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With Best Wishes ....

Dr. Mithilesh Choubey  
Editor-in-Chief  
Date: 01-07-2017



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# CUSTOMARY LAWS IN TRANSITION: A COMPARATIVE STUDY OF THE KHARIAS OF JHARKHAND AND MIGRANT KHARIAS IN GOLAGHAT DISTRICT OF ASSAM

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## Abstract

Traditional self-rule administrative system has been dealt by intellectuals, philosophers and judiciary of different areas and times, who have incorporated the best of what they possessed. Consequently this field has assumed the shape of a full spectrum of colours in the amassing of facts. Since no two areas or groups of people have exactly the same pattern of response to aggression or conflict situation, depending upon the age, area and people. It has been dealt with in a variety of ways under different headings; some of which are customary practices customary law, social sanction and social control, law and order, political organization, moral code and ethics, legal code, divisiveness, social conflict and conflict resolution. In other words, man has built adequate means to combat differences which arise amidst groups or individuals with respect to power, authority, land, succession, acquisition of mate and religious contrariety. The tribal councils and their village- wise, region-wise, and state- wise operation had been gaining popularity and impetus every day after Independence of India. The formation of the Sixth Schedule and the attitude of 'protective discrimination' have taken up such a draconian shape in our country that virtually the national politics swings on the weight age of Scheduled tribe/caste votes. Panchayat Extension for Schedule Area (PESA) is one of the recognition as per the latest constitutional recognition of traditional Self Rule System. These tribal councils not only wield their authority with respect to social control but in terms of tribal upliftment, political awareness and perpetuation of tribal rites and rituals. The objective of this paper is to present the Traditional Kharia tribal self-rule in Jharkhand as well as the changing situation in Assam among the migrant Kharias. This is based on primary sources (empirical) and as well as secondary sources. 250 sample sizes were selected by convenient sampling technique. The universe of the study was Golaghat district of Assam. The study reveals that there is certain changes in the existing Kharia self-rule system.

**Key words:** Tribal Self Rule, customary law, Panchaiti Raj in Scheduled Area, Traditional Self-rule, Schedule Area, Migration, Kharia Tribe.

## Introduction

Traditionally Kharia village administration was well organised. Each administrative unit was well knit and connected to each other for better coordination such as 'Khor', 'Po'da', 'Khunt', 'Pargana' and 'Kharia Raj', for each stage of administration the officers were elected i.e. 'Kartaha', *Dewan*, *Mahto* and *Kotwar*, who were the head men of the administration. Each one had their own jurisdiction and function in all the stages of administration. It was unlike the administrative set up of any state or country from the lower level village unit, panchayat level,

block level, district level and at the state level. The Kharias from Chotanagpur were taken to Assam by the Britishers when the major crisis of labour arose in tea industry in 1866, in the second half of 19<sup>th</sup> century. As the tea industry needed a labour force on low wages to work in unhealthy conditions and as such labour was not available locally (barring very few exceptions when local labour was tried and found unsuitable), the recruitment of workers from outside had to be attempted. Initially the recruitment of labourers was done through "arcutties" (or professional recruiters). A class of recruitment contractors started flourishing as their job was to supply

labourers from part of Bihar (at present Jharkhand), Orissa, Bengal, Madhya Pradesh and Andhra Pradesh (Badgaiyan, 1983; Nag, 1990). And now the migrant tribes have been settled in all parts of Assam. Some are in the tea gardens and some are in the villages having their own plot of land, house and with other relatives. All the tribes and other non tribes live together. With regard to the Kharia community, they are also settled in all districts of Assam, as per survey conducted in 1987 by All Assam Kharia Mahasabha, the Kharias have settled mainly in the districts of Dibrugarh, Sibsagar, Jorhat, Golaghat, Nagaon, North Cachar, Karimganj, Nalbari, Karbi Anglong, North Lakhimpur, Sonitpur, Goalpara, Kokrajhar, Dhubri, Barpeta, Tinsukia and Darrang. (The Kharias in Assam: An Ethnographic Report. 2011). But majority of Kharia population is found in Golaghat district of Assam. Therefore, the researcher has selected Golaghat district as a universe of the study.

