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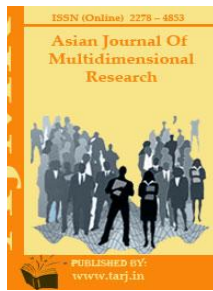
### **VISION**

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## REWARD SYSTEM AND EMPLOYEE MOTIVATION IN CEYLON ELECTRICITY BOARD JAFFNA

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### ABSTRACT

*In the competitive world, employees are very important factors in order to achieve the organizational goals and objectives. So that nowadays firms need employees who are committed to their firms. Intrinsic and extrinsic reward systems are used by the organization to make desirable changes in employee performance. Reward system is an important tool that management can use to channel employee motivation in desired ways. In every organization motivation is most important to achieve their goals and objectives, increase the productivity and maximize their profit margin towards the employees of the organizations are well motivated. If any organizations have a good motivation policy, the workers do their work with effectiveness and commitment. The researcher analyzed the relationship between reward system and employee motivation. This present study selected the Ceylon Electricity Board of Jaffna district. Out of 314 employees, 90 employees were selected and surveyed on a random basis. There were four hypotheses drafted and tested through correlation and regression models. Study found that there is a positive relationship between reward system and employee motivation, extrinsic rewards have better relationship with motivation of the employees than intrinsic rewards. Therefore Ceylon Electricity Board should give its consideration mostly on extrinsic rewards to achieve high performance from its employees. Otherwise it cannot reach the level of output expected in the standard. Both rewards are important, but extrinsic rewards play a major role in the process of motivation of employees.*

**KEYWORDS:** Reward System, Employee Motivation, Extrinsic and Intrinsic Rewards



## INTRODUCTION

Reward system is an important tool that management can use to channel employee motivation in desired ways. In other words, reward systems seek to attract people to join the organization to keep them coming to work, and to motivate them to perform of high levels.

The reward system consists of all organization components – including people, processes, rules and decision making activities involved in the allocate compensation and benefits to employees in exchange for their contribution to the organization.

In every organization motivation is most important to achieve its goals and objectives, increase the productivity and maximize its profit margin towards the employees of the organizations are well motivated. If any organizations have a good motivation policy, the workers do their work with effectiveness and commitment.

This research analyses “Reward system and employee motivation in Ceylon Electricity board in Jaffna”. Reward system is an important tool that management can use to channel employee motivation in desired ways. Motivation is the force that makes us do thing; this is a result of our individual needs being satisfied so that we have inspiration to complete the task. Ceylon Electricity Board is a government organization which supplies electricity as a service to the public. The mission of the Electricity Board is. “Ceylon electricity board committed to a sustainable Environment and development process” In Jaffna district this organization supplies electricity by using generators.

## RESEARCH QUESTION

- Is there any relationship between reward system and employee motivation?
- Does the reward system have impact on employee motivation?

## OBJECTIVES OF THE RESEARCH

This research is intended to achieve the following objectives.

- To find out, the present reward system of Ceylon electricity board (CEB), Jaffna.
- To evaluate what extent reward system has the direct impact on employee motivation in Ceylon electricity board, Jaffna.
- To suggest improvements to CEB in Jaffna.

## SIGNIFICANCE OF THE RESEARCH

This study will try to identify the factors that influence the employee motivation of the Ceylon Electricity Board in Jaffna and evaluate the impact of reward system on employee motivation. Firms need employees who commit to their firm’s development. The employees have to identify the firm’s values and goods and treat them like their own property, because of the intense global competition and the need for more responsiveness require employee commitment.

People in a service business firm, especially employee in an organization have the feelings of commitment to service will treat the customers in a delightful way. If the employees are treated badly or have the bad feeling about the organization then all the efforts to deliver customer their employees to obtain their efficiency and to increase their effectiveness through job satisfaction, performance, and employee commitment. Electricity Board has and significant role in an economy of a country and it is major auxiliary service to all kind of firms in a country.

So that employees in Ceylon Electricity Board should be able to manage more transactions and to produce high margin to their organization and eventually reach organization's goals as their own goals. Therefore create high level of job satisfaction, performance and employee commitment to their organization they should be motivated. Therefore understanding reward system and employee motivation of Ceylon Electricity is also important.

## **LITERATURE REVIEW**

It is discussed under the following subheadings.

### **REWARD SYSTEM**

An employee reward system consist of an Organization's integrated Policies Process and Practices for rewarding its employees in accordance with their Contribution skill and competence and their market worth. It is developed within the frame work of the Organization's reward philosophy, Strategies, and policies and contains management in the form of processes, Practices, Structures and procedures which will provide and maintain appropriate types and laved of pay benefits and other forms of reward. A reward system consists of financial rewards (fixed and variable pay) and employee benefits, which together comprise total remuneration. The system also incorporates non financial rewards (recognition, praise, achievement, responsibility and personal growth)

The reward system should be a function of the amount of time to plan and execute it and the money you have to spend to be effective reward system need to be given as soon as possible after the desired behaviour Or achievement. If the employees fail to earn a bonus the company will not reach its profit objectives. Thomas Wilson in his book, reward system a compensation plan within the context of a total reward system to provide a method for reinforcing the value – added contributions of each individual through the application of their talents the growth of their capabilities and the performance of their actions consistent with key success factors of the organization. Use reward system can also and to attract skilled employees to the organization add heads object Employees are motivated to appropriate behaviours by appropriate rewards.

### **MOTIVATION**

Motivation is the force that makes us do thing this is result of our individual needs being satisfied (or met) so that we have inspiration to complete the task. These needs vary from person to person as everybody has their individual needs to motivate themselves. Depending on how motivated we are, it may further determine the effort we put into our work and therefore increase the standard of the output.'

The underlying concept of motivation is some driving force within individual by which they attempt to achieve some goal in order to fulfil some need/ expectation. When we suggest factor (or needs) that determine the motivation of employees in the work place, almost everyone would immediately think of a high salary. This answer is correct for the reason that some employees will be motivated by money, but mostly wrong for the reason that it does not satisfy other (to a lasting degree). This supports the statement and not a one fits all option.

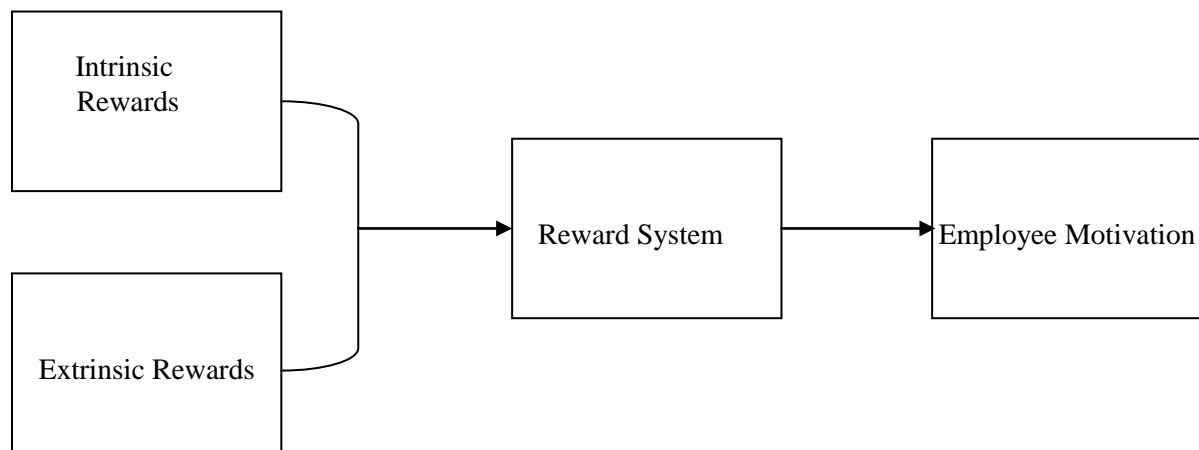
In other words motivation represents the forces acting on or within a person to behave in a specific, goal directed manner. The specific work motives of employees affect their performance at work. One job of management is to channel employee motivation effectively towards achieving organization goals.

## METHODOLOGY

Reward system is a major determinant of employee motivation. Employee motivation level is mainly created by reward system such as wages Salary, Bonus, Commission, Status, Promotion, Opportunities to completion, Responsibility, meaningful and work kind condition. Does it really affect the employee motivation once?

These factors lead to have other methodology criteria to make this research practically reliable and approachable. We have to depend on methodology to collect data by interviews, and prepared questionnaires. The research based on those above data. It is indeed necessary to study about the inter-relationship among different kind of variables used in this research.

## CONCEPTUAL FRAMEWORK



## HYPOTHESES

**H<sub>1</sub>**:- The higher the presence reward system the higher will be employees' motivation

**H<sub>2</sub>**:- The intrinsic reward system has an impact on employees' motivation

**H<sub>3</sub>**:- The extrinsic reward system has an impact on employees' motivation



**OPERATIONALIZATION**

Concept	Variable	Indicator	Measure
Reward System	1 Wages & salary	Salary scale Rs.	Questionnaire 1,11,20
	2 Bonus	Rupees.	Questionnaire 2,4
	3 Commission	Rupees.	Questionnaire 16.
	4 Status	Increase or decrease.	Questionnaire 7,3
	5 Promotion	No. of promotion with in a period	Questionnaire 12,13
	6 Opportunities to Completion	High or low	Questionnaire 8,17
	7 Responsibility	High or low	Questionnaire 14,15,5
	8 Meaning full work	High or low	Questionnaire 10,18.
	9 Work Kind Condition	High or low	Questionnaire 6,9,19
Employee motivation.	1 Higher performance consistency achieved.	Increase or decrease	Questionnaire 4,5,7,8,9,13,14,18
	2 Co – operation.	High or low	Questionnaire 2,10,15,17
	3 Willingness of responsibility	High or low	Questionnaire 11,20
	4 Challenging work	High or low	Questionnaire 3,16,6
	5 Growth in job.	Increase or decrease.	Questionnaire 1,12,19

**METHOD OF DATA ANALYSIS**

SPSS used to analysis the data to test the hypotheses. The correlation and regression analyses were used to testable hypothesis and find the reliability.

**RESULTS AND DISCUSSION****Correlation Analysis**

The correlation analysis is used to identify the relationship between two variables (Independent and dependent variables). Here Employee Motivation is correlated with extrinsic reward and intrinsic reward of Ceylon Electricity board.

	R	R <sup>2</sup>
Extrinsic reward	0.73	0.53
Intrinsic reward	0.58	0.34
Total	0.756	0.57

When employee motivation is correlated with extrinsic reward, the correlation is 0.73, since the correlation is positive. That means when reward system increases the level of employee motivation all will increase. R square is 0.53 this means that only 53% of variance of employee motivation is accounted for by Extrinsic reward system of the organization.

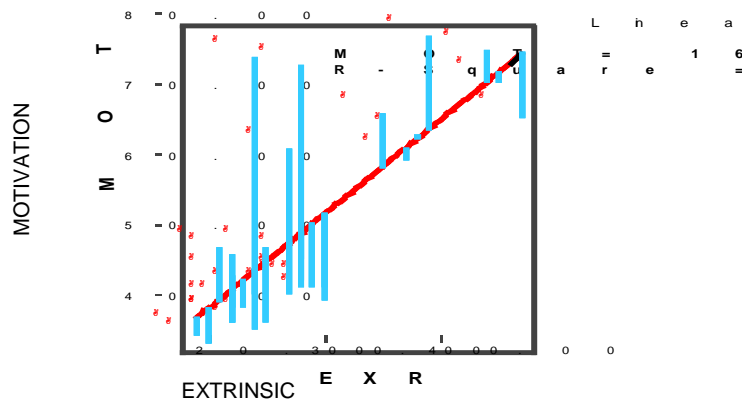
When employee motivation is correlated with intrinsic reward, the correlation is 0.58. Since the correlation is positive. There is a positive relationship between two variables. That is the organization (CEB) have reasonable level of intrinsic rewards, the employee motivation will also be average high. R square is 0.34 this means that only 33% of variance of employee motivation is accounted for by intrinsic reward system of the organization.

When employee motivation is correlated with Total reward system (Extrinsic reward and intrinsic reward), the correlation is 0.756. Since the correlation is higher positive. There is a positive relationship between two variables that is rewards system and employee motivation. That is the organization (CEB) have provide high level of reward system, the employee motivation will also be high. R square is 0.57 this means that only 57% of variance of employee motivation is accounted for by Total reward system of the organization.

### SCATTER DIAGRAM AND REGRESSION ANALYSIS

In order to identify the relationship between two variables scatter diagram can be also used.

**The relationship between extrinsic rewards and employee motivation can be shown in the following scatter diagram Extrinsic rewards Vs employee motivation**

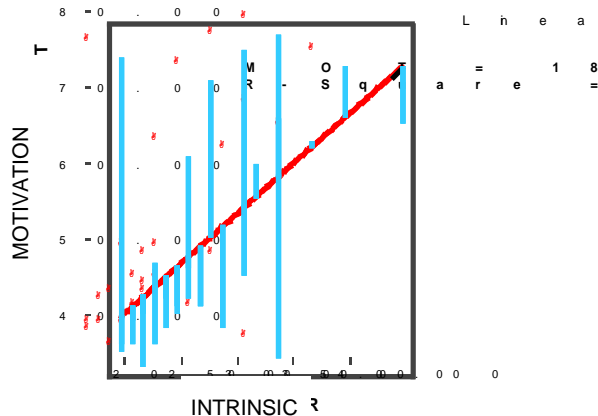


In above scatter diagram, extrinsic reward is indicated in “X” axis and employee motivation is indicated in the “Y” axis. The regression equation  $Y = 1.34x + 16.45$  exhibited the relationship between extrinsic reward and employee motivation. (Equation is shown on the scatter diagram) if

the extrinsic is  $X = 0$ , the employee motivation is to be 16.45, further the extrinsic reward is increased by one of the employee motivation will be increased by 1.34, so there is a positive relationship between two variables that are extrinsic rewards and employee motivation.

The relationship between intrinsic reward and employee motivation can be shown in the following scatter diagram

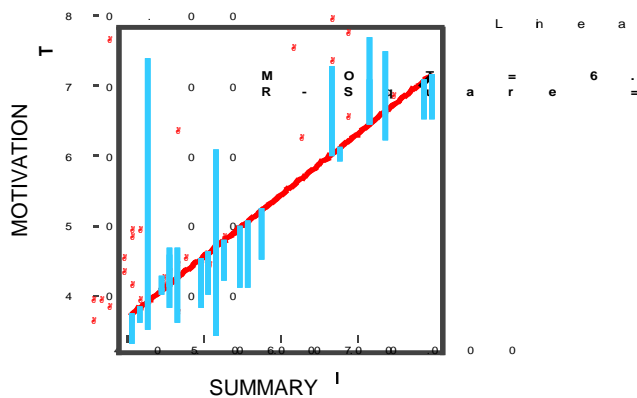
Intrinsic rewards Vs employee motivation



In above scatter diagram, Intrinsic reward is indicated in “X” axis and employee motivation is indicated in the “Y” axis. The regression equation  $Y = 1.32x + 18.57$  exhibited the relationship between extrinsic reward and employee motivation. (Equation is shown on the scatter diagram) if the extrinsic is  $X = 0$ , the employee motivation is to be 18.57, further the intrinsic reward is increased by one of the employee motivation will be increased by 1.32, so there is a positive relationship between two variables that are intrinsic rewards and employee motivation.

The relationship between Reward system and employee motivation can be shown in the following scatter diagram

Total reward system Vs employee motivation



In the above scatter diagram, Reward system (SUM) is indicated in “X” axis and employee motivation (MOT) is indicated in the “Y” axis. The regression equation  $Y = 0.88x + 6.52$  exhibited the relationship between extrinsic reward and employee motivation. (Equation is shown on the scatter diagram) if the extrinsic is  $X = 0$ , the employee motivation is to be 6.52, further the extrinsic reward is increased by one of the employee motivation will be increased by 0.88, so there is a positive relationship between two variables that are extrinsic rewards and employee motivation.

## HYPOTHESES TESTING

**H<sub>1</sub>**:- The higher the presence reward system the higher will be employees’ motivation

When viewed on correlation basis, employee motivation is correlation with total reward system, the correlation is 0.756182. Since the correlation is higher positive. There is a strong positive relationship between two variables that is reward system and employee motivation. That is the organization (CEB) has provides high level of reward system, the employee motivation will be also be high. That is high level of reward system will lead to high level if employee motivation.

Therefore the above hypothesis is accepted.

**H<sub>2</sub>**:- The intrinsic reward system has an impact on employees’ motivation

When employee motivation is correlated with intrinsic reward, the correlation is 0.58. Since the correlation is positive. There is a positive relationship between two variables. That is the organization (CEB) have reasonable level of intrinsic rewards, the employee motivation will also be average high. Therefore the above hypothesis is accepted.

**H<sub>3</sub>**:- The extrinsic reward system has an impact on employees’ motivation

When employee motivation is correlated with extrinsic reward, the correlation is 0.73, since the correlation is positive. That means when reward system increases the level of employee motivation all will increase. Therefore the above hypothesis is also accepted.

## CONCLUSION

Organization could enhance their employee motivation through reward system. Reward system is one if the key role in creating employee motivation. Finding of this research suggest that Ceylon electricity board should provide proper reward system to increase employee motivation. Therefore the reward system creates employee motivation.

From the findings, we can conclude that the extrinsic reward has greater impact on employees’ motivation than intrinsic rewards. Therefore CEB tries to give both intrinsic and extrinsic rewards to its employees. The better way is the CEB mostly concentrate in its extrinsic reward system. However, both are important to motivate the employees of an organization.

## LIMITATIONS OF THE RESEARCH

- There are so many branches in Ceylon electrify board in Sri Lanka. But only Jaffna branch is taken into consideration for this research

- Even though there are 550 employees working in the Ceylon Electricity Board, Jaffna. 30 employees were selected to carry out this research.
- All data presented in this research based on the data derived by using questionnaire and by interviews.
- To get the information from the employee, but some employee submit the answer which will not be true.

