to education, employment, credit, health service, and even more so to ownership of the land, the more important economic resource.

Like Simone de Beauvoir's The Second Sex, Betty Freidan's The Feminine Mystique and Virginia Woolf's A Room of One's Own, the novels of Ngugi become a power critique for the exposition and exploration of pent up feelings and repressed emotions of women in oppressive and domineering patriarchal society which has left no stone unturned for their cultural and racial exploitation, sexual harassment and prostitution ignoring their upliftment, equality, status and respect in the society.

REFERENCES

- 1 Ngugi wa Thiong'o, *The River Between* (Johannesburg: Heinemann, 1965) 1. (All the subsequent textual citations are from this edition and page numbers are given in the parentheses following the quotes with TRB)
- 2 James Olney, *Tell Me Africa: An Approach to African Literature* (Princeton, New Jersey: Princeton University Press, 1973) 90-91.
- 3 Govind Narain Sharma, "Ngugi's Christian Vision: Theme and Pattern in *A Grain of Wheat*," *African Literature Today* 10 (1979): 173.
- 4 Ngugi wa Thiong'o, *A Grain of Wheat* (London: Penguin Books, 2002) 97. (All the subsequent textual citations are from this edition and page numbers are given in the parentheses following the quotes with AGW)
- 5 Govind Narain Sharma, "Ngugi's Christian Vision: Theme and Pattern in *A Grain of Wheat*," *African Literature Today* 10 (1979): 173.
- 6 Ngugi wa Thiong'o, *Devils on the Cross* (Harlow, Essex: Heinemann, 1987) 19. (All the subsequent textual citations are from this edition and page numbers are given in the parentheses following the quotes with DOC)

7 Ngugi wa Thiong'o, *Petals of Blood* (London: Penguin Books, 2002) 155. (All the subsequent textual citations are from this edition and page numbers are given in the parentheses following the quotes with POB)

8 Jennifer Evans, "Mother Africa and Heroic Whore: Female Images in *Petals of Blood*," *Contemporary African Literature*, eds., Hal Wylie, Eileen Julien and Russell J. Linnemann (Washington, D.C.: Three Continents Press, 1983) 59.

9 Lisa Curtis, "The Divergence of Art and Ideology in the Later Novels of Ngugi wa Thiong'o: A Critique," *Ufahamu* 13.2 (1984): 204.

10 Françoise Albrecht, "Blood and Fire in *Petals of Blood*," *Echos du Commonwealth* 6 (1980-81): 45.

11 Chidi Amuta, *The Theory of African Literature* (London: Zed Books, 1989) 150.

Editorial Board

Dr. SS Narta

Professor & Head
Department of Commerce,
Himachal Pradesh University,
Summerhill, Shimla – 171005,
H.P., India.

Dr. Mamta Mokta

Professor
Department of Public Administration,
Himachal Pradesh University,
Shimla, India.

Prof. Shyam Lal Kaushal

School of Management Studies
Himachal Pradesh University,
Shimla, India.

Dr. Durgesh Nandini

Associate Professor
Department of Public Administration,
IGNOU, Delhi, India.

Dr. S. C. Bhatnagar

Associate Professor/Reader
Department of Commerce & Business Administration,
J V Jain College, Saharnpur,
U.P., India.

Dr. Sunil Kumar

Assistant Professor
Punjab School of Economics,
Guru Nanak Dev University,
Amritsar – 143005, Punjab, India.

Prof. (Dr.) Satish Kumar

Director , Vidya School of Business,
Vidya Knowledge Park,
Bagpat Road, Meerut, U.P., India.

Prof. (Dr.) Bimal Anjum

Professor & Head
Department of Management,
RIMT, Mandi Gobindgarh,
Punjab, India.

Dr. Dalbir Singh

Assistant Professor
Haryana School of Business,
G.J.U.S & T, Hisar,
Haryana, India.

Dr. Sisira Kanti Mishra

Professor in Finance
NIST Business School,
National Institute of Science & Technology (NIST),
Palur Hills, Berhampur – 761008,
Dist: Ganjam, Orissa, India.

Dr. Mitu G Matta Ph.D

(Management), MBA
Associate Professor
Department of Business Administration, Lingaya's University,
Faridabad, Haryana, India.)

Prof. (Dr.) Jatinder Singh

M.Tech., Ph.D in Computer Engg.
Principal
Golden College of Engg. & Tech., Gurdaspur, Punjab, India.

Dr. Jeet Singh

Assistant Professor
Moradabad Institute of Technology,
Moradabad, U.P., India.

Dr B. Mohan

Associate Professor in English
S.V. College of Engineering and Technology
Chittoor, Andhra Pradesh, India.

Review Process

Each research paper/article submitted to the journal is subject to the following reviewing process:

1. Each research paper/article will be initially evaluated by the editor to check the quality of the research article for the journal. The editor may make use of iThenticate/Viper software to examine the originality of research articles received.
2. The articles passed through screening at this level will be forwarded to two referees for blind peer review.
3. At this stage, two referees will carefully review the research article, each of whom will make a recommendation to publish the article in its present form/modify/reject.
4. The review process may take one/two months.
5. In case of acceptance of the article, journal reserves the right of making amendments in the final draft of the research paper to suit the journal's standard and requirement.