The migrated Kharias have some major changes with regard to these administrative set up. They did not carry out all the traditional ways of administration among them but they have their own ways of governing system that is very simple but effective. Some of the socio-political organization and functions have been discussed in this section of the Kharias in Assam, could be a matter of great concern. It has its own importance which is well accepted among them whether the Kharias are Christians or non-Christians. The researcher had developed an interview schedule as to find out the general ways of administration regarding the disputes, social taboos, illegal marriages, and marriages outside the clan, division of property among the brothers or the extended families that is called '*Bhaiyad*'. All have been enumerated are as follows. The Kharias are divided into three groups- Dudh Kharias, Dhelki Kharias and Hill Kharias. In course of time some changes developed in various systems of these three groups.

### Objectives and Methodology:

The objective of this paper is to present the Traditional Kharia tribal self-rule in Jharkhand as well as the changing situation in Assam among the migrant Kharias. This is based on primary sources (empirical) and as well as secondary sources. 250 sample sizes were selected by convenient sampling technique. The universe of the study was Golaghat district of Assam. The

study reveals that there is certain changes in the existing Kharia self-rule system.

### Village Administration among the Dudh Kharias:

From ancient times the Dudh Kharias have been taking unanimous decisions on any matter by sitting together. Such sitting together for taking any decisions was called '*Doklo*'. The word '*Doklo*' is derived from two Kharia words – '*Doko*' and '*alo*'. '*Doko*' means to sit and '*alo*' means a process of separating truth from untruth. According to Kharia tradition Kharia administration is as follows:

### Administrative Units:

- a) **Khori:** Many Kharia families living in any particular place formed a *Khori* (a small village – *toli*). The word *Khori* is said to have been derived from a Kharia word *Kherey*, which means a place on the trunk of a tree where a person can put his foot and climb on the tree. So it appears that '*Kherey*' referred to the place on the slop of the hill which was prepared by cutting and removing some soil for making huts for themselves. As in ancient times there used to be heavy rain, they could build their huts only on the slop of the hills. S.C. Roy writes, "The Hill Kharias living in inhospitable mountain fastnesses and often wandering over jungles are compelled to live in small groups of from four or five to eight to ten families. Each such group of families compose one settlement occupying the slop or the foot of the hill generally known in the locality as the '*Khereys*' of that particular hill" (Roy, 1937, p.163). *Khori* used to be a cluster of from five to ten families. The Kharia families of a *Khori* used to be the descendants of only one ancestor who settled down in that place. Therefore almost all the families belonged to one Kharia clan. Sometimes due to *Ghardamad* system there used to be one or two families of different Kharia clans like a Soreng or Tete.
- b) **Po'da:** Many such *Khoris* living in any particular locality formed a *po'da* (village). Some Kharias say that the word *Po'da* is derived from two Kharia words, '*Pe*' and '*Da*'. '*Pe*' means food and '*Da*' means water. So the word *po'da* meant a place where the



people got their food and drink. In ancient times *Po'da* denoted an area in the forest where the Kharias of any particular group were hunting or gathering food materials or getting water from the streams and rivulets. Rivers, small rivulets or hills formed the boundary of such area. The length and width of such area varied from forest to forest. It depended on the number of the persons in that particular community and also on the availability of food materials in that area. Other Kharia people, belonging to other locality could not hunt or gather food from that particular area of the forest. At that time the Kharias had communitarian life so particular area of the forest belonged to a particular community. Not only the hunting of wild animals for food was done in common but also the collection of food materials was done in common. Individuals did not have right over the various resources of the area. If the men went for hunting each family was represented at least by one member in that group. And if the women went in search of *Bhundong* (an edible root), in the group, there used to be at least one woman from each family. Obviously, *Po'da* was a far bigger place than a *Khori*. In a *Po'da* there could be the families of different Kharia clans.