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## THE GROWTHSTORY OF INDIAN ECONOMY: A PLANNED ONE OR A FLUKE

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### ABSTRACT

*India is a very unique nation. When the world is witnessing its worst growth, India not being a developed nation is outpacing others in terms of consistent growth. The government is attributing this growth to its policies. However, in reality the policy makers are only reaping the benefits of the natural phenomenon called Demographic dividend. India has the largest youth population and this is giving India an edge over all other nations. This cannot go on forever unless concrete steps are taken in the right direction. The creation of jobs is the biggest challenge to sustain this momentum. It may lead to a demographic disaster if concrete steps are not taken immediately. The government has to leapfrog not only its employment policies but also in the process speed up the development and creation of new cities. Urbanization being the global pattern, India cannot sit on the infamous choked cities. There is the most urgent need to create the biggest infrastructure by developing roads, railways, ports, domestic aviation and so on. Infrastructure can create and sustain millions of jobs and opportunities. The IT industry and the construction industry which accounts for the lion's share of the service sector is the game changer. And who is the backbone of this sector? It is the educated youth population in the IT & ITES, Banking, Insurance, and Retail, which has constituted for the sector's phenomenal growth. The uneducated youths found jobs in the growing construction industry. The government failed to develop agriculture and industry both of which are so paramount for any economy to grow. Propelled by the urban growth, the youth population did not waste their time and talent in the dead sectors and jumped into the available wagon of development and found solace in it. The results are clearly visible and shocking at the same time. However the government is taking credit for this growth (Sharma, 2016). The nation needs country specified thinking. We do not need to develop or grow like China or Singapore. It is just not possible to do so. The sophistication of Singapore cannot be matched nor the speed and size of China. Their work culture is impossible for India. It is better to concentrate with our local problems and solve the same.*

**KEYWORDS:** Growth, Infrastructure, Migration, Urbanization.



## INTRODUCTION

We take great pride in declaring ourselves as the fastest growing economy in the world. A question we should ask our own conscience. Is it a planned one or a fluke? It cannot be a planned growth as other than liberalization process in 1991 nothing concrete has happened. In spite of the tax concessions of 48 lakh crore since 2004-05 to the Industrial sector neither has it witnessed sustainable growth nor solved the growing unemployment problem. Growth is merely an outcome of the flowering of the talent of the world's largest youth population. Neither the agriculture sector has taken off nor has the Industrialization process met with any expected success. It is the service sector alone a shining star which has masked the growth of the other sectors. The IT industry and the construction industry which accounts for the lion's share of the service sector is the game changer. And who is the backbone of this sector? It is the educated youth population in the IT & ITES, Banking, Insurance, and Retail, which has constituted for the sector's phenomenal growth. The uneducated youths found jobs in the growing construction industry. The government failed to develop agriculture and industry both of which are so paramount for any economy to grow. Propelled by the urban growth, the youth population did not waste their time and talent in the dead sectors and jumped into the available wagon of development and found solace in it. The results are clearly visible and shocking at the same time. However the government is taking credit for this growth (Sharma, 2016).

## GROWTH SAGA

India has a young and rapidly growing population—a potential demographic dividend. All this depends on the government's initiative to create new jobs. India is a different growth story and it does not need to ape the west. Growth on paper will not suffice. We need to move very fast on many fronts like Jobs, Urbanization, Infra push, SEZ, etc. Instead of going high-tech, providing the basic necessities is paramount for the nation. It can go a long way in solving the major issues. In fact the basic necessities are still not in place after 69 years of Independence. The growth what we are witnessing now is very precarious. It can make or break our nation. If funds and technology are a problem the government should not hesitate to take the help of the developed nations which have saturated on growth terms. Modernization has to happen, globalization is happening, surplus agricultural labour should be absorbed somewhere. In China it was absorbed in the Industrial sector as the authorities were ahead in their thinking and planned for the same. It cannot happen in India as each country has its own advantages. Moreover, the governments in our country never ever wanted to do anything for the nation's revival. The nation needs country specified thinking. We do not need to develop or grow like China or Singapore. It is just not possible to do so. The sophistication of Singapore cannot be matched nor the speed and size of China. Their work culture is impossible for India. It is better to concentrate with our local problems and solve the same.

## URBANIZATION

Urbanization is the shift of population from rural to urban environment. A typical transitory process. It is the consequence of changes in national output composition from rural agriculture to urbanized modern manufacturing and service production. It is closely connected with the formal urban sector. Informal activities can graduate to the formal sector. Creation of employment and income opportunities allows huge numbers to escape from extreme rural

poverty and underemployment. Urban areas absorb semi-skilled and unskilled labour not demanded elsewhere.

Unlike many countries that are grappling with aging populations and rising dependency ratios, India has a young and rapidly growing population. 180 million new job seekers will enter India's workforce over the next two decades. To fuel this growth urbanization is the only visible path as the youths are already barging their way to cities in search of opportunities and livelihood. The failure of the rural development programmes is clearly evident from the current migration of the rural youth, unemployed, landless labourers, and the downtrodden. India's cities and villages are closely connected. The question of neglecting either of them will have serious consequences on the other. Internal migration that is happening across the country is a witness to this argument. The development of Tier 1 and Tier II cities will have a huge developmental potential for both the rural and the urban citizens. Policy makers are still debating whether urbanization is positive or negative and whether the future lies in its villages or cities. How is it possible to promote cities and neglect the villages and vice versa? After all, majority of the population live in the villages. Villages and cities are interdependent. Each needs the other. India needs thriving cities if that dividend is to pay out. At present the cities are the only job creators. Cities could generate 70 percent of net new jobs created. Surging growth and employment in cities will prove a powerful magnet. This urban expansion will happen at a speed quite unlike anything India has seen before. It took nearly 40 years, between 1971 and 2008 for India's urban population to rise by 230 million. It could take only half that time to add the next 250 million (McKinsey, 2010).

If the govt thinks that urban slums are frustrating, who is to be blamed for it? We are already entering the 70<sup>th</sup> year of Independence. It is the failure of planning and the so called planning commissions who are still not able to understand the ground realities of what the nation is lacking and what needs to be done. Till date, neither rural development has happened, nor has the planned urban growth materialized. Only the bloated ego and blame game of various governments are visible on the nation's face. The much talked about smart cities can only succeed if they understand what the nation needs. India will have 68 cities with population of more than 1 million by 2030, up from 42 today. Cities are also vital for the funding of development because they generate the lion's share of India's tax revenue—between 80 and 85 percent. (McKinsey, 2010).

## **INFRASTRUCTURE**

To Start with, the smart city program is a welcome initiative, but the development of the nearby villages and towns should also be considered. In doing so, thousands of villages and towns will automatically be developed thereby reducing the pressure of migration. Instead of blindly allocating billions to the most pampered industrial sector, infrastructure development which never saw any light till date needs the biggest push. Even if we argue that Indian agriculture cannot grow due to inherent and chronic problems, the infra push will easily pave the way to growth as well as giving employment to millions. Building good cities is critical to boosting rural incomes too. There is a clear and absolute overlap between the agenda of improving cities and boosting rural incomes. Urbanization is not a substitute for programs aimed at improving agricultural incomes. However, urbanization complements efforts to improve rural incomes. Improved agricultural productivity and resulting higher incomes are possible only if India creates substantial non-agricultural jobs to absorb the surplus labour force in agriculture. Cities will play a vital role in this job creation. The development of towns and smaller cities will go long way in

reducing the migrant pressure on big cities. MGI's 2001-Research report, found that a twofold increase in agricultural productivity is possible through improved yields and mechanization, but will release an estimated 50 million to 130 million agricultural workers. These workers will need to find alternative jobs, the vast majority of which will be in cities.

## **INTERNAL MIGRATION**

While migration is conventionally attributed to economic distress and shocks, it is increasingly becoming an easy option for poor and non-poor alike. Uneven development of different regions/states, social or economic oppression, threats from terror groups/authorities, deforestation, interlocked markets for credit, output and labour, lack of market for traditional skills, availability of surplus labour within the household, cultural norms regarding sexual division of labour, as well as decisions related to children's education are factors that fuel distress migration. Increasing pressure on agricultural land, poverty and low level of social and economic development has been pushing the poor and unskilled in rural areas to urban areas. The skilled and the unskilled have their origins from the villages. The internal migrant population is flocking to the growing cities. These migrants are the backbone of growth we are all witnessing, be it the skilled, semi-skilled or the unskilled. Migration is a positive outcome here. The growth of the industries in cities needs the rural market to expand and grow. How else can the urban economy sustain without the rural demand? A bountiful monsoon has a ripple effect on the urban sectors. All metropolitan cities and Tier II cities owe their very sustenance of their industries to migrants. They are the life line of a growing city without which the very existence is shaky. The fastest growing construction sector will simply collapse if the perennial supply of the migrant workers is disrupted. It is just impossible to visualize any construction activity without the migrant population. Today the nation is witnessing the fastest growth in the world. Thanks to the service sector, thanks to the construction industry and a big thanks to the migrant workers without which this world reckoning growth would have been impossible.

If the nation is taking pride in the growth aspect at the world scenario, it is also the duty of the government to take suitable policy measures in accommodating the very segment which has helped us grow. It is the duty of the policy makers to immediately provide welfare measures to the migrants in all cities and plan for their future as well. Low cost housing, sanitation, health, and PDS. All these should be made available to them on war footing.

## **IMPLICATIONS OF ECONOMIC GROWTH FOR MIGRATION**

United Nations projection of Indian population suggests nearly 40 percent of India's population by 2030 to be in urban areas. The report also observes that such a movement of rural to urban centres is natural and needs to be encouraged as it aids in economic integration and poverty reduction. The shift in its growth rate during 2003-07 in the Indian economy can largely be attributed to the substantial economic reforms introduced in the country in the aftermath of the 1991 crisis. (Panagariya, 2008). The sectorial composition of economic growth during this period indicates that while the growth of the primary sector continues to be influenced by the vagaries of nature, current growth is led by the service and the manufacturing sectors. Growing investments in these sectors have significantly influenced the requirements of the factors of production and a redistribution of resource use patterns. Large-scale location of these growing investments in the urban centres has lured many to migrate to the urban centres to get over their distress or pursue

their aspirations. Manufacturing on the other hand and service sectors were modern sectors with large labour absorptive capability. Migration played an important role in the transfer of surplus labour from the traditional agriculture sector to the modern sectors and in the acceleration of economic development process. Modernization did not limit transfer of human resources from the agriculture sector alone but extended to other sectors too. As a result the urbanization process was not limited to migration from economic distress or poverty but also by aspiration for making use of the growing economic opportunities.

The growth of the modern sectors provided scope for absorption of better skills and knowledge thus create opportunities for educated labour force to migrate from rural/ urban centres to fulfil their aspirations to earn better incomes, better employment opportunities or even acquire better skills. Thus the modernization process resulting in enhanced economic growth provided opportunities for both unskilled and economically downtrodden to eke out their living to overcome their economic distress and enhance the scope for skilled and educated workforce to pursue their aspirations to improve their standard of living.

## CONCLUSION

We are witnessing a myriad of challenges a natural corollary of a nation in transition. India needs to fire on all its cylinders. It cannot do a China in manufacturing nor Korea in technology. It has a very strong agricultural base which has to be developed on par with the other sectors. The service and manufacturing Industry need to be given an equal push. Neglecting any sector could prove very risky in the future. A balanced approach for all the three sectors is the need of the hour which can go a long way in maintaining this consistent growth. So far so good approach may not hold on for a longer time. The population bomb is ticking and the government should not bank on populist measures. We need tough measures to sustain this momentum of growth less it will be squandered cheaply.

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## SPEECH PROCESS AND ITS NOMINATIVE ASPECTS

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### ABSTRACT

*This article deals with linguistic aspects of speech process and its nominative aspects, including all units of language and speech and their intersections. The syntax of external speech is different from internal speech syntax, because the internal speech is for the speaker and external speech pointed at someone.*

*E. Benvenist's model comments do not require an explanation. In fact, language is closely linked to the human factor. The human factor is the language of literal fortune. Therefore, the language system applied in practice, is also the human element –can't be imagined from the speaker's concept. It indicates the language egocentric nature.*

*The following idea of E. Benvenist is worthy for consideration "The language is designed in such a way that allows each speaker, as he refers to himself as I like to assign his tongue entirely"*

*The egocentric nature of the language, not only in the process the speech of speaker but his participation was also apparent. In this case, implicit words and word combinations has an important role in the system of our language. Such words and compounds considered egocentric valence devices. As the prove of the ideas the following examples: "Horseman appeared on the road" can be the mere example of E.V. Paduchev.*

*Thus, speech can't be tool for the formation of the idea, the function of the object to be expressed in speech, and it always will be aimed at someone. However, this abstract characteristic of speech, it can be noticed its nonverbal formation, and hasn't pointed to a particular person.*

*It is clear that, of each person's speech, lifestyle etc. has related knowledge and all of them are managed by human thinking. Contemplation has the dynamic nature of the process because it is not just a figure of speech, but there is always the influence of various evidence persisted with the action.*

**KEYWORDS:** *speech process, internal speech, external speech, nominative aspect, predictive aspect, derivation*



## INTRODUCTION

The issue of the establishment of speech process is one of the critical priority researches of modern linguistics. Particularly, anthropocentric character of the current development of science linguistics has a drastic special ensuring position in the matter. Owing to the fact the human factor plays an integral role, as it is not only the literal meaning of language, as well as the speech. We decided to mediate on this issue relying on the following idea of E. Benvenist found it suitable to apply to the following opinion: "The linguistic statues of the language of each speaker is closely connected with the necessity of a subject related to the event... Language is so connected to subjective issue, even at the same time that it will be a different question. Of course, task can't be called a different way to perform the task and could not be called the language".

E. Benvenist's model comments do not require an explanation. In fact, language is closely linked to the human factor. The human factor is the language of literal fortune. Therefore, the language system applied in practice, is also the human element –can't be imagined from the speaker's concept. It indicates the language egocentric nature.

The following idea of E. Benvenist is worthy for consideration "The language is designed in such a way that allows each speaker, as he refers to himself as I like to assign his tongue entirely"

The egocentric nature of the language, not only in the process the speech of speaker but his participation was also apparent. In this case, implicit words and word combinations has an important role in the system of our language. Such words and compounds considered egocentric valence devices. As the prove of the ideas the following examples: "*Horseman appeared on the road*" can be the mere example of E.V. Paduchev.

Meanwhile, the verb appear on the sentence seems not from the speaker, but from observer. However, the speaker has an important role. Thus, appearing on the road of horse rider is mentioned as an observer by Speaker.

But at the same time, it must be mentioned that in the study field of linguistic human factor is in the second position. Not only has this, generally in majority research human factor never been mentioned. If we analyze about it E.A.Popov, though it is exaggerated, the followings are mentioned: "Today it is difficult to imagine a period of linguistics where there were no human factors in the learning languages and the linguistics was "inhumane".

In fact, the increase of the issue had been mentioned during F. de Saussure and the second aspect of scientific proven dichotomy "language and speech", and later connection of speech and its problems are closely linked with the research. In other words, serious attention to the studying separately of language and speech from each other haven't been given yet.

The right of speaking language most closely related phenomena. It can't be imagined one of them without second. However, the opposite is also difficult to deny that law. With the opinion of F. de Saussure: 'Language is a product, and at the same time staple of the speech. But through this cannot completely distinguish language and speech from each other.

Obviously, the language actually used the speech process. This is the first and foremost is closely linked to the human factor. Actually, this process is, in turn, requires a very complex realities. Because all units of language and speech of all intersections. B.Y.Norman noted, that human speech is a complex process, in which the smallest units of language is a significant relationship between compounds, consequently, communicative, composes nominate and predictive meaning in connection. The complexity of the organization of the process in speech can be seen, not only in language and speech units as well as in language, communication, nominate the meaning of the predictive aspects and react with the principles of domestic and foreign linguistics. This is very important, because the application of language, extra linguistic surrounded areas are cognitive and pragmatic factors. This, in turn, talks process and its organization are not the only factors involved in the science of linguistics, physics, psychology, and other disciplines, such as logic indicates that factors associated with. So, if we talk about the formation of human speech, F.de Saussure emphasized by the following effects: the speaker's activity should be surrounded with the science of linguistics and several subjects.

According to Saussure linguistics (linguistics) is closely tied with a number of subjects. These subjects can sometimes give linguistics something and sometimes take something. Therefore, some Linguistics at times has difficulties to define the border between the two subjects and linguistics. However, despite being so involved in linguistics, disciplines should be bordered. For example, linguistics closely associated with the ethnography and philology, even though they all have their own goals and objectives.

Of course, language is closely related to the application of the language. However, the content of the concept of conversational speech activity is not connected. In current linguistics, it is necessary to study it in a different way. The concept of speech has general meaning; the speech activity of each speaker is connected with the activity of specific conversations. The famous linguist I.A. Zimnyaya emphasizes that language require product, the material, the speech is the formation of ideas through language. But the opinion of I. A. Zimnyaya wasn't accepted by E.C. Kubryakova . He notes that the speech engine that shapes the human mind that is not in accordance with the purpose of learning. In this case, E.S.Kubryakova gives the opinion that the product or material method (means) cannot be contradicted. In our view, there is some dilemma in an assessment of I.A.Zimnyaya. In fact, language is considered material for the formation of speech. However, this is not just material, but the speech engine compound. Therefore, the idea I.A.Zimnyaya speech language media said occurred seemed strange.

It should also be noted that the process of formation of speech, the speaker thought (feeling)opinions are applied. But we need to understand it is abstract, because at the same time ready opinions are considered speaker's speech. When we have something to say suddenly we can't use products of contemplation. Firstly, we use verbal expression.

In fact, language, speech and language concepts interaction, is a very complicated process. The contents of all of these concepts lies in the center of the events associated with the expression. The basis of the first expression of language is the speech given in practice. Therefore, as a form of speech and speech activity, in our opinion, the goal doesn't appropriate. Since the formation of the idea in the first place, directly related to the contemplation of speaker, firstly, it composes as nonverbal and then that will move the speech and then find their expression. In other words, the ideas expressed in speech in the first, and then move the emphasis of the external appearance

of his verbal. In this case S.D. Kasnelson denies the followings "Speech production - is the least of all the process of transferring the final act of thought or a mechanical translation of piecemeal - the internal code to the natural language".

Thus, speech can't be tool for the formation of the idea, the function of the object to be expressed in speech, and it always will be aimed at someone. However, this abstract characteristic of speech, it can be noticed its nonverbal formation, and hasn't pointed to a particular person.

It is characterized, under any circumstances concrete expression can be given through speech, and this is a very complex phenomenon, because, F.de Saussure expressed (signifier) called the name of that content integrity of this process, and has its own status. Of course, it is necessary to understand the meaning of the term is expressed in place. In fact, Saussure called the second joints of these concepts through the language of signs (signified and signifier). However, the term is **signifier** in content is associated with the sign, at the same time we use it in a broad sense.

According to F. de Saussure this term is used meaning that speech is copied from sign into language. More precisely, the idea "express given in practice" of Saussure actually be (sold means) was used. We see that this process is very complex and multi-faceted. Because at the same time reflect the formation of the opinion expressed in the language level, the talk will be required, the process will be a closely related, and the same way of thinking and speech patterns are difficult to imagine in isolation from each other. As the intelligence associated with the human factor, it is necessary to learn the speech, the formation of it in speaker's experience and language skills. At the same time, the language of the speaker system and its capabilities and how to use it can also play an important role.

In this case S.D.Katsnelson the following comments: language is poured into it, not as an integral structure with its inherent internal organization and fragmented, individual combatant elements are selected according to the needs expressed by thought and speech receiving their special construction. According to the idea of S.D.Katsnelson, the human brain with the mind is two aspects that are relatively autonomous. Each of them has its own memory; there are activities of knowledge in memory. In the speech process there is a link between brain and language.

It is clear that, of each person's speech, lifestyle etc. has related knowledge and all of them are managed by human thinking. Contemplation has the dynamic nature of the process because it is not just a figure of speech, but there is always the influence of various evidence persisted with the action.

It is characteristic that contemplation isn't given ready to people. It is associated with the development of the human mind. According to A. N. Leontevich, contemplation develops during the certain stage of human growth. That's why it can be considered the derivative (core) of practical activities of human being. E.S.Kubryakova thinks the same about the development of human language and mentions that the development of human activity is derivative. But the concept of the *derivative* must be interpreted as *substance* in a broad sense, because the *derivative* concept is used as a result of the derivation. At the same time the process of formation of speech the practical activity substance is meant.

The formation of the speech associated with the formation of human thought and the first stage of nonverbal characteristic is formed in the internal speech is recognized by nearly all the linguists. However, the issue of transferring of inner speech to outer speech section the different opinions of linguistic can be noticed. According to idea of L.S. Vigotskiy ready result of contemplation which is appropriate for speech can't be discussed. The formation of speech is a very complex process. He also noted that, according to an internal speech, has its specific aspects, firstly from idea it turns into meaning, from the meaning it transfers into inner speech evidence. In addition, meanwhile the inner meaning of speech formed the internal interconnectivity has an important role. After that, the progress from internal word to the external word will happen and in this process is uncertain, abstract ideas are directed to be a verbal expression.

Agreeing with the idea of L.S.Vigotskiy also it can be considered that it is impossible to move directly to the meaning from the inner speech, and from meaning to the word.

From our point of view, from the meaning can be transferred to the conception, and then it will be possible to make progress, with the help of conjunctions internal speech can be shifted into external one.

## CONCLUSION

It should also be noted that the internal speech differs from external speech according to its abstract aspects. Furthermore, internal speech cannot be clearly aimed to the listener. External speech has always its listener. In this process, the speaker should consider the level of the listener, in the environment of speech clearness and unclearness of the listener ought to be considered. This, in turn, in dairy agenda external speech should choose the expressions for the real situation. In fact, any expression of speech situation will be accomplished through the use of certain lexical material. Moreover, in an internal speech imagine the events of the incident are not existed. External speech can't be happened in our world. Therefore, the syntax of external speech differentiates from internal speech syntax, because the internal speech is for the speaker and external speech pointed at someone.

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## **EXTENT OF FARMER'S KNOWLEDGE ABOUT AGRICULTURAL IMPLEMENTS IN ETAWAH**

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### **ABSTRACT**

*Farm mechanization implies the use of various power sources, improved farm tools and equipment, with a view to reduce the drudgery of the human beings and draught animals, here by increasing crop production and productivity. About 65 per cent of the Indian population depends on agriculture for their livelihood. In recent years, non availability of farm labours and fragmentation of land holdings (smaller land holdings) are forcing many farmers to mechanize their farms and over the last few years, there has been considerable progress in agriculture mechanization. Past studies on efficiency of farm mechanization revealed that if the mechanization used properly a farmer can save seeds 15-20 per cent, fertilizer 20-30% per cent, time 20-30 per cent, laboures 5-20 per cent, and increase in cropping intensity 10-15 per cent, higher productivity 15-20 per cent Surendra singh (2008). The knowledge level of the farmers regarding agricultural implements, majority of the respondents (88.02%) were having the knowledge regarding use of transportation and power system and ranked as 1<sup>st</sup> followed by improved threshing, shelling, crushing and milling machinery (66.00%, rank 2nd) and plant protection equipment (61.00%,rank 3rd) were good while knowledge level of the farmers regarding soil tillage and ridge making and bunding implement was poor.*



**KEYWORDS:** *cultivating machinery, weeding and intercultural operations, bunding implements, sowing/planting machinery*

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### **INTRODUCTION:**

Agricultural mechanization is an important input to agriculture for timely farm operations; reducing the cost of operation; maximizing the utilization efficiency of costly inputs-seeds; fertilizer; plant protection chemicals; water and machinery; improving the quality of produce; reducing drudgery in farm operations; improving the productivity of land and labour and for improving the dignity of labour. The strategy for mechanization in different regions will be different depending on the conditions and resources of that region. Keeping in view the facts mentioned above regarding knowledge level of the farmers in use of farm machinery, implements/equipments. During the past few decades a large number of farm tools, implements and machines have been developed for different farm operations about 68 per cent of the rural population depends upon agriculture-based industries. Farm mechanization has played a significant role in developments of agriculture. A study was conducted in Etawah district with the specific objectives 1- Farmer's family according to Socio-economic status 2- To study the Extent of farmer's Knowledge about agricultural implements in Etawah District.

### **METHODOLOGY:**

The study was carried out in Etawah district of Uttar Pradesh which was selected purposively for the study. To conduct the study of all eight blocks namely, Jaswant nagar, Saifai, Basrehar, Barhpura, Takha, Bharthana, Chakarnagar and Mahewa were selected purposively. Total 100 farmers were selected from all blocks for the study of knowledge in agricultural implements. The data were collected by interview schedule/questionnaire method.

### **RESULT AND DISCUSSION:**

Table 1 indicated that majority of the respondent's literate (85%) and then illiterate (15%). In literate (85%), majority of the respondents in junior high school (31%) followed by graduate (20%) and primary (18%), respectively. Majority (40%) respondents related to back ward followed by general caste (32%) and schedule caste (28%), respectively. Majority (64%) as related to single type family and majority (44%) was related to 5 – 17 members, followed by (33%) in Up to 4 members and (23%) as above 17 members.

It reveals from **table 2** that majority of the respondents (88.02%) were having the knowledge regarding use of transportation and power system and ranked as 1<sup>st</sup> followed by improved threshing, shelling, crushing and milling machinery(66.00%, rank 2nd), plant protection equipment (61.00%,rank 3rd), weeding intercultural operation implements (56.00%,rank 4th), sowing and planting machines (48.00%,rank 5th), harvesting and digging machinery/implements (44.00%,rank 6th),soil tillage, cultivating machinery(42.00%,rank 7th) and ridge making & bunding implements (29.00%,rank 8th). These findings are in agreement with the findings reported by Saha, *etal.* (2004), Singh and Jindal (1993) and Srivastava (2005).



**CONCLUSION:**

The knowledge level of the farmers regarding agricultural implements, majority of the respondents (88.02%) were having the knowledge regarding use of transportation and power system and ranked as 1<sup>st</sup> followed by improved threshing, shelling, crushing and milling machinery (66.00%, rank 2nd) and plant protection equipment (61.00%, rank 3rd) were good while knowledge level of the farmers regarding soil tillage and ridge making and bunding implement was poor.

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**TABLE1. DISTRIBUTION OF FARMER'S FAMILY ACCORDING TO SOCIO-ECONOMIC STATUS.**

Sl. No.	Socio-economic profile of categories	( N=100)	
		Frequency	Percentage
<b>1.</b>	<b>Educational status</b>		
<b>A</b>	Illiterate	15	15.00
<b>B</b>	Literate	85	85.00
<b>I</b>	Can sign only	8	9.40
<b>II</b>	Primary School	18	21.17
<b>III</b>	Junior high school	31	36.47

<b>IV</b>	High school	13	15.29
<b>V</b>	Graduate	20	23.53
<b>VI</b>	Above graduate	03	3.53
<b>2.</b>	<b>Caste composition</b>		
	General	32	32.00
	Backward	40	40.00
	Scheduled caste	28	28.00
<b>3.</b>	<b>Family type</b>		
	Single	64	32.00
	Joint	36	68.00
<b>4.</b>	<b>Size of family</b>		
	Up to 4 members	33	33.00
	5 – 17 members	44	44.00
	Above 17 members	23	23.00

**TABLE 2: KNOWLEDGE LEVEL OF RESPONDENTS REGARDING AGRICULTURAL IMPLEMENTS**

S.No.	Particulars	Respondents		
		Frequency	Percentage	Rank
<b>1.</b>	Soil tillage, cultivating machinery, implements/equipments.	42	42.00	VII
<b>2.</b>	Sowing/planting machinery, implements/equipments.	48	48.00	V
<b>3.</b>	Weeding and intercultural operations implements/equipments.	56	56.00	IV
<b>4..</b>	Ridge making and bunding implements.	29	29.00	VIII
<b>5.</b>	Harvesting/digging machinery, implements.	44	44.00	VI
<b>6.</b>	Threshing, shelling, crushing and milling machinery, implements.	66	66.00	II
<b>7.</b>	Plant protection equipments	61	61.00	III
<b>8.</b>	Transportation and power system machinery.	88	88.00	I



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## TELEMARKETING AND ITS INFLUENCE

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### ABSTRACT

*Telemarketing is now a less popular source for advertising products and services but is still used in many places. Here the research is being done on how it influences the market and what will be its affects in the long run for the company as well as the company which is selling the product. Telemarketing has steadily increased in use in industrial sales organizations. Management faces the difficult problem of successfully implementing this tool. This research surveyed industrial sales and marketing managers involved in telemarketing operations to determine how successful their telemarketing operations were and how telemarketing was implemented in their companies. Fruitful telemarketing organizations recognize that a solid telemarketing effort can't be construct exclusively with respect to a decent rundown or an intrigued client. Similarly as essential is the nature of the telemarketer. The right mix of business sagacious and mystique is fundamental. As trying all things considered a combination might be, the way that telemarketing deals has really outperformed standard mail in yearly deals, passes on that in addition to the fact that it is achievable, telemarketing is a demonstrated strategy for producing sales demands of telemarketing deals era. Telemarketing can likewise incorporate recorded attempts to make the deal customized to be played via telephone by means of programmed dialling. Nowadays telemarketing has become popular as people are mostly on calls and people find it easy to sell their products on call rather than physical selling of the products. Telemarketing was used in older times but the use of them have now reduced due to the improvement in social media technology and people getting connected through social media. Telemarketing is still used to market for loans, investments and credit card marketing. Since there is only handful of operators with market share in double digits, it is not business sense to ignore any of these. Once the number of operators increases, the revenue share of operators is expected to dilute.*

**KEYWORDS:** Telemarketing, influence, organization

## 1. INTRODUCTION

Telemarketing (now and then known as inside sales, or telesales in the UK and Ireland) is a technique for direct showcasing in which a sales representative requests planned clients to purchase items or administrations, either via telephone or through a consequent vis-à-vis or Web conferencing arrangement booked amid the call. Telemarketing can likewise incorporate recorded attempts to make the deal customized to be played via telephone by means of programmed dialling. Nowadays telemarketing has become popular as people are mostly on calls and people find it easy to sell their products on call rather than physical selling of the products. Telemarketing was used in older times but the use of them have now reduced due to the improvement in social media technology and people getting connected through social media. Telemarketing is still used to market for loans, investments and credit card marketing. While a few organizations set up inner calling abilities to handle their own telemarketing needs, others enlist proficient telemarketing organizations to handle their telemarketing calls. These organizations frequently put their calls from an offsite outbound call focus. Telemarketing organizations can offer organizations an appealing choice. The telemarketing organization can concentrate exclusively on making deals, without sympathy toward different business concerns like item advancement, charging or dispatching, and the business that has contracted them is free from the requests of telemarketing deals era.

Fruitful telemarketing organizations recognize that a solid telemarketing effort can't be construct exclusively with respect to a decent rundown or an intrigued client. Similarly as essential is the nature of the telemarketer. The right mix of business sagacious and mystique is fundamental. As trying all things considered a combination might be, the way that telemarketing deals has really outperformed standard mail in yearly deals, passes on that in addition to the fact that it is achievable, telemarketing is a demonstrated strategy for producing sales demands of telemarketing deals era.

TABLE I: TYPES OF TELEMARKETING CALLS RECEIVED

Types of calls received	Respondents (%)
Information about new service	93
Information about new product	59
Information about existing service	57
Information about existing product	34
Call from existing vendor	30
Call from new vendor	24

TABLE II: TELEMARKETING IS USEFUL ONLY FOR SERVICES AND NOT PRODUCTS.

	25 years and below (age)	Above 25 years (age)
Always	10	9
Sometimes	30	39
Never	3	9

According to the Telecom Regulatory Authority of India, Telecom Subscription Data as on 31st December 2009 is as follows: • Total Telephone subscriber base reaches 562.21 Million - Wireless subscription reaches 525.15 Million - Wireline subscription declines to 37.06 • 19.10 Million new additions in wireless • Wireline subscription declines by 0.09 Million • Overall Tele-density reaches 47.89 • Broadband subscription is 7.83 million The current revenue distribution is in favor of mobile operators who capture anywhere between 60-80%. Technology enablers get anywhere between 10-20% and content aggregators get 10-15% of the revenue. The content owner gets 5-10%. Operators cite infrastructure development, cost of acquiring subscribers, and marketing costs as the reasons for the higher revenue share on their side. Thus, operators have the highest bargaining power. Since there is only handful of operators with market share in double digits, it is not business sense to ignore any of these. Once the number of operators increases, the revenue share of operators is expected to dilute.

## 2. ARTICLE REVIEW

John Wyman, "A model for improving consumer acceptance of telemarketing" (January 1, 1989).

The goal of this review is to acquire data about shoppers' receptivity to proactive telemarketing and to test the speculation that a graphic model can appropriately isolated and order customers

into portions of acknowledgment or rejection of a proactive telemarketing call in view of socioeconomics, significance of the properties of the call, and telemarketing experience. A telemarketing adequacy model was produced and tried utilizing a discriminant investigation. It was found that seven of the free factors were noteworthy in appropriately characterizing the respondents into acknowledgment or renunciation bunches. The four statistic factors were level of training, aggregate family salary, age and sexual orientation. The two calling properties that were critical were the organization calling had a decent notoriety and the purchaser had an enthusiasm for the item or administration advertised. The telemarketing background variable included the shopper tolerating the phone as an adequate method for acquiring data or buying items or administrations. The model effectively characterized 64% of the non-acceptor gathering and 70% of the acceptors. The model was then tried, and for this situation appropriately characterized, 73% of the non-acceptors and 69% of the acceptors. The telemarketing adequacy model can be extremely helpful in creating effective telemarketing programs. A potential client of this model can use or deal with each of the seven of the factors inside the model. The aftereffect of applying this model will profit both the organizations and shoppers by better comprehension the customers' needs and better focusing of telemarketing projects.

Jagdish C. Vij Herbert L. Steierman, "Telephone system adapted to telemarketing" (Sep 23, 1986)

In a promoting business wherein phone endorsers' reactions are requested by different business commercials by means of the TV as well as radio media, marketing operators get such phone reactions with a specific end goal to acknowledge demands for products and ventures and to facilitate conveyances and billings. A phone framework is revealed wherein a bit of a direct dialed number connected with a promoted item is sent to a data server. The data server gives data about the item, such data being displayable at an information show terminal contiguous a marketing specialist's position. For the situation where a gathering of marketing specialists is gotten to by means of a programmed call conveying highlight in the phone framework, the voice call and the information data show up at a chose promoting operator's position at about a similar time, consequently illuminating the operator with regards to the specific thing of premium and its properties in relationship with the voice call.

Kwan Pay Yee, Uchenna Cyril Eze "The influence of quality, marketing, and knowledge capabilities in business competitiveness"(12 July, 2012)

The target of this paper is to utilize an incorporated way to deal with look at key determinants of firm aggressiveness along three ability based develops in particular: quality, advertising, and information administration frameworks. Aggressiveness structure supported the reasonable advancements in this paper, which empowered the improvement of the nine speculations. The examination depended on a legitimate reaction of 193. The discoveries uncovered huge positive impact of the nine autonomous factors on business aggressiveness. This examination gives valuable data to organizations in building basic abilities to make and keep up aggressive



positions in the commercial centre. This paper would likewise be valuable in advancing hypothesis for future research in the branch of knowledge.

### 3. CONCLUSIONS

Henceforth it can be presumed that Almost 47% of individuals dependably disregard any telemarketing call whether through recorded voice, SMS or manual calls. Manual calls and SMS were all the more regularly gotten as against the recorded ones. Respondents had encountered most extreme approach data about new administrations. 49% respondents in the age gathering of 25 years and underneath never needed to get calls from new merchants while 60% respondents of the age gathering of 25 years or more favored calls from new sellers at times. Lion's share of the respondents were of the supposition that now and again helpful and dependable data was given through telemarketing calls and SMS. Lion's share of the respondents did some of the time get impacted by telemarketing calls and SMS and made their buys subsequent to getting such data. 60% respondents in the age gathering of 25 years and beneath and 53% respondents in the age gathering of over 25 years were impassive and did not change to different sellers if their current merchants did not call them frequently. 49% respondents in the age gathering of 25 years and underneath and 56% respondents in the age gathering of over 25 years felt that telemarketing calls interfered with protection. While, 61% respondents in the age gathering of 25 years and underneath and 53% respondents in the age gathering of over 25 years discovered telemarketing calls bothering. 67% respondents trusted that telemarketing created deals for organization. In this manner it can be concluded that more youthful buyers were more alright with telemarketing when contrasted with their elderly partners. Telemarketing has developed as a critical apparatus of promoting, be that as it may, the organizations ought to be extremely cautious while calling utilizing telemarketing. The organizations ought to comprehend customer conduct before depending on telemarketing. They ought to overhaul their database consistently and guarantee that they call their imminent clients as it were. The organizations ought to guarantee that the tele-guest is neighborly and sufficiently educated. This review was restricted to shopper's view; it could be further reached out to the assessments of venders. The overview was led in little land scattering; consequently the outcomes acquired are characteristic and not thorough. It can be further investigated at a more extensive level.

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## EMPLOYMENT REGULATIONS BASED ON CURRENT MARKET AND STATE POLICY

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Named After Mirzo Ulugbek.

### ABSTRACT

*Since Uzbekistan's independence, the country has achieved several achievements, policy of employment and related issues have also been established at all. The goal of this policy paper is to analyse the existing positions of employment over the markets in Uzbekistan, to define and analyse key causes of employment in the labour market and to develop recommendations for increasing the effectiveness of the state employment policy. To ensure the full realisation of the labour potential and employment. The final outcomes of the study will serve on the development of the structure in Uzbekistan as whole. Most of the research system of employment regulation mechanism is considered the interaction of supply and demand on the labor market on the basis of self-regulation of the labor market and employment mechanism of the state regulation mechanism.*

*Government policies on improving livelihoods and human development are found to be strongly in line with some organizations. Poverty and promoting are believed as inclusive and sustainable while showing better economic growth. Furthermore, the following outcomes have been identified to encapsulate the collaboration between the Government and the United Nations System in this area. The purpose of regulation of employment, facilities, workers labors to regulate the relations of subjects of the labor market. In addition, employment regulations, methods and mechanisms of regulation in the labor market, infrastructure and the regulatory process, including the socioeconomic conditions, need to have a complex system of governance.*

**KEYWORDS:** *labor force reproduction, employment, market mechanism, government employment regulation, regulating methods*

## INTRODUCTION

Uzbekistan's economy has demonstrated high and stable average annual growth rates in recent years, largely as a result of deepening economic reforms aimed at modernizing production and improving both infrastructure and the overall quality of life. This has laid the basis for the country to further enhance its competitiveness and achieve the average global level of economic development(Akimov&Dollery, 2009).

Most of the research system of employment regulation mechanism is considered the interaction of supply and demand on the labor market on the basis of self-regulation of the labor market and employment mechanism of the state regulation mechanism.