- c) **Khunt:** Many *po'das* of any particular region came under a *Khunt*. The word *Khunt* comes from the word '*Khunto*' meaning the lower portion of a trunk of any cut-tree which is left on the ground with its roots. It also means a wooden pole, strongly (firmly) placed on the earth. Later, the word *Khunt* meant the power which could protect the village from any type of harm. S.C. Roy has written, '*Khunt*' is the collective name given by the Dudh Kharias to all the spirits of the dead Kharias of that particular village, who can control the minor spirits and impersonal powers, and resist the intrusion of outside spirits into the village (Roy, 1937, p. 320).
- d) **Pargana:** And many *Khunts* of different regions formed a *Pargana*. Some Kharias claim that the word *Pargana* has come from a Kharia word *Pango'dna*, literal meaning of which is to carry a child. In this context it meant to take up the responsibility to lighten someone's burden. There were

many officials who were trying to lighten the administrative burden of the *Rae* or *Mahasohor* (King) of the Kharia *Raij*. During the rule of Phani Mukut Rai, the first Nagvanshi Raja, the whole Chotanagpur was divided into 76 Parganas. 18 Parganas were in Kukhragarh, 18 in Doisagarh, 18 in Jarapigarh, and 22 Parganas with Ghatwali Rajas (Sinha, 2001, p.12). It appears that the Nagavanshi kings adopted the most of the names of administrative divisions prevailing among the Kharias.

- e) **Kharia Raij:** And finally, many *Parganas* formed a Kharia *Raij* (territory). According to their folklore, in the beginning Kharia *Raij* included the nine *Bhuinhar* Villages (village of the original settler) of the nine clans of the Dudh Kharia tribe. These nine villages are Bongaloya (*Dungdung*), Panderia (*Kullu*), Murgu (*Bilung*), Semra (*Sorng*), Rewara – Rore'j (*Ba'a*), Porha (*Kerketta*), Amkuli (*Tete*), Dairgaon, (*To'po*) and Baighma (*Kiro*). So there were only nine *Po'das* (Villages) in the Kharia *Raij*. At present all these villages are in the present Gumla district of Jharkhand. According to S.C. Roy, the chief of the Kharia clan was known as Rea (Roy, 1937, p. 422), but many Kharia intellectuals are of the opinion that Rea was the head of the Kharia *Raij*. But this Rea did not have any special privileges; he was only the head of the Kharia tribe. He used to preside over the meeting of the all the administrative officials of the Kharia tribe. According to Fr. Paulus Kullu and other Kharia intellectuals the Kharias had constructed a palace for such meeting known as Nawaratnagarh in Dhoesagarh near Sisai in present Gumla district. According to the folklore this palace was of nine stories and in each storey there were nine rooms (Anuj, 2000, p.130; Kullu, 1988, p.189). For each *Bhuinhar* village one storey and for each clan of that village one room.
- f) In ancient times the Kharias were not in a big number and the food materials were available in abundance in the forest therefore, for a long time, the Kharias did not move to other areas of the forest. Slowly, as their population increased, each clan founded several villages (Roy, 1937,

p.422). The Kharias were basically peace loving people. Therefore, they might have never fought with the people of other tribe to extend their territory. As the people of other communities came to their areas they moved on to other places, leaving even some of their *Bhuinhar* villages. Now the Dudh Kharias are in various parts of Orissa state also.

## I. Kharia Administration:

- a. **Po'da (Village) Administration:** The Kharia *raij* (territory) is divided into many *po'das* (big villages). *Po'da* was the smallest administrative unit in a Kharia *raij*. Every *po'da* had a *Kalo* (*Pahan* or priest). In fact the boundary of any *Po'da* was demarcated on the working area of any *Kalo*. In one *Po'da* (village) there used to be only one *Kalo*. The *po'da* was governed by a *Kartaha Doklo*.
- b. **Kartaha Doklo':** The administration of a Kharia *po'da* village was looked after by a *Kartaha Doklo*. It was comprised of a *Kartaha*, a *Dewan*, a *Mahto* and a *Kotwar*. Apart from these four - *Kartaha*, *Dewan*, *Mahto* and *Kotwar*, one representative of each clan living in that village, comprised the executive committee of the *Kartaha Doklo*. Such representative used to be the most respected person of that particular clan. Also all the heads of the Kharia families residing in that particular village were compulsorily the members of the *Kartaha Doklo*. In a village there used to be two other respected persons also. These were *Kalo* and *Sungkar*. Though they were religious heads of the village, they were also invited for all the activities of *Kartaha Doklo*.
- c. **Kartaha:** *Kartaha* was the administrative head of a *Po'da*. The word *Kartaha* is believed to have originated from a Kharia word *Karkarda*. The meaning of *karkarda* is 'a manner of speaking clearly and emphatically.' It also meant to make something pure and impartial. *Kartaha* was elected by all the adult male members of the community. Only a male member of a community could be elected as the *Kartaha*. He was usually a respected person of the village who had the knowledge of all the traditional rules and regulations of the village. A *Kartaha* was not only loyal to