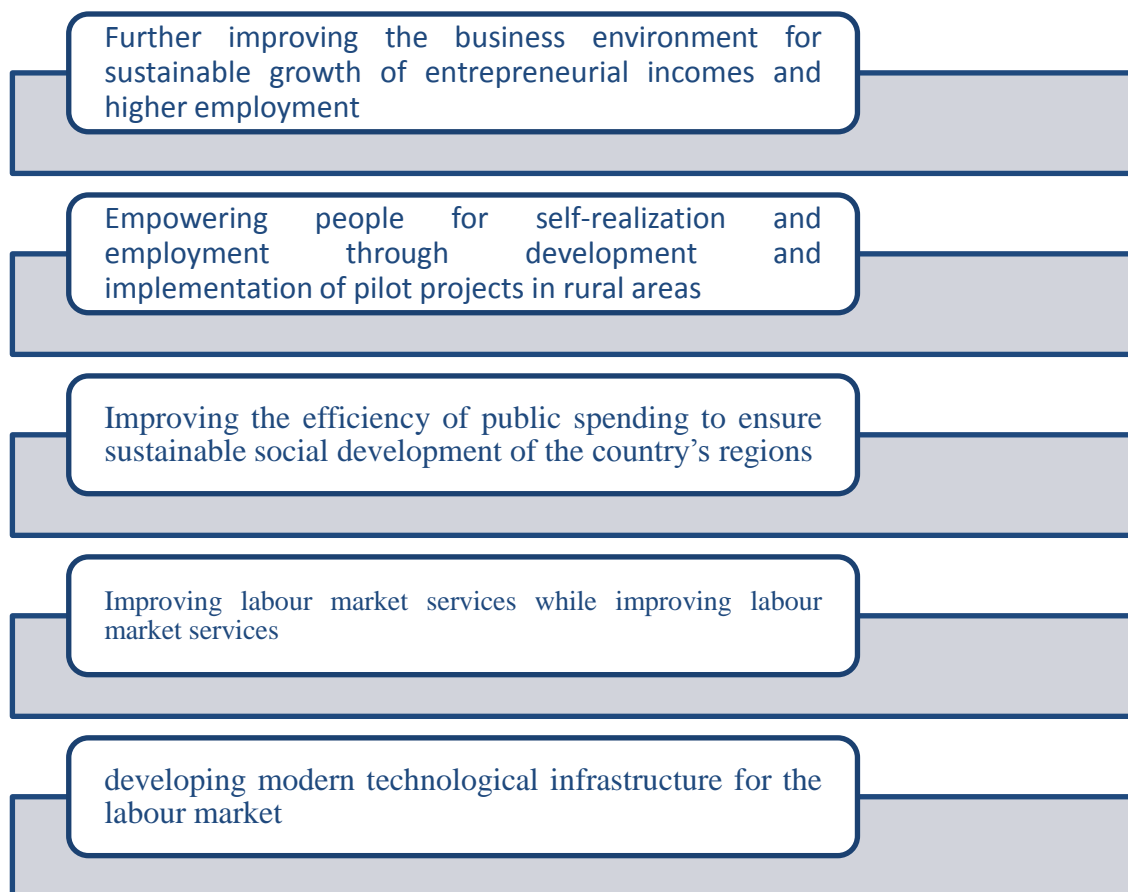
As a result, competition in the mechanism of market self-regulation through the interaction of supply and demand in the labor market will lead to the effective functioning of the labor force to help the economy, stemming from one field to another, productively and reduced treatment costs and provide the required ratio that stimulates the ratio of the unemployed(Calhoun, 2013). However, intimes of the crisis and balance of "market abuse" - will be available on the market,especially,in the consideredareasof vulnerability. A. Smit his scientific work and improved market-based system completely incapable of self-regulation, but the "market power" was also recognized by the sector and the possibility of crises need to regulate such situations(Bobojonov, Teuber, Hasanov, Urutyan, &Glauben, 2016).

Jobs and regulatory issues were discussed by representatives of different economic schools. Economic Development has approved the rules of the theory of employment, including amendments. Consolidate the achievements of modern economic ideas in previous years or the promotion of employment are required to eliminate the negative effects of unemployment. In this case, effective ways to develop new methodological approaches are considered as major ones(Abdukarimov B.A, 2013).

Traditionally, the possibility of self-regulation of the labor market as a basic principle of the rule of the classical theory of employment and the need for regulation by the state. Moreover, as representatives of the theory need for regulation of the labor market and employment, forms and methods of a range. Inclusive economic development with a focus on employment and social protection may lead to a better lifestyle.

Sustainable economic growth to ensure broad opportunities for human development has been identified as a key priority of the Government. As also outlined above, to achieve this goal the Government envisions formulating targets for sustainable development and deepened structural transformations in the economy(Madjidov&Khakimov, 2012).

As a following step of advancement, study covers points such as:



The creation of new jobs and the assurance of the rational employment of the population also have been prioritized by the government. Due to consideration is being given to the number of youth with secondary specialized and vocational education, those with higher education and those who have entered the labour market for the first time are engaged with employment perspectives (Asadov & Aripov, 2009).

Decent work is important not only to guarantee regular incomes and security for individuals and households, but also to ensure that individuals to participate in society in a dignified manner. Access to decent work thus can make an important contribution to empowering citizens to reduce risks across the life cycle, while building up their resilience to shocks.

As its noted above, the Government of Uzbekistan has recognized the employment challenge and taken a number of steps, including through annual employment programs. Active policies are still required, however, to promote inclusive regional and rural development, while managing urban development, in addition, policies are needed to promote employment for the social inclusion of vulnerable groups. For example, persons with disabilities, young people, and women with small children are covered with social programs ("Department of "Economics", Kuziev, 2011).

Further improvements of the business and investment climate are believed to create more opportunities for those employed in the informal sector to enter formal employment, which in turn will provide by both pension security and social benefits.

Government policies on improving livelihoods and human development are found to be strongly in line with some organizations. Poverty and promoting are believed as inclusive and sustainable while showing better economic growth. Furthermore, the following outcomes have been identified to encapsulate the collaboration between the Government and the United Nations System in this area.

In the recent years, employment and economic factors in the development of the theory of employment and economic methods with the regulation in social, psychological and legal techniques are observed. This is connected with the term of "human capital" and it is linked with industrial-sociological theory of employment, contract theory, the theory of a flexible labor market is confirmed.

Each of the concepts of employment and the labor market with a rational approach and the implementation of self-regulatory mechanism should be used as opportunities and methods of state regulation. Their attitude is based on the economic state of the system, it is necessary to change elements of the market consequently it will be part of his balance.

Only the need for state regulation of various scientific theories, but also in the history of the world economy proved.

According to A.M.Zagorodneva "Monetaristic framework of the theory of socioeconomic processes can not rely on management macro methods with the state regulation of the labor market and employment".

At this time of economic processes are regulated only by the market mechanism and it is not available in some countries and sectors of economic activity. The state - including all elements of the system are the administrative methods of regulation, legal and economic methods have minimal impact on the market (Ames, Brown, Devarajan, Izquierdo, & others, 2001).

This is why the study of the two systems of employment regulation mechanism of steel. On the other case, the methods of state influence on the economy, the effects of the direct object regulation of production or in the form of market mechanisms encourage all segments.

The purpose of regulation of employment, facilities, workers labors to regulate the relations of subjects of the labor market. In addition, employment regulations, methods and mechanisms of regulation in the labor market, infrastructure and the regulatory process, including the socioeconomic conditions, need to have a complex system of governance.

V.A.Kostyukov human factor production object for the regulation of labor relations in the economic and physical factors, in conjunction with the quality of the entire system. Accordingly, the regulation of the employment of these workers work in various spheres of social activity means managing the relationship continues.

Employment and labor market regulation are necessary to distinguish between the object of the object. The labor force, distribution, use and redistribution processes, workforce re-create the



entire regulation of the object cycle of employment, the demand for labor and the relationship between recruiters and employees, labor or labor services as a trading commodity subject to regulation of labor relations in the sphere of exchange remittance market are analyzed as a major feature of the investigation.

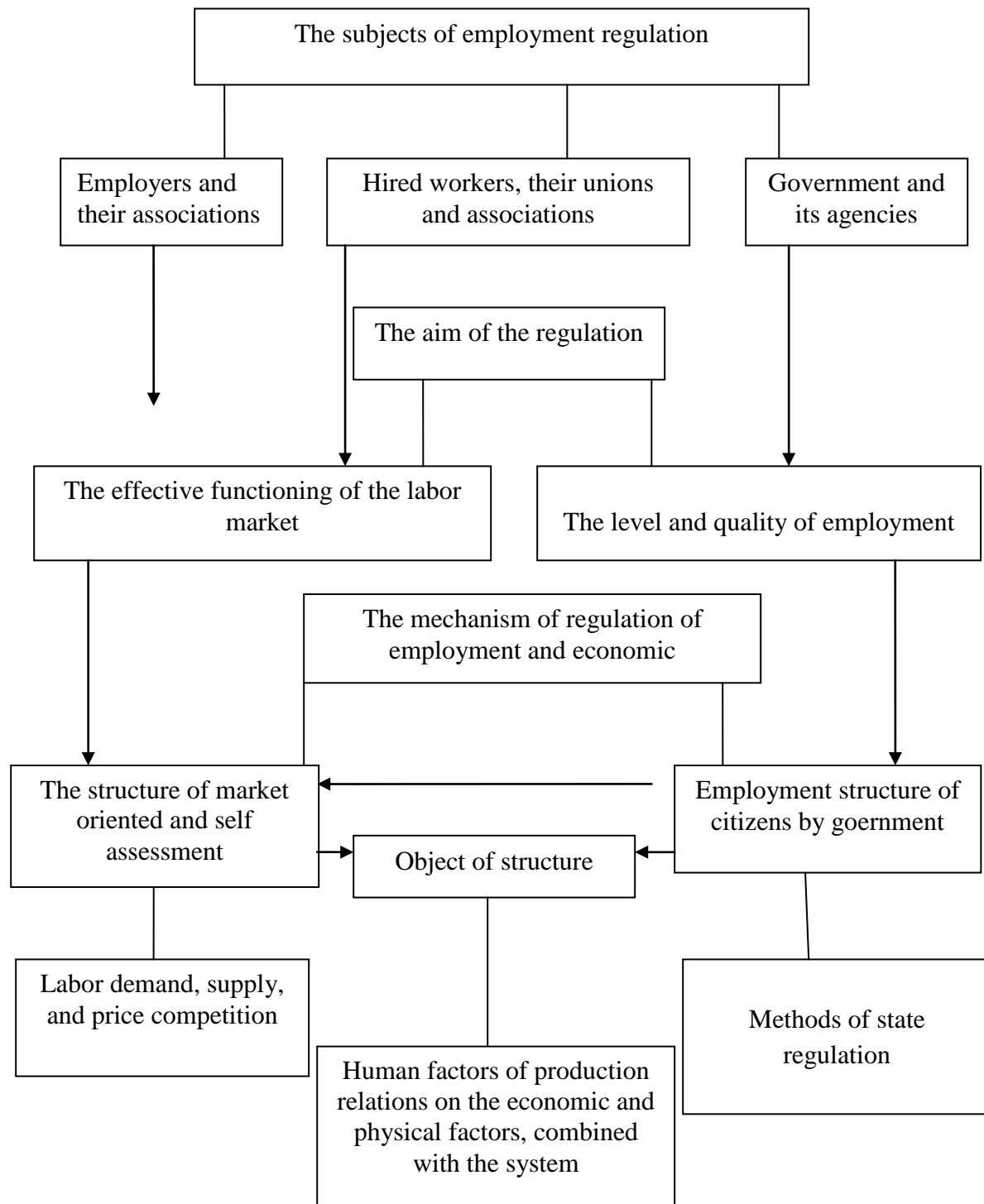


Figure 1. Employment in the regulatory system.

Again based on the principle of production and employment in the labor force, representing the movement of the joints to understand the object of regulation of this approach to determine the position of the system of total employment and the labor market, labor relations, eliminate disparities, and allows you to define the objectives of the regulation (see Table 1).

**TABLE 1. LABOR RE-EMPLOYMENT AT ALL LEVELS TO MAKE SURE THAT THE PURPOSES OF THE REGULATION**

Stages of reproduction	Appear to be in employment	The purposes of employment regulation
Generation (production)	Creating economic welfare and employment, combined with the means of production employed	Ensuring compliance with the following indicators: <ul style="list-style-type: none"> <li>✓ The need to reduce young labor, attitude increase the flow of qualified personnel for the efficient use of labor resources;</li> <li>✓ Universalization of the labor of workers in the public areas and future specialization;</li> <li>✓ To stabilize the structure of vocational training and the development of new types of employment and labor supply</li> </ul>
Distribution	Sectors of the workforce, industry and regional distribution	<ul style="list-style-type: none"> <li>- The labor force to meet the needs of the economy and the efficient movement of directions rational distribution;</li> <li>- Working to improve the professional and regional mobility</li> </ul>
Distribution (exchange)	On the basis of the validity of the laws of supply and demand in the labor market, labor exchange as well.	Supply and demand in the labor market; sectoral and regional distribution of labor; the compatibility between the cost price and the quantity and quality of the labor force
Usage (Consumption)	Labor in the process of social production, consumption and income	<ul style="list-style-type: none"> <li>- To improve the living standards of employment and labor productivity;</li> <li>- The quality of the training of workers and their labor, material and technical support; employment, the level of complexity and awarding it; labor and employment between traditional and new types of forms to ensure compliance.</li> </ul>

Employment regulation mechanism of regulation of subjects in the field of employment, which is different from studying ones: through the interaction of supply and demand in the labor market, employment, self-regulation and regulation by the state.

The mechanism of the impact of self-regulation of jobs and labor force characteristics of the employers and their associations, as well as employees and their unions was control subjects. Employers, on the one hand, the formation of labor supply and demand in the labor market through the provision of jobs are considered part of the self-regulation mechanism. On the other hand, employment in the state regulation of their direct and indirect impact on the various events, in this case, the implementation of the public employment mechanism of regulation and to be subject to regulation(Mishkin, 2007).

In accordance with the legislation of the Republic of Uzbekistan, the state employment policy to help employers “Employment assistance for workers laid off due to the organization and other business education and financial aid; workers vocational training, advanced training and create conditions for training; to comply with the terms of the contract governing labor relations; production workers, laid-off workers in the event of cancellation of contracts and agreements for the protection of the labor laws of the Republic of Uzbekistan. This is a direct impact on employment and the administrative actions of all actions, which regulates the work.

Implementation of the policy on employment of non-governmental institutions and organizations (trade unions to promote the employment of persons with disabilities, non-governmental organizations), educational institutions will participate in the meeting. Representatives of these organizations, employers' associations, trade unions, associations and representatives of Government in the Republic of Uzbekistan, as well as representatives of social and labor communications pursue a coordinated policy in the field of regulation of social and labor relations, trilateral commission.

Nevertheless, employers and non-governmental organizations as the regulation subject to regulation as a rule, carried out in micro scale and government regulation are different, the level of employment in the region has not been studied as an effective control mechanism. On the other hand, if large enough, these organizations have a great impact on the socio-economic processes in the region, they can be regarded as subjects of regulation of employment in the region. For example, multinational corporations, large holdings of monopolistic enterprises, large networks operating within the framework of a strong non-governmental organizations and trade unions to be among them.

Regulation of the State of employment in this country and its policy development, implementation tools, embodies the procedure for the selection of forms and methods of stabilization of employment and stability in the labor market that reflects the impact of the process. The state and its authority, subject to state regulation.

Employment assistance to solve the problem of governmental and non-governmental organizational structures and the complex structure of the labor market. Work to create conditions that facilitate the location of the action in the labor market as the main criteria for inclusion examined in its infrastructure. This approach is based on have been added to the ranks of the labor market in the following infrastructure area:

- Ministry of Labor;
- Regional employment promotion centers;
- External labor migration agency;
- Vocational training, retraining and advanced training of the university system;

- Service company personnel.
- The main tasks performed by the labor market, infrastructure:
- Workers and employers to information and services;
- Interaction of employers and employees;
- Training and retraining of workers;
- The labor market, forecasting the development of its data collection and analysis;
- Development and implementation of special programs for the labor market;
- Employees of the population faced the threat of job losses and social support;
- In order to help create the conditions necessary for the effective functioning of the enterprise.

The state policy of employment and employment of special groups of the population is an important means of regulation by the state. G.Shatoxin said that in order to achieve social and economic rivljanishiga direct and indirect impact on the set of characteristics. This definition N.V.Feshenko fill in the field of employment policies, their consistency and the public authorities on the need for scientific evidence.

Employment policy at several levels:

- Interstate (International), international organizations of policy;
- National - national employment policies;
- Regional - Regional employment policies;

Local areas and policies in the field of employment by local authorities.

It specifies the level of their functions and powers of state bodies, and many of them are different. As a result, policies and practices in the field of employment employment policies, based on the crossover.

Full, selective and development workers and members of his family life and enough to get a decent salary productive employment inmacro level content of the state employment policy. Such employment and support to achieve the goal of employment policy. Nevertheless, the overall level of employment not only full employment, but simply to maintain economic and social problems, first of all, to improve the living standards of human development, including continuous maintenance and improvement of the education system(Chandra, 2014).

Most modern scholars of the population in the context of the current level of wages, the demand for labor (labor supply), and the work may require payment (number of jobs)between the year. Such an understanding of the working population wants to participate in the production of the social level, the ability to achieve full employment, that is, in conditions of full employment in the labor market of the unemployed, as well as job vacancies. At the same time, doing jobs that usually do not cover the needs of the population is considered poor, the unemployed population in the competitive categories(Saliev, Soliev, & others, 2015).

Full-time and description of the state policy of employment will only increase tension in the labor market, social workers and the unemployed, reducing the life of the citizens and their family members. Full-time and a lot of understanding people, to meet the needs of the labor and

employment objectives of a socially oriented market economy as well as the full employment of the economically active population in order to meet the needs of all categories of work and put people's interests first and foremost determined by income.

State employment policies aimed at achieving productive employment. This is the basis of short-term goals and long-term full employment case. In accordance with the definition of full employment it is not effective. Furthermore, it is generally oppositely productive employment since it is only suitable to the conditions of the low labor costs.

Productive employment, social development workers from the whole of this phase of life is determined by the criteria of social management, social and economic conditions for the development of reproductive potential. Description of income from employment of workers engaged in social activities, as well as the desirability of jobs, economic and social considerations(Bobojonov et al., 2016).

In addition, to the criteria of economic and social efficiency required to select the best options have identified. Effective employment can be analyzed in two ways: as a rational use of labor resources, economic and social - a decent income, health, education and skill level, in accordance with the interests of workers.

Economic history shows that full employment can not be achieved in practice. As the professional skills of labor is incompatible with the structure of jobs and economically viable jobs deviations will always be there, it will involve a reduction of wages of workers do not meet the qualifications of the evidence. The Republic of Uzbekistan "On Employment" allows us to realize the goals of the employment policy. On the other hand, if the conditions of the low labor costs (i.e, workers, and the conditions of the low number of complaints). To meet the needs of society, must be the pursuit of full employment, the question naturally arises.

Rational employment mobility of labor and means of production for the period of rational combination of production, material and human factors are adopted by target groups.

Rational use of labor force by age and gender composition of the working age also population reproduction and regions, taking into account the placement of formation, distribution and the process will be interpreted as a valid point of view.

The concept of rational employment related to the balance between economic efficiency and social justice and full employment is required to prevent unemployment, unemployment "socially acceptable" level of understanding.

From the point of view of working, to achieve full employment needs of the population, as well as social and cost-effective employment objectives of the current phase of economic development study promotes full and productive employment will remain a strategic goal of the national employment policy(Corsi&Akhunov, 2000).

Within the framework of state employment regulation, the level of income, the unemployed need to ensure that the needs of the population. Unemployment is quite high, while the number of unemployed dwellers at all. Considering that employment in the second, no less important task is not as busy as it is necessary to provide a decent standard of living.

The growth of these processes and the regulation of economic and social processes of globalization, regional, national and state level to carry out the purposes of evidence. Because of regional differences in practice more flexible approach to the adoption of economic reforms and regional policy exception.

**2-TABLE. THE CLASSIFICATION OF METHODS OF STATE REGULATION OF EMPLOYMENT**

Classification marks	Groups of methods
Oriented events	<ul style="list-style-type: none"> <li>- active and strong regulation of employment;</li> <li>- Regulation of wages;</li> <li>- Institutional policy.</li> </ul>
A description of the impact (employment policy)	<ul style="list-style-type: none"> <li>- active;</li> <li>- passive</li> </ul>
Methods and areas of influence (events)	<ul style="list-style-type: none"> <li>- legal;</li> <li>- economic (finance, credit, investment, tax policy);</li> <li>- administrative (indirect methods of state regulation)</li> <li>- social;</li> <li>- organizational;</li> <li>- institutional;</li> <li>- demographic.</li> </ul>
Elements of direct repercussions on the labor market (method)	<ul style="list-style-type: none"> <li>- Direct (legal and regulatory);</li> <li>- Indirect (economic).</li> </ul>
The object of influence	<ul style="list-style-type: none"> <li>- A general description;</li> <li>- Specialized, common in the population;</li> <li>- Workers, entrepreneurs and individuals (the duration of labor, working conditions, wages) groups.</li> </ul>
Financing sources	<ul style="list-style-type: none"> <li>- State budget;</li> <li>- Funds of commercial organizations;</li> <li>- Mixed.</li> </ul>
To cover the tasks to be solved	<ul style="list-style-type: none"> <li>- A complex and unique;</li> <li>- Problem-oriented;</li> <li>- Situation.</li> </ul>
Focused on the influence	<ul style="list-style-type: none"> <li>- Carrying out the supply and demand in the labor market (reducing) activities;</li> <li>- The demand for labor and the events that affect the structure of the offer;</li> <li>- Measures aimed at increasing the level of compliance with supply and demand.</li> </ul>
Description of elements	<ul style="list-style-type: none"> <li>• motivational;</li> <li>• limitation;</li> <li>• protection.</li> </ul>
Periods of influence	<ul style="list-style-type: none"> <li>- long period;</li> <li>- medium period;</li> <li>- short period.</li> </ul>



Rate and importance of adopted decisions(impact)	<ul style="list-style-type: none"> <li>- among countries;</li> <li>- nationwide;</li> <li>- regional, local;</li> <li>- in firm.</li> </ul>
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The level of employment, regional policy can be studied on both sides:

- Condition its administrative and territorial structure of regional socio-economic development to reduce the gap. To minimize the differences in regional employment and reduce social tension in the country of the regional employment policies;
- The level and structure of employment in the region through the development and implementation of employment policy in the region in order to form, they are compatible with the objectives of the development of this region. The supply of labor in the region and demand in the labor market, the scale and the structural incompatibility of its facilities.

## CONCLUSION

Of the various socio-economic situation in the region, taking into account the level of employment is always the pursuit of full employment of all the positive elements of the socio-economic system and its level of employment in the regions.

In the near future to reflect decrease, on the other hand, positive economic and social success. I.V. Denisov , V.V.Pulyashkina and by A.G.Shatoxin, that the regional employment policy in the near future, the potential control are investigated relatively. Removal of the unemployed, which is transparent to prevent the growth of unemployment and the number of jobs due to the balance of supply and demand characteristics of the development of the region by taking this into account, should be achieved rational employment<sup>1</sup>..

Methods of regulation of employment of state regulation of economic mechanisms are an important element. Separate groups, such as the first of the living standards and human resources affects the quality of the distribution methods:

- Wage policy in the sphere of tariff regulation;
- The minimum wage guaranteed by the state;
- Eliminate the difference in wages between the special rate;
- Development firmaichki training systems;
- Jobs and jobs in order to determine the effect of the dynamics and structure of the examination of investment projects and social programs<sup>2</sup>.

Employment market self-regulation and regulation by public authorities, policy objectives in the field of employment full understanding, and not only on employment, but also to increase the

income of all categories of the population, regulating the use of modern methods of work, suppliers basis for the efficient functioning of the tax system.

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## **THE CONTEXT OF ORGANIZATIONAL (INPUT) LEVEL FACTORS TO PROMOTING GENDER EQUALITY IN GAMBELLA REGIONAL STATE OF ETHIOPIA**

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### **ABSTRACT**

*It is not possible to achieve a controversial goal, such as gender equality, without a clear strategic plan setting out policy, objectives, action, time frame and resources. Any organizational entity of the public or private sector nature should contribute to enhancing greater gender equality in order to minimize the widely expanding gender equality gap between men and women. It should be able to contribute substantively to greater gender equality by having the appropriate gender mainstreaming structures, policies and procedures in place. The objective of this article was to show the existing situation of organizational (input) level factors towards the promotion of gender equality in the Gambella Peoples' National Regional State of Ethiopia. The study has shown that the basic policy documents did not exist in several public sector organizations. Certain basic gender and gender-related strategies to implementing the gender and gender-related policy documents were not practiced in the public sector offices. The existing gender and gender-related strategies to implementing such gender policy documents were not clear to the civil servants. Gender focal point networking were absent in the public sector organizations. It has also shown that equal hiring or employment opportunities or practices were existing, gender unit department (division) activities were incorporated in the basic organizational core policy goals, objectives, and projects, and job responsibilities and mandates for the gender unit departments or divisions were existing in the public sector offices. The human resources development aspect and the work organization aspect of the organizational human resource practices were not building the capacity of the public sector staff in terms of a number of elements. But, documenting, updating, respecting, and utilizing the existing job descriptions for the GU staff were practiced as the organizational human resource practices to building the capacity of the public sector staff at the regional and local administrative level in the Gambella regional state.*

**KEYWORDS:** *Organizational (Input) Level Factors and Promoting Gender Equality*

## 1. INTRODUCTION

As Hunt (2000) and UN (2002) stated, gender mainstreaming involves all the steps between analysis and incorporating that analysis into the policy and program decisions that can contribute to equality of outcome for men and women in all development work. In other words, gender mainstreaming is a concern for advocacy, networking and knowledge management as much as it is about analysis. It is about policy influence as much as it is about project and program design. Ensuring that such diverse elements produce coherent results requires a clearly defined gender mainstreaming strategic plan (Mourison 2004, pp1-2).

The Swedish International Development Agency (SIDA) has identified gender mainstreaming strategies as being relevant in three linked arenas or “spheres” of the organization: a) In the organization’s structures, policies and procedures, and its culture (the inputs); b) in the substantive activity that the organization pursues (it’s program, the throughput)); and in the impact of the organization’s performance to increasing gender equality in the broader community-the outcome/impact-namely gender equality (Shalkwyk et al. 1996. p 3).

Shalkwyk also noted that activities in each arena are critical to ensuring effective gender mainstreaming process/strategy in every entity. He claimed that if strategies and assessments have tended to distort these three arenas, and have often forgotten the fact that change in the third level is the final goal, increased/reduced gender equality, it is important not to conflate these three arenas since different strategies and indicators of change apply to each of them (Mourison 2004, p2).

## 2. Data Presentation, Analysis and Discussion on the Context of Organizational (Input) Level Factors in Gambella Regional State Public Service Offices

### 2.1 Existence of Gender and Gender-related Policy Documents in the Public Sector Organizations

Table 1

*Response Rates for the Existence of Gender and Gender-related Policy Documents in the Public Sector Organizations at the Regional administrative Level in the Gambella Region.*

Indicator	Strongly Agree / Agree	Neutral	Disagree / Strongly Disagree	Total
ADLI Policy Document	13 (26%)	2 (4%)	35 (70%)	50 (100%)
PASDEP Policy Document	5 (10%)	5 (10%)	40 (80%)	50 (100%)
Employment and Labor Works Policy Document	47 (94%)	0	3 (6%)	50 (100%)
Family Law Policy Document	43 (86%)	0	7 (14%)	50 (100%)
The 1993 Women’s Policy of Ethiopia Policy Document	42 (84%)	2 (4%)	6 (12%)	50 (100%)
NAP-GE Policy	10 (20%)	3 (6%)	37 (74%)	50

Document					(100%)
RAP-GE	Policy	5 (10%)	4 (8%)	41 (82%)	50
Document					(100%)
National Health	Policy	4 (8%)	0	46 (92%)	50
Document					(100%)
National Hygiene and Sanitation	Policy	2 (4%)	0	48 (96%)	50
Document					(100%)

*Source: Field data collected from Public Civil Servants by the author, October 2012/13.*

Table 1 shows the response rates of the 50 (1 Core-process owners, 1 HRM sub-process owner, 1 Plan and Information sub-process owner, the Focal Person, and 1 Officer) research respondents from the 10 selected public sector offices/bureaus purposively selected for the existence of such policy documents at the regional administrative level. The Table showed that 70% and 80% of the survey informants respectively rejected the existence of ADLI and PASDEP policy documents in their organizations at the regional administrative level. However, 94%, 86%, and 84% of the respondents respectively accepted the existence of work and labor law, family law, and the 1993 Ethiopian Women's policy documents in their public sector organizations at similar administrative level.

The Table also shows that 74% and 82% of the respondents respectively denied the existence of National Action Plan for Gender Equality (NAP-GE) and Regional Action Plan for Gender Equality (RAP-GE) in the public sector offices at the regional administrative level in the regional state. Similarly, 92 and 96% of the respondents also respectively denied that National Health, and National Hygiene and Sanitation policy documents do not exist in their public sector offices at the same administrative level.

Even though the respondents have accepted the existence of the 1993 Ethiopian Women's Policy, the research informants have confirmed that both the NAP-GE and RAP-GE policy documents do not exist in their public sector organizations at the regional administrative level in the region. This may also show that these policy documents are not available in the district and local administrative levels in the region, since the regional administrative level is the place where new policy documents are disseminated to the lower levels. Similarly, though the research informants have accepted that Employment and Labor Works Law, and Family Law do exist in their public sector organizations, they denied the existence of ADLI, PASDEP, National Health, and National Hygiene and Sanitation policy documents in their public sector offices at the regional administrative level. This implies that most of the gender and gender-related policy documents are not in place at the local and regional administrative levels in the regional state, regardless of the 1993 Ethiopian Women's Policy, the Family Law, and the Employment and Labor Works Policy Document. The fact that the NAP-GE and Regional Action Plan for Gender Equality (RAP-GE) are not established in the region poses a critical gap and constraint to the implementation of gender mainstreaming strategy/process, threatening the attainment of effective gender equality, in the region as a whole.

Table 2 below showed that 57.9% (223) of both male and female informants responded that the organizational gender policy documents were clear to them at both local and regional



administrative levels in the Gambella regional State. However, 38.2% (147) of them responded that the organizational gender policy documents were not clear to them at the same administrative levels in the region.

**TABLE 2**

*Clarity of the Gender Policy Documents Response Rates by Gender in the public sector organizations Cross tabulation*

Level Of Clarity Of The Stated Gender Policy Documents In The Organization					Total
	Very Clear/ Clear	Uncertain	Not Clear	Not Very Clear	
Male	134 (63.2%)	11	48	19	212
Female	89 (51.4%)	4	71	9	173
<b>Total</b>	<b>223 (57.9%)</b>	<b>15 (3.9%)</b>	<b>147 (38.2%)</b>		<b>385</b>

*Source: Field data collected from Public Civil Servants by the author, October 2012/13.*

## 2.2 Existence of Gender and Gender-related Strategies in the Public Sector Organizations

The survey result below presents and describes respondents' survey opinions on the existence of such strategies to effectively mainstream gender in the public sector offices at the regional administrative level in the Gambella regional state. The proposed gender and gender-related strategies include: Existence of Political Will to Managing Gender Issues; Planning Issues; Gender Analysis (Sex-disaggregated data) Issues; Gender Networking Issues; Gender Advocacy and Sound Information Issues; Gender Knowledge Management Issues; Meeting Management Issues in Relation to Gender Activities; Leadership Issues; team and Membership Issues; and Communication Issues for the attainment of greater and effective gender equality in the Gambella regional state of Ethiopia.

**TABLE 3**

*Response Rates for the Existence of Gender Strategies for the Stated Gender and Gender-related Policy Documents in the Public Organizations*

Indicator	Strongly Agree /Agree	Neutral	Disagree / Strongly Disagree	Total
Political Will to Managing Gender Issues	18 (36%)	0	32 (64%)	50 (100%)
Planning Issues	37 (74%)	0	13 (26 )	50 (100%)
Gender Analysis (Sex-disaggregated data) Issues	9 (18%)	3(6%)	38 (76%)	50 (100%)
Gender Networking Issues	14 (28%)	4 (8%)	32 (64%)	50 (100%)
Gender Advocacy and Sound Information Issues	42 (84%)	2 (4%)	6 (12%)	50 (100%)
Gender Knowledge Management Issues	13 (26%)	1 (2%)	36 (72%)	50 (100%)
Meeting Management Issues in Relation to Gender Activities	17 (34%)	0	33 (66%)	50 (100%)

Leadership Issues	11 (22%)	0	39 (78%)	50 (100%)
Team and Membership Issues	28 (56%)	5 (10%)	17 (34%)	50 (100%)
Communication Issues	31 (62%)	0	19 (38%)	50 (100%)

*Source: Field data collected from Public Civil Servants by the author, October 2012/13.*

The above Table 3 shows the response rates for the availability of gender and related strategies for 50 (1 Core-process owners, 1 HRM sub-process owner, 1 Plan and Information sub-process owner, the Focal Person, and 1 Officer) research informants from the 10 selected public sector offices at the regional administrative level. The Table showed that respective 74, 84, 56, and 62% of the survey respondents accepted that gender strategies such as planning, gender advocacy and sound information, team and membership, and communication did exist in their public sector offices at the regional administrative level. However, respective 64, 76, 64, 72, 66, and 78% of them accepted that gender strategies such as political will, gender analysis, gender networking, gender knowledge management, meeting management, and leadership were not existing in the their public sector offices at the similar administrative level in the region. This implies that the most important gender and gender-related strategies to implement the gender and gender-related policy documents were not available in the public sector offices at the regional administrative level in the Gambella region. This also indicates that the most important strategic factors such as political will and leadership issues were also not taken into account, with the rest four strategic factors, by the public sector offices at the same administrative level in the region. This also indicates that existence of such strategic factors in the public sector offices at the district /zonal/ and local /woreda/ administrative levels in the region is doubted, since existence of such a situation can jeopardize the attainment of effective gender equality in the region as a whole.

Table 4 below discloses that 52.5% (202) of the survey informants responded that the organizational gender policy strategies were not clear to them at both local and regional administrative levels in the Gambella regional State. Nonetheless, 41% (158) of them responded that the organizational gender policy strategies were clear to them at the similar administrative levels in the region. This, generally, implies that the gender and related strategies to implementing such gender policy documents are not clear to them at the local and regional administrative levels in the Gambella regional state.

**TABLE 4**

*Sex of the respondent \* level of clarity of the stated gender policy strategies in the public sector organizations Cross tabulation*

	Very Clear	Clear	Uncertain	Not Clear	Not Very Clear	Total
Male	31	60	18	103 (48.6%)		212
Female	17	50	7	99 (57.2%)		173
Total	158 (41%)		25 (6.5%)	202 (52.5%)		385

*Source: Field data collected from Public Civil Servants by the author, October 2012/13.*

### *2.3 Existence of a Gender Unit Department/Division in the Organization*

Table 5 below shows that 86.2% (332) of the survey informants agreed that there was a gender unit department in their public sector offices at the regional and local /woreda/ administrative levels in the Gambella region. However, only 2.1% (8) of them responded that there was not any gender unit department (division) in their public sector offices at the same administrative levels. This implies that gender unit structures were existing in most public sector organizations at both administrative levels in the Gambella region.

**TABLE 5**

*Sex of the respondent \* existence of a gender unit department in the public sector offices or bureaus Cross tabulation*

Sex of the	Male	182 (85.8%)	26	4	212
Respondent	Female	150 (86.7%)	19	4	173
Total		332 (86.2%)	45 (11.7%)	8 (2.1%)	385 (100%)

*Source: Field data collected from Public Civil Servants by the author, October 2012/13*

#### *2.4 Existence of a Gender Focal Point Net Working in the Public Sector Organizations*

Table 6 below exhibits that 51.45 (194) of the survey informants responded that gender focal point networking did not exist in the public sector organizations at the regional and local administrative levels in the Gambella regional state. Nevertheless, 40.5% (156) of them said that gender focal point networking did exist in the public sector organizations at the same administrative levels in the region. This implies that significant number of the contributors have confirmed the absence of gender focal point networking in the public sector organizations at the regional and local administrative levels in the Gambella regional state.

**TABLE 6**

*Sex of the respondent \* existence of a gender focal point net working in the public sector offices or bureaus Cross tabulation*

		Yes	Neutral	No	Total
Sex of the	Male	74	31	107 (50.5%)	212
Respondent	Female	82	0	91 (52.6%)	173
Total		156 (40.5%)	31 (8.1%)	198 (51.4%)	385

*Source: Field data collected from Public Civil Servants by the author, October 2012/13*

#### *2.5 Organizational Human Resources Practices for Gender Departments in the Public Organizations*

##### *5a. Existence of Equal Hiring or Employment Practices*

Table 7 below shows that 75.3% (290) of the survey informants from 385 accepted that there exists an equal hiring or employment practices in the public sector offices at the local and regional administrative levels in the Gambella regional State. However, only 6.5% (25) of them denied the existence of similar practices in the public sector offices at the same administrative levels in the region.

*5b. Incorporation of gender unit departments' activities in the basic organizational core policy goals, objectives, and projects in the public sector offices or bureaus*

Table 7 also entails that 55.8% (215) of the informants accepted that GU department (division) activities are incorporated in the basic organizational core policy goals, objectives, and projects in the public sector organizations at the regional and local administrative levels in the region. The table, however, also shows that 38.2% (147) of the respondents denied the incorporation of GU department (division) activities in the basic organizational core policy goals, objectives, and projects in the public sector organizations at the same administrative levels in the region.

**TABLE 7**

*Existence of Equal Hiring Practices and Incorporation of GU Sections' in the public sector offices or bureaus Cross tabulation*

Opinions on the Existence of Equal Hiring or Employment Practices in the Office		Yes	Neutral	No	Total
Sex of The Respondent	Male	174 (82.1%)	28	10	212
	Female	116 (67.1%)	42	15	173
	Total	290 (75.3%)	70 (18.2%)	25 (6.5%)	385
Opinions on the incorporation of gender unit departments' activities in the basic organizational core policy goals, objectives, and projects		Yes	Neutral	No	Total
	Male	125 (53.3%)	9	78	212
	Female	90(59%)	14	69	173
	Total	215 (55.8%)	23 (6%)	147(38.2%)	385

*Source: Field data collected from Public Civil Servants by the author, October 2012/13*

By using Pearson Chi-square test output for 385 observations for the sated indicators (respondent sex and the variables), the p-value is 0.000 and 0.022 or less than 0.05. Therefore, we reject the null hypothesis (Ho) and conclude that there is a positively significant correlation between the two variables and respondents' sex at the 5 percent level of significance. The Chi-square test result below, therefore, ensures that there exists a positively significant relationship between sex of the respondents and their opinions in regard of such indicators at a 5% level of significance.