Kharia laws and customs but he was also an expert in the interpretation of the law. In other words he was to be a Doctor of the Kharia law and master of ceremonies. He had a high sense of judgment. The post of *Kartaha* was usually hereditary. About this S.C. Roy has written that the post of *Kartaha* of a *Parha* is now generally hereditary and cannot be held by a man of any clan other than either the *Dungdung*, or the *Kullu*, or the *Samad* (Roy, 1937, p. 175).

- d. **Functions of Kartaha:** *Kartaha* was an administrative head of the village. He listened to the various complaints and difficulties of the every family of the village and if needed called for a meeting which was known as *Kartaha Doklo*. He presided over the meeting the final decision of the *Kartaha Doklo*, regarding any matter was announced by the *Kartaha*. He was like a moderator of the meeting. In the meeting he allowed all the members of the village committee to speak on the matter. He was the authority to perform the rites of *Kutum-bhitar*. (*Court of Nawgarh*) The case is fully examined and when the court is satisfied that it is a fit case for "absolution" the rites of *Pe'yoh'na* is performed with penalty if deserving. Till these rites of "freeing from guilt or penalty for it" are performed the defaulting family is under suspension for any social dealings in Kharia community. This state of suspension is called "*Chhilan*" (Baa, 2012, p.39).

A *Kartaha* could delegate his power to the one whom he thought fit to carry out the duties.

**Jurisdiction of a Kartaha:** A Kharia *Kartaha Ghat* was a conventional division of the Kharia population on the basis of easy social communication. It was also known as *Pahta* or *Pat*. This was the official jurisdiction of a *Kartaha*. The number of the villages in each *Kartaha Doklo* was not fixed but it depended on the proximity of the villages concerned for social interaction and utilization of other natural resources.

- (a) **Dewan:** He was the second respected person in the village. He assisted the *Kartaha* in all his activities so he was also

known as *Sanghro Kartaha* (assistant *Kartaha*). After everything was ready for the meeting he used to tell *Kartaha* to begin the proceedings saying - '*De hontay, a'bsi'btening.*' Which means - Let us begin. It appears that the word *Dewan* is derived from the Kharia word - '*De Hontay*'

- (b) **Mahto:** There was a *Mahto* in each *Kartaha* Committee. The word *Mahto* is believed to have been derived from the Kharia word *Mahato*'. In Kharia language the word for Thursday is *Mahato*'. The Kharias considered *Mahato*' (Thursday) very sacred and so they did not work in the fields on that day. Therefore all the meetings of the *Kartaha Doklo*' used to take place on Thursday. The one who informed the villagers of every *Khori* of the *Po'da* about the meeting, used to cry out repeatedly in the streets of the village - *Mahato' te Doklo' ayee'j lei, Jhari ga Denape. Mahato' te Doklo' ayee'j lei, Jhari ga Denape.*' This meant - 'Friends, there is a meeting on Thursday; all of you have to come.' Later on, whenever he used to visit any village, whoever saw him, used to say jokingly, '*Mahato' Delta'j lei, Mahato Delta'j lei.*' Which meant - *Mahato*' is coming, *Mahato*' is coming. And from this '*Mahato*' he started to be known as '*Mahto*'.

**Functions of Mahto:** All types of information especially about the meetings of the *Kartaha-Doklo*' was given to the villagers only through *Mahto*. So the post of *Mahto* was like modern secretary. In ancient times the Kharias did not have any means of communication to convey the message. And as the Kharias did not know how to read or write, they could not send any notice so *Mahto* had to visit all the villages on foot to deliver the message. Sometimes he did it in the market place or any social gathering like marriage or *Kaman* (the last rite of any diseased person).