**TABLE 8**

*Chi-Square Test*

	Sex of the Respondent	Existence of Equal Hiring Practices	Incorporation of Gender Unit Departments' Activities
Chi-Square	3.951 <sup>a</sup>	98.766 <sup>a</sup>	5.260 <sup>a</sup>
Df	1	1	1
Asymp. Sig.	.047	.000	.022

*a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 192.5.*

- a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 192.5.
- b. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 96.3.

Source: Field Survey, 2013/14.

### 5c. Existence of Job Responsibilities and Mandates for Gender Unit Departments in the Public Organizations

The following survey result shows the civil service employees' opinion survey level on the existence of job responsibilities and mandates for gender unit departments in the public sector offices at the regional and local administrative levels in the Gambella regional state.

**TABLE 9**

*Sex of the Respondent \* Existence of GU Job Responsibilities and Mandates Response Rates*  
Cross tabulation

		Fully Existing	Existing, Not Exhaustive/Complete	But Not Exhaustive/Complete	Uncertain	Not Existing at All	Total
Sex Of The Respondent	Male	80 (37.7%)	107(50.5%)	6	19	212	
	Female	49 (28.3%)	93 (53.8%)	3	28	173	
Total		129 (33.5%)	200 (51.9%)	9 (2.3%)	47(12.2%)	385(100%)	

Source: Field data collected from Public Civil Servants by the author, October 2012/13.

Table 9 above shows that 51.9% (200) of the survey informants from 385 accepted that there existed, but not exhaustive, job responsibilities and mandates for gender unit departments or divisions in the public sector offices at the regional and local administrative levels in the region. The result also shows that 33.5% (129) of the respondents said that job responsibilities and mandates did fully exist in the public service offices at the same administrative levels in the region. However, 12.2% (47) of the respondents replied that job responsibilities and mandates for gender unit departments or divisions did not exist at all in the public service offices at the same administrative levels in the region.

This, generally, shows that 85.4% (329) of the respondents agreed that job responsibilities and mandates for the gender unit departments or divisions were existing in the public sector offices at both administrative levels in the region. Therefore, based on the survey opinions of the respondents, it can be said that job responsibilities and mandates for the gender unit departments or divisions were existing in the public sector offices at both administrative levels in the region.

**TABLE 10***Chi-square Test Output*

	Sex of the respondent	Level of the existence of job responsibilities and mandates for gender unit department posts
Chi-Square	3.951 <sup>a</sup>	227.270 <sup>b</sup>
Df	1	3
Asymp. Sig.	0.047	0.000

*Source: Field Survey, 2013/14.*

*0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 192.5.*

*b. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 96.3.*

The above Chi-square test result confirms that there exists a positively significant relationship between sex of the respondents and their opinions regarding the indicators at a 5% level of significance.

**TABLE 11**

*Respondents' Sex\* Existence of HR Practices, and Delivery of Gender-Specific Trainings (the Human Resource Development (HRD) Aspect) in the Public Sector Organizations Cross Tabulation*

The Existing Human Resources Development Planning Incorporates Gender-Specific Issues.							
		Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree	Total
Respondents'	Male	31	34	13	59 (27.8%)	75 (35.4%)	212
Sex	Fem.	28	24	16	45(26.0%)	60 (34.7%)	173
Total		117(30.4%)		29 (7.5%)		239 (62.1%)	385
A number of gender-specific trainings have been given to the organizational employees.							
		Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree	Total
Respondents'	Male	54	26	11	62(29.2%)	59(27.8%)	212
Sex	Fem.	34	22	10	54(31.2%)	53(30.6%)	173
Total		136 (35.3%)		21(5.5%)		228 (59.2%)	385
A Number Of Gender Specific-Awareness Forums, Workshops, And Review Meetings Have Been Delivered To The Employees.							
		Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree	Total
Respondents'	Male	44	29	0	72(34.0%)	67(31.6%)	212
Sex	Fem.	22	32	0	59 (34.1%)	60(34.7%)	173
Total		127 (33%)		0%		258 (67%)	385

*Source: Field data collected from Public Civil Servants by the author, October 2012/13.*

The survey result (table11 above) shows that 62.1% (239) of the survey informants responded that the existing organizational human resources development planning does not incorporate gender-specific issues at the regional and local administrative levels in the region. However,



30.4% (117) of the respondents appreciated that organizational human resources development planning does incorporate gender-specific issues. The table also shows that 59.2% (228) of the survey informants responded as there were no gender-specific trainings given to the public service organizational employees, while the reverse is true for 35.3% (136) of the survey responses. The table also shows that 67% (258) of the respondents said that a number of gender specific-awareness forums, workshops, and review meetings were not delivered to the public sector employees. But, (33%) 127 of them accepted that several gender specific-awareness forums, workshops, and review meetings have been delivered to the public service employees. This implies that the human resources development aspect is not building the capacity of the public sector staff in terms of incorporating gender-specific issues into the organizational human resources development planning; offering gender-specific trainings; and delivering a number of gender specific-awareness forums, workshops, and review meetings to the employees at the same administrative levels in the region.

**TABLE 12***Chi-square Test Result*

	Respondents' Sex	Human resources development planning incorporates gender-specific issues.	Gender-specific trainings have been given to the organizational employees.	Gender specific-awareness forums, workshops, and review meetings have been delivered to the employees.
Chi-Square	3.951 <sup>a</sup>	251.416 <sup>b</sup>	132.143 <sup>b</sup>	111.296 <sup>a</sup>
Df	1	3	3	1
Asymp. Sig.	.047	.000	.000	.000

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 192.5

b. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 96.3.

c. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 86.5.

Source: Field Survey, 2013/14.

The above Chi-square test also ensures that there exists a significant association between the perceptions of both sexes in this regard at a 5% significance level.

**TABLE 13**

*Respondents' Sex\* Existence of Documented, Updated, and Applied Job Descriptions for GU Staffs (the Human Resources Management (HRM) Aspect) in the Public Sector Organizations Cross Tabulation*

Job descriptions for GU staff are documented and updated:		Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree	Total
Respondent Sex	Male	63(29.7%)	51(24.1%)	62	20	16	212

	Fem.	58(33.5%)	51(29.5%)	57	4	3	173
Job Descriptions for GU staff are respected and applied:							
		Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree	Total
Respondent Sex	Male	68 (32.1%)	74 (34.9%)	18	21	31	212
	Fem.	66 (38.2%)	81 (46.8%)	7	6	13	173
Total		289 (75.1%)		25 (6.5%)	71 (18.4%)		385

Source: Field data collected from Public Civil Servants by the author, October 2012/13

Table 13 shows that 57.9% (223) of the informants agreed that the existing job descriptions for GU staff were documented and updated by the public sector organizations. However, 36.1% (139) of the respondents said that public sector organizations (employees) did not document and update the existing job descriptions for GU staff. The survey result also shows that 75.1% (289) of the informants responded that the existing job descriptions for GU staff were respected and practiced by the public sector organizations. However, 18.4% (71) of the respondents said that the existing job descriptions for GU staff were not respected and practiced by the public sector organizations. This implies that documenting, updating, respecting, and utilizing the existing job descriptions for the GU staff is in practice as the organizational human resource practices to building the capacity of the public sector staff at the regional and local administrative levels in the region.

**TABLE 14**

*Chi-square Test Result*

	Sex of the Respondent	Job Descriptions for GU Staff are Documented and Updated.	Job Descriptions for GU Staff are Respected and Applied.
Chi-Square	3.951 <sup>a</sup>	63.728 <sup>c</sup>	155.249 <sup>b</sup>
Df	1	1	3
Asymp. Sig.	0.047	0.000	0.000

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 192.5.

b. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 96.3.

c. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 86.5.

Source: Field Survey, 2013/14

The above Chi-square test also confirms that there is a significant relationship between the perceptions of both male and female respondents. For instance, respectively 29.7 and 33.5% of both male and female respondents strongly agreed that the existing job descriptions for GU staff were documented and updated by the public sector organizations. Similarly, respective 32.1 and 38.2% of male and female respondents strongly agreed that the existing job descriptions for GU staff were respected and practiced by the public sector organizations. On the other hand,

respective 24.1 and 29.5% of male and female participants agreed that the existing job descriptions for GU staff were documented and updated by the public sector organizations. The same 34.9 and 46.8% of both male and female respondents agreed that the existing job descriptions for GU staff were respected and practiced by the public sector organizations.

**TABLE 15**

*Respondents' Sex\* the Work Organization (WO) Aspect in the Public Sector Organizations  
Cross Tabulation*

Staff Meeting Provides Opportunities To Share Experiences, Ideas, And Suggestions For Gender Unit Section.							
		Strongly Agree	Agree	Uncertain	Disagree	StronglyDisagree	Total
Resp. Sex	Male	19	22	9	75(35.4%)	87 (41.0%)	212
	Fem.	9	11	4	77(44.5%)	73(42.2%)	173
Total		60 (15.6%)		13 (3.4%)	312 (81%)		385
Gender unit staff is given opportunity to provide inputs and suggestions into decision-making process.							
		Strongly Agree	Agree	Uncertain	Disagree	StronglyDisagree	Total
Resp. Sex	Male	37	51	14	52(24.5%)	58(27.4%)	212
	Fem.	25	29	17	52(30.1%)	50(28.9%)	173
Total		142 (36.8%)		31(8.1%)	212 (55.1%)		385
There Exists a Team Work Among The Organization Staff Members And The GU Staff Members.							
		Strongly Agree	Agree	Uncertai n	Disagree	Strongly Disagree	Total
Resp. Sex	Male	31	21	6	81 (38.2%)	73(34.4%)	212
	Fem.	22	9	3	60 (34.7%)	79(45.7%)	173
Total		83 (21.6%)		9 (2.3%)	293 (76.1%)		385
Information Is Shared Freely Among All Staff Members And Gender Units' Staff.							Total
		Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree	
Resp. Sex	Male	30	26	6	82(38.7%)	68 (32.1%)	212
	Fem.	14	16	4	49(28.3%)	90 (52.0%)	173
Total		86 (22.3%)		10 (2.6%)	289 (75.1%)		385
GU Staff Is Encouraged To Take Initiative And Be Self-Motivated.							
		Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree	Total
Resp. Sex	Male	11	15	2	85 (40.1%)	99 (46.7%)	212
	Fem.	2	7	5	85 (49.1%)	74 (42.8%)	173
Total		35 (9.1%)		7 (1.8%)	343 (89.1%)		385

*Source: Field data collected from Public Civil Servants by the author, October 2012/13.*

Table 15 above portrays that 81% (312) of the informants said that staff meetings did not provide opportunities to the gender unit section or department to share experiences, ideas, and suggestions with the other staffs in the public sector organization at the regional and local administrative levels in the region. However, 15.6% (60) of them admitted the reverse condition. The table also shows that 55.1% (212) of them said gender unit staffs were not given the opportunity to provide inputs and suggestions into the organizational decision-making process.

But, 36.8% (142) of the informants supported the opposite side. The survey result also shows that 76.1% (293) of the research participants responded that there existed no team work among the staff members and the GU staff members of the public service organizations. However, 21.6% (83) of them responded that there existed a team work among the organizational staff members and the GU staff members of the public service organizations. The survey result also informs that 75.1% (289) of the participants said information was not shared freely among all the organizational staff members and gender units' staff. Even so, 22.3% (86) of them said that information was freely shared among all the organizational staff members and gender units' staff. Finally, the survey result shows that 89.1% (343) of the survey informants said GU staffs were not encouraged to take initiative and be self-motivated in the organizational operational activities. However, 9.1% (35) of the informants said that GU staffs were encouraged to take initiative and be self-motivated in the organizational operational activities.

The Chi-square test in Table 16 ascertains that a significant relationship (at the 5% significance level) does exist pertaining the perceptions of both male and female respondents in this aspect, as significant percentages of both sexes are the contributors to the survey result.

**TABLE 16***Chi-square Test Output*

	Sex of the respondent	Staff meeting provides opportunities to share experiences, and ideas.	Gender unit staff is given opportunity to provide inputs and suggestions.	There is a team work among the organization staff members.	Information is shared freely among all staff members.	GU staff is encouraged to take initiative and be self-motivated.
Chi-Square	3.951 <sup>a</sup>	128.349 <sup>b</sup>	97.917 <sup>c</sup>	112.789 <sup>b</sup>	255.165 <sup>c</sup>	142.780 <sup>c</sup>
Df	1	3	4	3	4	4
Asymp. Sig.	.047	.000	.000	.000	.000	.000

*0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 192.5.*

*0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 54.5.*

*c. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 43.6.*

*Source: Field Survey, 2013/14*

### 3. SUMMARY AND CONCLUSION

Any organizational entity of the public or private sector nature should contribute to enhancing greater gender equality in order to minimize the widely expanding gender equality gap between men and women. It should be able to contribute substantively to greater gender equality by having the appropriate gender mainstreaming structures, policies and procedures in place.

The study showed that the National Action Plan for Gender Equality (NAP-GE), Regional Action Plan for Gender Equality (RAP-GE), Agricultural Development Led Industrialization

(ADLI), Plan for Accelerated and Sustainable Development to End Poverty (PASDEP), National Health, and National Hygiene and Sanitation policy documents did not exist in several public sector organizations. Though the existing gender policy documents were clear to the civil servants, the most important gender and gender-related strategies (such as political will and leadership issues) to implementing the gender and gender-related policy documents were not available in the public sector offices. The existing some gender and gender-related strategies to implementing such gender policy documents were also not clear to the civil servants. Even though the gender unit structures were existing in most public sector organizations, gender focal point networking were absent in the public sector organizations.

The study has also shown that equal employment opportunities or practices were existing in the public service organizations. Gender unit department (division) activities were incorporated in the basic organizational core policy goals, objectives, and projects. Job responsibilities and mandates for the gender unit departments or divisions were existing in the public sector offices;

However, the research showed that the human resources development aspect was not building the capacity of the public sector staff in terms of incorporating gender-specific issues into the organizational human resources development planning; offering gender-specific trainings; and delivering a number of gender specific-awareness forums, workshops, and review meetings to the employees at both administrative levels in the region. The practices of documenting, updating, respecting, and utilizing the existing job descriptions for the GU staff were practiced as the organizational human resource practices to building the capacity of the public sector staff at the regional and local administrative level in the Gambella regional state. Finally, the study has confirmed that the work organization aspect of the organizational human resource practices was not contributing to building the capacity of the public sector staff in terms of:

- i. Providing opportunities to the GU staff to share experiences, ideas, and suggestions among their sections and with other departments through staff meetings;
- ii. Creation of opportunities to the GU staff to provide inputs and suggestions into organizational the decision-making processes;
- iii. Establishing a team work among the organizations' staff members and the GU staff members;
- iv. Freely sharing information among all staff members and gender units' staff; and
- v. Encouraging GU staff to take initiative and be self-motivated at the regional and local administrative levels in the region.

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## **EFFECT OF FAT LEVELS, SUGAR LEVELS, FLAVORING AGENTS AND STORAGE PERIODS ON TOTAL SOLIDS PERCENTAGE OF FLAVORED MILK**

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### **ABSTRACT**

*Milk is considered as protective food. Milk helps to balance human diet by supplementing good quality protein, calcium and vitamins particularly, vitamin A and riboflavin. In addition, milk contains several bio-protective molecules that ensure health security to humans (Kansal, 2004).*

*The observations with regard to sensory evaluation (flavour, colour & appearance, sweetness and overall acceptability) chemical characteristics (total solids, fat, protein, sucrose, acidity and ash) and microbiological quality (standard plate count, coliform and yeasts and moulds count) were recorded. The data thus obtained were analyzed statistically by using factorial completely randomized design. The total solids content of Flavoured milk was affected significantly by fat levels. The highest (17.75%) and lowest (16.64%) content was in A<sub>3</sub> and A<sub>1</sub> samples, respectively. Similarly, the means of total solids content was also affected significantly by various sugar levels. The treatment showed an increasing trend of 15.81, 16.77, 17.65 and 18.60 per cent in B<sub>1</sub>, B<sub>2</sub>, B<sub>3</sub> and B<sub>4</sub> samples, respectively. So far as total solids content of Flavoured milk was affected non-significantly by flavouring agents. All the combinations were found to be at par and had a value of (17.21%). The means of total solids content of Flavoured milk was affected significantly by various storage days. An inverse relationship was noted between total solids content and storage periods. The treatment combinations of ABCD had a non-significant effect on total solids content of Flavoured milk. The highest solids content (19.15%) was noted in A<sub>3</sub>B<sub>4</sub>C<sub>1</sub>D<sub>1</sub> samples, while lowest (15.23%) in A<sub>1</sub>B<sub>1</sub>C<sub>3</sub>D<sub>5</sub> samples.*

**KEYWORDS:** Microbiological Quality, Coliform, Factorial Randomized Design Yeasts and Moulds

### INTRODUCTION:

Milk is the most complete food of all foods. It is a storehouse of a good health as just about all the essential nutrients are in supply body building proteins, energy giving carbohydrates and fats, bone and teeth forming calcium and phosphorus, and essential life giving vitamins. We know that “Flavoured milk” plays an important role throughout life and also is important for growing children and teenager, the expectant mother and the senior citizens.

Milk is a rich source of vitamins not only in terms of their contents but also their better bioavailability. Milk is one of the richest natural sources of riboflavin (vitamin B<sub>2</sub>). Niacin can be synthesized in the body from tryptophan, which is present in milk proteins in good amount (480 mg/L). For vegetarian, milk is a sole natural source of vitamin B<sub>12</sub>, as this vitamin is present only in animal foods. Milk is also a good source of folic acid. Vitamin (Kansal, 1999). The Ayurveda. Charak has described milk as:

“Swadu, shitam, mridu, snigdham, shalakshanpichhlam; Guru, mand, prasanna cha gavyam dashaguna paya”. (Charak sutradhan 27-214)

This means Cow’s milk is tasteful, sweet, has a fine flavour, is dense, contains fat, but light, easily digestible, and not easily spoiled. It gives us tranquility and cheerfulness. The present investigation was under taken with the following objectives: 1. Effect of fat levels (A), sugar levels (B), flavouring agents (C) and storage periods (D) on total solids (per cent) of Flavoured milk 2. Means of total solids content (per cent) of Flavoured milk as affected by different treatment combinations of ABCD 3. Analysis of variance for total solids of Flavoured milk

### MATERIALS AND METHODS:

In the investigation entitled “Effect of fat and sugar levels on the quality of Flavoured milk”, the different levels of fat, sugar, flavouring agents and storage periods were used for the preparation of Flavoured milk. The observations with regard to sensory evaluation (flavour, colour & appearance, sweetness and overall acceptability) chemical characteristics (total solids, fat, protein, sucrose, acidity and ash) and microbiological quality (standard plate count, coliform and yeasts and moulds count) were recorded. The data thus obtained were analyzed statistically by using factorial completely randomized design. The Flavoured milk was prepared from cow milk. Cow milk standardized three fat levels viz. 2, 2.5 and 3.0%, sugar (4%, 5%, 6% and 7%), flavouring agents (vanilla, pineapple, and mango) and storage periods 0, 3, 6, 9 and 12 days were used for the preparation of Flavoured milk. The standard error of difference of two means was calculated with the help of the following expressions, suitable for different comparisons.

$$(i) \text{ S.E. difference} = \sqrt{\frac{2V_E}{N}}$$

Where,

$V_E$  = Error of M.S.

$N$  = Number of observations on which the means were based.

$$(ii) = \sqrt{\left( \frac{1}{N_1} + \frac{1}{N_2} \right) V_E}$$

Where,

$N_1$  and  $N_2$  the numbers of observations on which the two means were based.

The critical difference for comparing the two means was calculated with the help of following expression:–

C.D. at 5% level = (S.E. of difference)  $\times$  t at 5% p level for error d. f.

## RESULTS AND DISCUSSIONS:

The total solids content on account of various treatment combinations was presented in the following facts:

Table 1 (A) represented the means of various levels of all factors with regard to total solids content in Flavoured milk. The effect of fat levels (A) on solids content was found to be significant at 0.1% level of significance. The highest content (17.75%) was noted in  $A_3$  samples followed by  $A_2$  (17.23%), while lowest (16.64%) in  $A_1$  samples. Statistically the results varied significantly from each other. The total solids content on account of various sugar levels depicted a highest content of (18.60%) in  $B_4$  followed by  $B_3$ , while least solids (15.81%) in  $B_1$  samples. The higher solids content in  $B_4$  may be due to higher quantity of sugar added as compared to other treated samples  $B_1$ ,  $B_2$  and  $B_3$ . The result varied significantly when compare with CD at 5%. The means of total solids content of Flavoured milk as affected by different flavouring agents have been presented in Table 5 (A). The mean values observed were (17.21%), irrespective of treatments. The overall effect of flavouring agents on total solids content of product was found to be non-significant. The total solids content due to various storage days, irrespective of other treatment showed a non-significant effect. The maximum value (17.22%) was noted in  $D_1$ ,  $D_2$  and  $D_3$  samples and minimum solids (17.19%) were noted in  $D_5$  samples. The interactional effect due to treatment combinations of fat and sugar levels (A.B) showed highest solids content of (19.14%) in  $A_3B_4$  followed by  $A_2B_4$  (18.61%), while treated samples with 4 per cent sugar and 2.0% fat level ( $A_1B_1$ ) had the least (15.25%). A significant variations between and within treatments were also noted.

The interactions between fat level and flavouring agents (A.C) revealed a non-significant and significant variation within and between treatments, respectively. From the interactional effect of treatment combinations of (A.D), it was revealed that the maximum solids were noted in  $A_3$  combinations followed by  $A_2$ , while a minimum

solid was noted in A<sub>1</sub>. The significant variations were noted within treatment, while a non-significant variation was noted between treatments. The mean of sugar levels and flavouring agents (B.C) showed a highest value (18.60%) in all combinations of B<sub>4</sub> (B.C) followed by B<sub>3</sub>, while least solids were noted in B<sub>1</sub> combinations. It was further observed that total solids increased with increase in sugar concentration irrespective of flavouring agents. A significant variations was also noted between treatments, while within treatments did not. The interactional effect between sugar levels and storage periods (B.D) showed that total solids increased with increase in sugar concentration irrespective of storage periods. The interactions between flavouring agents and storage periods (C.D) revealed a non-significant variation within and between treatments.

Table 1 (B), reflected the effect of different levels of fat, sugar, flavouring agents and storage periods (ABCD) on total solids content of Flavoured milk. The maximum solids content (19.15%) was noted in all A<sub>3</sub>B<sub>4</sub> combinations followed by A<sub>2</sub>B<sub>4</sub>, while minimum in A<sub>1</sub>B<sub>1</sub> combinations. It was due to lower fat and sugar content added in samples in comparison to A<sub>3</sub>B<sub>4</sub> and A<sub>2</sub>B<sub>4</sub>.

From analysis of variance Table 1 (C) for total solids content in Flavoured milk, it was observed that main effect of A, B, D and first order interaction (A.B) were found to be highly significant, while rest all interactions were found to be non-significant.

## CONCLUSION:

The total solids content of Flavoured milk was affected significantly by fat levels. The highest (17.75%) and lowest (16.64%) content was in A<sub>3</sub> and A<sub>1</sub> samples, respectively. Similarly, the means of total solids content was also affected significantly by various sugar levels. The treatment showed an increasing trend of 15.81, 16.77, 17.65 and 18.60 per cent in B<sub>1</sub>, B<sub>2</sub>, B<sub>3</sub> and B<sub>4</sub> samples, respectively. So far as total solids content of Flavoured milk was affected non-significantly by flavouring agents. All the combinations were found to be at par and had a value of (17.21%). The means of total solids content of Flavoured milk was affected significantly by various storage days. An inverse relationship was noted between total solids content and storage periods. The treatment combinations of ABCD had a non-significant effect on total solids content of Flavoured milk. The highest solids content (19.15%) was noted in A<sub>3</sub>B<sub>4</sub>C<sub>1</sub>D<sub>1</sub> samples, while lowest (15.23%) in A<sub>1</sub>B<sub>1</sub>C<sub>3</sub>D<sub>5</sub> samples.

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**TABLE NO. 1(A): EFFECT OF FAT LEVELS (A), SUGAR LEVELS (B), FLAVOURING AGENTS (C) AND STORAGE PERIODS (D) ON TOTAL SOLIDS (PER CENT) OF FLAVOURED MILK.**

	B <sub>1</sub>	B <sub>2</sub>	B <sub>3</sub>	B <sub>4</sub>	C <sub>1</sub>	C <sub>2</sub>	C <sub>3</sub>	D <sub>1</sub>	D <sub>2</sub>	D <sub>3</sub>	D <sub>4</sub>	D <sub>5</sub>	Mean
A <sub>1</sub>	15.25	16.21	17.07	18.04	16.64	16.64	16.64	16.64	16.65	16.65	16.64	16.62	16.64
A <sub>2</sub>	15.85	16.81	17.67	18.61	17.24	17.24	17.24	17.22	17.25	17.25	17.23	17.22	17.23
A <sub>3</sub>	16.34	17.3	18.20	19.14	17.75	17.75	17.75	17.75	17.76	17.76	17.74	17.72	17.75
B <sub>1</sub>					15.81	15.81	15.81	15.82	15.82	15.82	15.81	15.79	15.81
B <sub>2</sub>					16.77	16.77	16.77	16.78	16.78	16.78	16.77	16.75	16.77
B <sub>3</sub>					17.65	17.65	17.65	17.66	17.66	17.66	17.64	17.63	17.65
B <sub>4</sub>					18.60	18.60	18.60	18.58	18.61	18.61	18.60	18.58	18.60
C <sub>1</sub>								17.20	17.22	17.22	17.21	17.19	17.21
C <sub>2</sub>								17.22	17.22	17.22	17.21	17.19	17.21
C <sub>3</sub>								17.22	17.22	17.22	17.21	17.19	17.21
Mean								17.21	17.22	17.22	17.21	17.19	

	A	B	C	D	AB	AC	AD	BC	BD	CD
SE(diff.)	0.009	0.010	0.009	0.011	0.017	0.015	0.019	0.017	0.022	0.019
CD at (5%)	0.014	0.016	NS	NS	0.028	NS	NS	NS	NS	NS

**TABLE 1(B): MEANS OF TOTAL SOLIDS CONTENT (PER CENT) OF FLAVOURED MILK AS AFFECTED BY DIFFERENT TREATMENT COMBINATIONS OF ABCD.**

		C <sub>1</sub>					C <sub>2</sub>					C <sub>3</sub>				
		D <sub>1</sub>	D <sub>2</sub>	D <sub>3</sub>	D <sub>4</sub>	D <sub>5</sub>	D <sub>1</sub>	D <sub>2</sub>	D <sub>3</sub>	D <sub>4</sub>	D <sub>5</sub>	D <sub>1</sub>	D <sub>2</sub>	D <sub>3</sub>	D <sub>4</sub>	D <sub>5</sub>
A <sub>1</sub>	B <sub>1</sub>	15.26	15.26	15.26	15.25	15.23	15.26	15.26	15.26	15.25	15.23	15.26	15.26	15.26	15.25	15.23
	B <sub>2</sub>	16.22	16.22	16.22	16.21	16.19	16.22	16.22	16.22	16.21	16.19	16.22	16.22	16.22	16.21	16.19
	B <sub>3</sub>	17.08	17.08	17.08	17.07	17.06	17.08	17.08	17.08	17.07	17.06	17.08	17.08	17.08	17.07	17.06
	B <sub>4</sub>	18.05	18.05	18.05	18.04	18.02	18.05	18.05	18.05	18.04	18.03	18.05	18.05	18.05	18.04	18.02
A <sub>2</sub>	B <sub>1</sub>	15.86	15.86	15.86	18.85	18.84	15.86	15.86	15.86	18.85	18.83	15.86	15.86	15.86	18.85	18.83
	B <sub>2</sub>	16.82	16.82	16.82	16.81	16.79	16.82	16.82	16.82	16.80	16.79	16.82	16.82	16.82	16.81	16.79
	B <sub>3</sub>	17.68	17.68	17.68	17.67	17.66	17.68	17.68	17.68	17.66	17.65	17.68	17.68	17.68	17.67	17.66
	B <sub>4</sub>	18.65	18.65	18.65	18.63	18.62	18.65	18.65	18.65	18.63	18.62	18.65	18.65	18.65	18.64	18.62
A <sub>3</sub>	B <sub>1</sub>	16.36	16.36	16.36	16.34	16.32	16.36	16.36	16.36	16.35	16.32	16.36	16.36	16.36	16.35	16.32
	B <sub>2</sub>	17.32	17.32	17.32	17.31	17.29	17.32	17.32	17.32	17.30	17.28	17.32	17.32	17.32	17.30	17.28
	B <sub>3</sub>	18.22	18.22	18.22	18.21	18.19	18.22	18.22	18.22	18.20	18.18	18.22	18.22	18.22	18.20	18.18
	B <sub>4</sub>	19.15	19.15	19.15	19.14	19.12	19.15	19.15	19.15	19.13	19.11	19.15	19.15	19.15	19.14	19.12



**TABLE NO. 1(C): ANALYSIS OF VARIANCE FOR TOTAL SOLIDS OF FLAVOURED MILK.**

Source	D.F.	M.S.S.	F.
A	2	55.2758	27535.894***
B	3	191.4019	95347.828***
C	2	0.0013	0.628 <sup>NS</sup>
D	4	0.0170	8.483***
AB	6	0.0068	3.393**
AC	4	0.0019	0.948 <sup>NS</sup>
BC	6	0.0021	1.062 <sup>NS</sup>
AD	8	0.0022	1.092 <sup>NS</sup>
BD	12	0.0019	0.947 <sup>NS</sup>
CD	8	0.0021	1.041 <sup>NS</sup>
ABC	12	0.0020	0.989 <sup>NS</sup>
ABD	24	0.0018	0.880 <sup>NS</sup>
ACD	16	0.0019	0.925 <sup>NS</sup>
BCD	24	0.0018	0.904 <sup>NS</sup>
ABCD	48	0.0018	0.917 <sup>NS</sup>
Error	360		

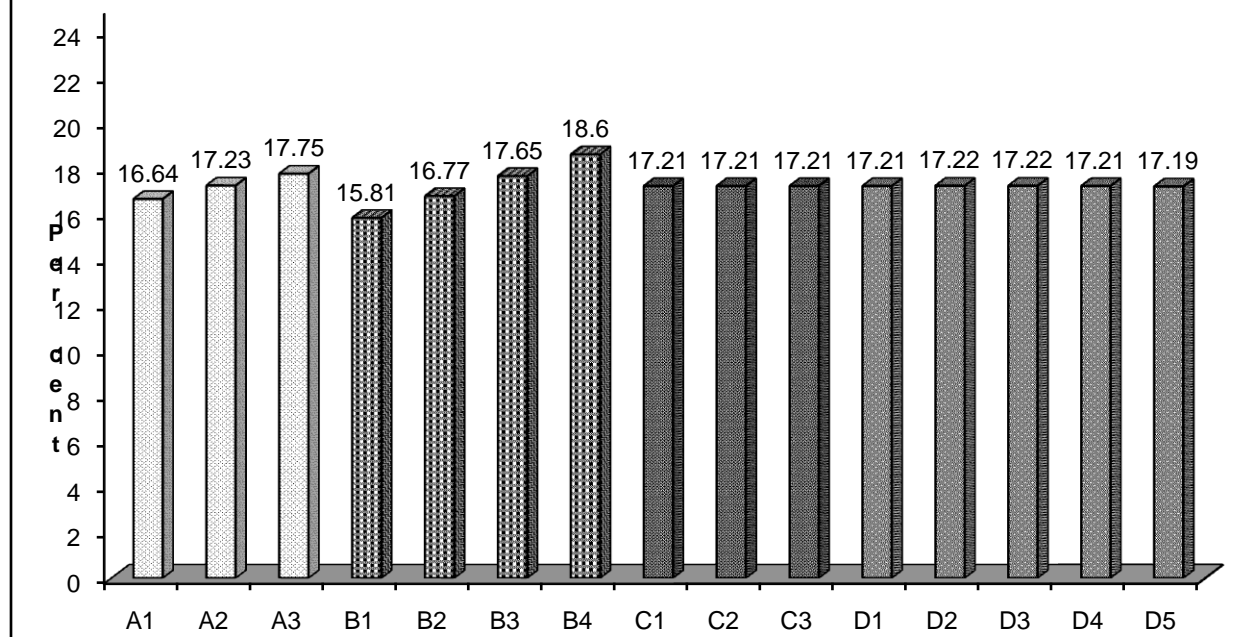
**NOTE:** NS = Non-significant at 5% level of significance

\* = Significant at 5% level of significance

\*\* = Significant at 1% level of significance

\*\*\* = Significant at 0.1% level of significance

**Fig. 1:Effect of A, B, C and D on total solids (%) of Flavoured milk.**





## IMPACT ON DECENTRALIZATION ON RURAL DEVELOPMENT

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### ABSTRACT

*Decentralisation is unlikely to prove a panacea for weak central government but decentralised government could do more to create an enabling framework for private sector provision of services previously provided by the state. The appropriate level of subsidiarity is an empirical question related to the size of a country, its resource endowments, the number of levels of government and the particular characteristics of different goods and services. Applying this to the decentralised provision of agricultural services, the key determinants appear to be the existence of economies of scale, the nature of any externalities or spillover effects, and the characteristics of rural communities. Although decentralisation reduces agro-ecological diversity it may accentuate divisions between 'gainers' and 'losers' in local communities through the public provision of certain services suggesting that many 'collective' goods assume the characteristics of 'club' goods at the local level. This makes private provision through farmers' associations and the payment of user fees economically rational. The paper concludes with an examination of ways in which local government can provide the enabling environment required for the private provision of agricultural services.*

**KEYWORDS:** Economically, Provision, Communities

## INTRODUCTION

Decentralisation usually refers to delegation or devolution of central State powers of policy making and decision taking to lower levels of government. A related, but distinct, process is deconcentration which relates to central government operating its own services and functions from local offices rather than from a central location. It is also commonly recognised that there are at least three aspects of this decentralisation process, namely political, administrative and fiscal decentralisation and that frequently decentralisation processes emphasise one or perhaps two of these to the exclusion of the other(s). Thus the actual form of decentralisation can vary substantially in different situations. There is also often a substantial variation in the declared aims of decentralisation and a wide gulf between these declared aims and their actual implementation and achievements.

There are many reasons given for decentralisation but these usually relate to:

1. a desire (or demand) to roll back the role of the State due to central government failings or complexity of local issues;
2. an inability of the State to continue to finance a whole range of services, and;
3. a view that democracy is best served through devolved functions with a substantially enhanced role for widespread participation at local level.

In addition, when we relate the concept of decentralisation to rural development (and more specifically to the role of agriculture in this process), the changing nature of agriculture itself and the increasing diversification of rural activities both contribute to the complexity of local issues and also the need to find new institutional solutions to overcoming the changing nature of rural development problems<sup>[2]</sup>. However, despite these apparently desirable features of decentralisation, any over-enthusiasm needs to be tempered with caution as even a cursory examination of the three reasons listed above will show.

With regard to the first reason, many observers assume that giving increased powers to local government will compensate for the weaknesses of the central State. However, a weak state is unlikely to provide the basis for effective decentralisation. Several factors may explain why this is unlikely to be the case and we can look to each of the conventional aspects of decentralisation - political, administrative and fiscal - for partial explanations of this. First, taking the political aspect, national level politicians are unlikely to be willing to surrender any real power to local level politicians if they themselves do not feel secure in their positions. There is, admittedly, an offsetting reason observed by Crook and Manor (1994), namely, that governments may devolve powers to a local level in order to extend their range of patronage and grass roots support in the rural areas. Second, from an administrative viewpoint, strong central institutions create a framework within which it is easier for local government to operate. This particularly applies to the legal framework. A weak state with a poorly functioning legal system is unlikely to be conducive to effective local government. Moreover, if there is a shortage of administrative expertise at the centre, it would be surprising to find strong and effective local administrations. Third, from the fiscal viewpoint, a weak state is likely to be typified by equally weak revenue raising powers and it is most unlikely that local government will be any more effective in this respect. Indeed, if it was it is likely that the central government would find ways of clawing back these revenues for its own use. For these various reasons decentralisation is unlikely to solve the problem of a weak central state. Thus in practice decentralisation is likely to be most effective

when a strong central State decides that it is desirable that certain powers should be devolved to an appropriate level of subsidiarity.

Referring to the second reason for decentralisation, namely an inability of the State to continue to finance a whole range of services, there is little evidence that local government is any more successful than national governments in generating fiscal revenues. Indeed, Crook and Manor (1994) suggest that, for social and political reasons, the lowest levels of government find it extremely difficult to raise taxes to pay for local services or to impose sanctions on those unwilling to pay. In practice fiscal 'decentralisation' provides central government with a convenient excuse for abandoning certain functions - it does not guarantee an improved delivery. There is also the problem that while central government may consider fiscal decentralisation a useful device to reduce their own budget deficits, it may in practice generate macroeconomic instability if local government, particularly at the state level, engages in massive borrowing to finance their activities.

The third reason, namely that democracy is best served through devolved functions and widespread participation, is supported by many observers who concentrate their efforts on empowering those groups in rural society that until now have been marginalised in the development process. Sometimes this appears to be taken to excessive lengths with the impression that, through self help, producers' associations or other group activities can solve all of the problems of disadvantaged. This approach tends to overlook the fact that group activities typically suffer from inherent weaknesses such as moral hazard problems of shirking, free riding, and the capture of benefits by an élite within the group. For this reason group activities are likely to be most effective when the group is small, self selected, and providing a good or service with collective good characteristics that is likely to be under-produced by the market. Even here, as Olsen (1965) astutely observed, group cohesion is likely to be increased if the delivery of the collective good is linked to the provision of a private good that it is difficult to provide on an individual basis.

These observations are not intended to deny the benefits of participation and group activities, but rather to keep them in perspective. If the market fails to deliver at all, or in an uncompetitive manner, then group activity may be a useful solution or a source of countervailing power to correct the threat of monopoly abuse. However, typically the comparative advantage of group activities does not lie in the provision of private goods and services and only in certain circumstances will they lead to the effective delivery of collective goods.

### **Decentralisation and the market approach**

Although the focus of much recent literature and research has been on decentralisation of government powers, it should be appreciated that this process is occurring at the same time that there is increasing emphasis on market-related solutions to resource allocation problems and, associated with this, an examination of the potential role of the private sector in performing and/or financing many of the functions previously performed by the State. This, together with the intergovernmental transfer of powers discussed above, may be regarded as the two chief aspects of decentralisation (Bennett, 1990). In developing countries this has been probably most marked in Latin America with regard to agricultural services. In regard to the management of common property resources, such as irrigation schemes, the practice of "privatisation" through user associations is much more widespread, with many examples from Asia.

However, there appears to be little attempt to synthesise these two approaches in the sense of exploring the role of decentralised government in providing an enabling environment for private sector activities, and this is one of the major objectives of this paper. In addition it may be useful to examine the role of the private sector in financing, producing and regulating goods and services which have previously been provided entirely by local government or that were provided by central government prior to decentralisation. Both of these issues require a reorientation of the decentralisation debate and a transformation of attitudes. The extent and speed of this transformation in attitudes is perhaps reflected in the fact that until recently the emphasis of FAO's training in this area was on decentralised planning with the implicit assumption that a considerable array of activities was to be performed by local government. What might be more appropriate now and in the future would be for FAO, or other organisations, to consider training local government cadres on how to create an effective enabling environment for sustainable and widespread rural development.

### **Subsidiarity and responsibility**

Because of their location-specific nature, there is a danger of assuming that all functions and services related to rural development should be delegated to the local level. This raises three issues. First, it assumes that there is wide diversity in demand for various services in different localities. If this does not apply then one of the main economic reasons for decentralisation disappears (Oates, 1972). Second, it overlooks the fact that there are likely to be varying economies of scale for separate activities. Thus while it may be appropriate for a large, rich country to devolve most powers and functions associated with, say, agricultural research to the provincial government level, this might be entirely inappropriate for a small, poor country. Indeed, for some small countries the reverse might be the case and they should be seeking collaboration with neighbouring countries to solve common research problems. Third, the number of levels of sub-national government is likely to be limited (perhaps to one or two) and this may not allow all functions to operate at a scale that leads to least-cost delivery.

While economic efficiency considerations are important and should not be overlooked, it is important to appreciate that many other factors will interact with these efficiency concerns to influence the political economy, and hence the configurations, of service delivery in a decentralised setting. For example, if the central, or higher-level, government places a high priority on equity there will be a greater tendency towards centralised control over the allocation of resources and even the selection of target groups for the receipt of services. At any level of government, if there are economies of scale in delivery so that a large group is expected to share the benefits, it will be easier for an élite to capture the benefits for their own use. In this case, higher cost delivery to smaller groups may be preferred on equity grounds. Moreover, although politicians at the highest level may be in favour of decentralisation, bureaucrats in some line ministries may prove extremely reluctant to devolve their powers and may only grudgingly agree to deconcentration. The particular technical characteristics of the support service may also influence its mode of delivery, as discussed in more detail later.

A further complication is introduced when it is appreciated that the provision of any good and service can be disaggregated into at least four components: financing or funding the good or service; its physical production; the regulation of provision; and the consumption of the good or service<sup>[3]</sup>. There is no necessity for these four components to be provided by the same sector or organisation. The degree of subsidiarity of these various components may thus also differ



according to various circumstances. For example, there might be some types of services that the State may decide should be *regulated* at the central level, but which might be *financed* by local government. At the same time, the local government may decide that the *production* of the service would be most effectively conducted by the private sector, perhaps under contract, with the ultimate *consumers* being target groups within the local rural communities. However, a different configuration might apply to every type of good or service.

Thus to a large extent, the appropriate level of subsidiarity is an empirical question which will be a function of the size of a country, the number of levels of sub-national government, the resource endowments of the country and the particular characteristics of different goods and services. We should therefore anticipate a continuum of decentralisation with widely differing roles being played by various actors in different circumstances. This is also likely to be a dynamic process with the degree and extent of devolution and the relative role of different actors varying over time.

### **Decentralisation and the role of the local government in the provision of agricultural support services**

The discussion of the appropriate levels of subsidiarity raises the question of what types of agricultural infrastructure, goods and services might be delivered by different levels of local government. At the national level, the various circumstances justifying public sector provision or intervention in the agricultural sector have been well-rehearsed and investigated in recent years (Smith and Thomson, 1991; Umali, Feder and de Haan, 1992; Jaffee and Srivastava, 1992; Umali, 1993; Umali and Schwartz, 1994). Briefly, public sector intervention may be justified on grounds of either 'market failure' or income distribution. Market failure problems revolve around, and/or are reflected in, imperfect and asymmetric information, risk and uncertainty, incompletely specified property rights, externalities, collective goods, economies of scale and natural monopolies.

In the context of intergovernmental decentralisation at least three major questions need to be resolved. The first, mentioned earlier, is the nature of any economies of scale associated with the service, and the extent to which these advantages would be lost, and costs raised, by varying degrees of decentralisation. The second relates to the nature of any externalities or spillover effects associated with the service. Pareto-efficient delivery implies that the service should be controlled and financed at that scale where there are no spillover effects. Thus, for example, a service should only be controlled and financed at the District level if there are no significant spillovers into surrounding districts.

The third question to be resolved is whether the case for, and nature of, intervention changes as one moves towards local levels of government. There seem to be two conflicting possibilities here. Following Oates (1972), one of the major factors claimed in favour of decentralisation is that as the size of the population covered by a local government decreases the homogeneity of the population increases and their common needs can be more clearly identified. With agricultural services this effect may be reinforced if local provision reduces the range of agro-ecological diversity. This allows local government to provide appropriate types and levels of goods and services. For example, empirical studies seem to suggest that local collective goods that are overlooked by central government are high on the list of priorities of local communities, e.g. local rural infrastructure such as the provision, upgrading and maintenance of rural roads, and the provision of rural water supplies and rural electrification.

On the other hand, as the size of community decreases, it also becomes easier to identify who, within the community, will gain most (and who might be disadvantaged) by the provision of certain types of 'collective' goods. For example, viewed from a national government level the provision, subsidisation, or supervision of cattle dips to control tick-borne diseases may appear justified because of the externalities to other cattle owners. However, within a local community it may be only the wealthy households that own cattle and they may also control local government. The remainder of the community may resent financing such activities from public funds, especially when these are raised from local taxation. Cattle dips thus assume more of the characteristics of a club good<sup>[4]</sup> when viewed from the local perspective. In these circumstances one might expect cattle owners to pay for their use although the local government may play some role in organising or monitoring the facility.

This raises a more general question of the extent to which different agricultural support services assume the characteristics of club goods at the local level. To the extent that this does occur it provides an economic rationale for the encouragement of the farmers' associations consisting of members with similar demands for agricultural support services, and the financing of these services through membership dues and user fees.

It may be useful to pursue this line of reasoning and consider some of the characteristics of one of the agricultural support services that has traditionally been provided as a public service typically at a national level, namely, agricultural extension services. The major reason for the public provision of agricultural extension services is the public good characteristics of general or 'pure' agricultural information. Given time for diffusion, much information that is not tied to the acquisition of specific physical technologies is both non-rivalrous and non-excludable (Umali and Schwartz, 1994). There are also externalities associated with various agricultural practices, as well as moral hazard problems arising from asymmetric information. The public provision of extension advice may help to overcome these problems. A further justification suggested by Umali and Schwartz relates to the 'infant industry' characteristics of new technologies. One can expect falling costs and increased competitiveness over time as new technologies become better understood, and hence there may be a justification for accelerating this process through the public provision of information. Public sector provision may also be justified on income distribution grounds if farmers, or groups of farmers, are considered to be too poor to purchase sufficient advice.

On the other hand, if information is embodied in a physical good, as is the case with many new agricultural technologies such as agricultural machinery, chemicals, hybrid seeds and livestock, veterinary supplies and pharmaceuticals, then it can be classified as a private good because of high rivalrousness and excludability. Private firms thus have incentives to provide these goods and information related to their effective use (Umali and Schwartz, 1994). Even 'pure' information becomes more excludable as it becomes more specialised. For example, farm business advice may relate to an individual farm, or group of farms, and the farmer(s) may decide not to divulge the information to others. Such information has the characteristic of a club or toll good which is suited to private provision. Nevertheless, problems of externalities and moral hazard may still occur which may justify some form of public intervention, probably in the form of regulation.

How do these considerations influence the debate on decentralisation? First, there do not appear to be significant economies of scale associated with the delivery of agricultural advice *per se*.

There are occasions when advice is sought by a client which is outside the competence of a particular extension agent, but these problems can usually be overcome by suitable networking arrangements with specialists in different subjects. The problem of continuously updating the agent's knowledge base can also be overcome in similar ways. However, if charges are made for new information, there may be a case for cost-sharing with other agents which suggests the possibility of some economies of scale in the overall provision of advice.

Second, are the externalities associated with advisory work such as to inhibit decentralisation? For most types of advice they are probably not and most spillovers are likely to be of a local nature. However, one can envisage circumstances, such as the outbreak of a new disease with severe and potentially widespread negative externalities, where timely advice could have substantial positive benefits. A deconcentrated public advisory service might be in a better position than a decentralised service to rapidly disseminate such advice. However, even with a decentralised service this type of problem could be overcome if the central source of information, say the Ministry of Agriculture, maintained a network for disseminating information of this nature.

Third, do needs differ in various localities and will decentralisation lead to a closer identification of needs and the provision of appropriate advice? As discussed earlier, as the size of a local government area becomes smaller, it might be expected that it would cover fewer agro-ecological zones and farming types, and thus farming systems would become more homogeneous than at the national level. This allows closer identification of farmers' needs and increased specialisation by an extension service which should enhance the quality of the public good. But these advantages could also be achieved by deconcentration, that is, organising the ministry providing extension services on a regional or district basis, rather than delegating control over the service to the local level.

Local needs can be even more clearly defined through the encouragement of the formation of farmers' associations incorporating groups of farmers facing similar problems. Usually the cost-effectiveness of extension delivery is increased if it is delivered to a group rather than to individual farmers. Associations have the further advantage that they provide a vehicle through which charges can be made even for 'general' information. This reduces the fiscal burden of providing the service. In this system it is possible, in theory, to differentiate the fee charged so that farmers' associations comprised of the poorest farmers pay much less than associations comprised of commercial farmers.

Another potential advantage of deconcentration, and even more so of devolution of control to local government, is that it offers the potential for further improvements because incentive structures can be created which reward the extension service for responding effectively to local needs. One way of achieving this is to encourage farmers' associations to hire the services of an extension agent(s) from the public service to meet their particular needs. Tendler (1997) describes an interesting case of this in the Ceará State of North-East Brazil where a farmers' association has an informal performance contract with a particular public extension service agent. The agent is provided with a list of queries and problems to solve and agrees to return with solutions within two or three weeks. His regular visits are facilitated by the association paying for his petrol costs. The incentive effects of this particular package appear to approach those normally associated with private sector activities.

On the basis of these various considerations it would appear that deconcentration or devolution of agricultural extension services appears desirable. However, there are two potential drawbacks with decentralisation, namely the question of finance and training. Local governments are typically more fiscally constrained than national governments, and national extension services are under-funded in many countries. Devolving the fiscal responsibility for extension to the lowest levels of government may lead to scant public sector provision, unless the collection of user fees through farmers' associations is extremely effective. To overcome this problem, and also on income distribution, and perhaps on infant industry, grounds there may be a case for part-funding of extension services by central government. With regard to training, national extension services typically incorporate training facilities for potential and existing extension workers. There are likely to be economies of scale in providing these facilities and it is important to ensure the retention of some form of cost-effective training facilities for extension workers. If decentralisation is the chosen route for the extension service.

### **Decentralisation and the potential role of the private sector**

It was observed earlier that tendencies towards decentralisation are occurring at the same time as there is increasing emphasis on the development of the private sector. This raises two issues with regard to local government. The first relates to the provision by the private sector of goods and services previously provided by the State and public sector organisations. The second issue relates to the potential role of local government in creating an enabling environment to stimulate private sector activity, including the provision of agricultural support services.

Some interesting examples of the former can be found in relation to agricultural extension. It has already been argued that there are areas of extension advice which are suited to private sector provision. Decentralisation, and the likely shortage of funds that may accompany it, is an opportunity to question whether the same array of services should still be publicly provided. For example, Tendler (1997) quotes examples of farmers' associations hiring their own private extension agents rather than relying on those of the public extension service. Some countries, such as Chile, have withdrawn funding for extension from commercial farmers entirely but finance the use of private extension services by smaller farmers (Umali and Schwartz, 1994). It is also possible, in theory, for local government to provide the finance for farmers, or farmers' associations, to hire the services of private sector extension agents as in Colombia (Umali and Schwartz, 1994). The fiscal burden of this on local government can be reduced through the use of appropriate user fees. There is also the possibility of NGOs providing agricultural support services such as extension and thus relieving local government, to some extent, of the need to provide this service.

With regard to the second issue, the provision of an enabling framework, at the national level the major factors that would need to be considered are: macroeconomic stability and opportunities for profitable investment; the credibility of government actions; an effective and low-cost legal code and accessible legal system; positive attitude to private sector activities from the bureaucracy; a minimum level of regulation consistent with orderly production and marketing; a 'level playing field' for private sector and public sector activities; encouragement of private sector associations (Chambers of Commerce, traders' associations, etc.); and public sector investments to enhance private sector performance such as infrastructure, market development, and training (Smith, 1992).

To what extent can these various actions be enhanced, or hampered, by local government activity? Each of the national level issues will be briefly examined to see whether they apply at the local government level.

**The presence of a relatively stable environment which offers potentially profitable opportunities.**

Macro-economic stability, in terms of the inflation, interest and exchange rates is of course determined at the national level. But just as the credibility of national government policies is desirable in providing a stable and profitable business environment, so is the need that local government announces its policy intentions clearly and unambiguously and avoids frequent changes in policy direction. This particularly applies to areas of activity which were previously under local government control which are being opened up to private sector activities.

**Effective and low-cost legal code and accessible legal system.**

Private sector investment is more likely to occur, *ceteris paribus*, in situations where property rights and contractual arrangements can be clearly established and enforced (Smith, 1992). Where parts of the legal code are the responsibility of local government, especially those relating to contract infringement, the knowledge that redress can be obtained rapidly and fairly both encourages private sector investment and reduces transactions costs.

**Positive attitude to private sector activities from the local bureaucracy.**

Given the problems of raising tax revenue at the local level it is perhaps not surprising that local government politicians and bureaucrats tend to view private sector activities as a source of tax revenue. The danger is that the desire to raise revenue leads to a 'Laffer curve effect' and the deterrence of private sector activity. In addition, many politicians and bureaucrats also view private sector activities as a source of economic rent extraction, mainly for their own personal gain. Thus from the bureaucrats' point of view there is an incentive to control or licence every possible type of activity so that bribes can be extracted for their provision. This obviously raises transactions costs and reduces the effectiveness of, and competition within, the private sector.

What is desirable, from a private sector promotion perspective is a bureaucracy that considers it to be in its interest to foster the growth of the private sector as a means of increasing long-term wealth and hence tax revenue. This usually requires firm leadership from the highest political level, and the redeployment or dismissal of those parts of the bureaucracy that are no longer performing a useful role (Smith, 1992).

**Minimum of regulations consistent with orderly production of goods and services**

There is a tendency for local governments to impose regulations, licence requirements and controls on top of those required by national authorities. A regulatory framework is often an effective way of dealing with externalities and moral hazard problems that cannot be dealt with through self regulation. However, the degree of regulation at the local government level is often in excess of that strictly required for these purposes and is frequently associated with the rent-seeking activities discussed above. This increases transactions costs of the private sector, can act as a barrier to entry, and tends to retard the development of well functioning and competitive markets.



### **A 'level playing field' for private sector and public sector activities**

Local governments frequently engage in productive activities as a source of revenue. Crook and Manor (1994) quote examples from Ghana of buses, lorries and tractor hire services being operated by local governments. In these circumstances there may be a temptation for the local authority to give preferential treatment to their own facilities by placing constraints on potential private competitors. If local government cannot compete on equal terms with private sector operators (including NGOs and other 'not-for-profit' organisations) it suggests that they should seek other forms of revenue raising.

### **Encouragement of voluntary group associations**

This paper started with a warning that group activities cannot solve all of the problems of disadvantaged. However, it is likely that there are many examples of club goods where the net benefits to the membership are sufficiently high that they can be financed and/or produced and/or regulated by voluntary group activities. These goods can include functions such as information exchange, resolution of disputes, and the organisation of savings facilities. Encouraging such activities would both increase local rural development and reduce the burden on local government. The only caveat is the need to ensure that trade and producer organisations do not act as monopolists or cartels to prevent the entry of potential competitors.

### **Local government investments to enhance private sector performance.**

Whilst voluntary associations may be willing to provide club goods there are collective goods with large spillovers that are best provided by national or local government. These typically relate to investment in infrastructure, research and development, and education and training. At the local government level the most obvious example relating to the agricultural sector is rural feeder roads which are frequently neglected by national government. Improvements in road facilities can have a dynamic effect on rural production and trade. Other examples are the provision and upkeep of market facilities (although these may assume the characteristics of a club good) and local watershed management which can substantially enhance sustainable agricultural productivity.

### **CONCLUSIONS**

Decentralisation has two major aspects - an intergovernmental transfer of powers and responsibilities, and a transfer of functions from government to the market. It has been argued that decentralisation of powers to local government is unlikely to be a panacea for the shortcomings of a weak central government. There are also limits to what can be expected from 'participatory' government. A main objective of this paper has been to explore the extent to which the private sector at the local level can provide goods and services previously supplied by the State and the role of decentralised local government in providing an enabling environment for private sector activities.

Using the case of the provision of agricultural support services, and specifically agricultural extension, the three major factors determining the desirability and degree of intergovernmental decentralisation are the extent of economies of scale, the nature of any spillover effects and the extent to which local needs differ from those of the nation in general. Whilst decentralisation is likely to reduce agro-ecological variability and hence favour decentralisation it also reveals the heterogeneity within farming communities. Partly as a result of this, it would appear that some 'collective' goods assume the characteristics of 'club' goods at the local level which makes their



financing/ production/ regulation feasible by voluntary groups. It would be interesting to pursue this topic in more depth to ascertain whether this holds for a wide range of agricultural support services. It is also observed that the provision of agricultural extension can incorporate private sector activities and that incentive structures can be devised to enhance their effectiveness. Whilst, in principle, there is nothing to exclude this occurring at the national level, in practice this flexibility is more likely to be achieved with decentralisation and the provision of club goods.

The paper concludes by looking at several ways that local government could provide an enabling environment for the private sector. Many of these require a change of attitude from regarding the private sector as a source of short-term taxation and economic rent extraction, to an appreciation that a vibrant private sector can increase the productivity and wealth of the local economy and hence increase the long-term viability of local government. The question is whether local politicians and bureaucrats are sufficiently long sighted to respond to this?

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