- (c) **Kotwar:** There used to be a *Kotwar* in every *Kartaha Doklo*'. He, on the order of the *Kartaha*, used to catch and bring any culprit before the *Doklo*'. The word *Kotwar* is derived from the Kharia word '*Kotla*' in Kharia and '*Mugra*' in Sadri, which means a wooden hammer. Whenever the *Kotwar*

used to go to bring a culprit he used to have a *Kotla* in his hand to prevent the culprit from running away, which gave him the name *Kotwar*.

**Function of Kotwar :** He carried out the orders of *Kartaha* in presenting any person before the *Doklo*'. He used to call any person to the meeting if the person was not willing to come he used to apply force in bringing him. So he was a muscleman of *Kartaha-Doklo*'.

- (d) **Kalo:** There used to be a religious head in each Kharia *Po'da* (village). S.C. Roy writes 'He is styled the '*Dehuri*' or '*Dihuri*' among the Hill Kharias and the '*Kalo*' among the Dhelekis and variously as '*Kalo*' or '*Baiga*' or '*Pahan*' in the Dudh section. Usually the *Kalo* was chosen from the first settlers of that particular village. In other words, *Kalo* always belonged to the particular clan which originally founded the village by clearing the forest (Roy, 1937, p.327). *Kalo* was to have the full knowledge about the ancestor's spirits and various deities of the village. His brother was chosen as the *Sungkar*. The post of *Kalo* was hereditary so after his death his eldest son or the most competent of the sons of the deceased *Kalo* used to become the *Kalo* of the village (Roy, 1937, p.327). If any *Kalo* died without any son, his brother, who functioned as *Sungkar* (*Pujar*) during his lifetime, was elected as *Kalo*. But if *Sungkar* was of different clan then a *Kartaha Doklo*' was convened in *Sarna* or in *Akhara*. The head of the families of different clans sat together in a circle. Then after some prayers a dried pumpkin was rolled in the middle of the circle. And the person, near whom the rolling pumpkin stopped, was accepted as the *Kalo* of the *Po'da*. S.C. Roy gives the vivid description of the method of the election of a *Kalo*. 'All the villagers assemble in an open space. A *Sian* or *Kartaha* (village elder) touches the head of a young bachelor, and he gives in his hand an empty *tumba* (pumpkin-gourd), and prays, in local Sadri/Hindi, to the principal village deity as follows:- "*Hethe Panch, upre Ponomosor, jeke tor raji khusi ahe seke tu e kam ke de-de.*" (The *Panch* on earth, and God above. Do thou choose for thy priest whomsoever thou art

pleased with?) While saying this prayer, he sprinkles *komsor rumku'b* (*arua* rice) on the bachelor's head. The young man gets possessed, and begins to shake his head, and waves the *tumba* and dances about, and passes from one man to another, and finally begins to give strokes with his gourd on different parts of the body of a man of the clan of the deceased *Kalo*. And this man is regarded as the man chosen of the deity to be His priest. He is believed to be more qualified than others to employ with efficacy the traditional religious ritual for the good of the community (Roy, 1937, p. 328). It appears that the word *Dehuri* became *Deonra* in course of time.

**Functions of *Kalo*:** The word *Kalo* is believed to have been derived from two Kharia words – *Kay* and *alo*'. *Kay* means to gather up (which is scattered) and *alo*' means a process of separating something useful from heap of useless things in other words separating truth from untruth. Therefore the word *Kalo* means the one who picks up the truth in the disturbed and troubled situation of the Kharia people by offering sacrifices to the various spirits and deities and tries to restore peace. According to the belief of the Kharias the various spirits have control over the life of the Kharias. When the spirits are not happy they may cause harm to the people. And so the chief function of *Kalo* was to appease all the deities of the village so that they do not harm any persons or animals of the village. During the *Jangkor Puja* (Sarhul-worship) *Kalo* first takes bath for purification and says, 'I have not sinned. In your sight if I am a sinner, lo, I am pouring water on me and getting purified.' Then offering various flowers to *Khunt Baghia* (the spirit of that locality) he says, 'Today I am worshipping you. I am offering all the flowers. You protect our cattle and people from the wild animals and all types of harms.' (Kullu, 1988, p.189). By offering sacrifices to the deities *Kalo* in a way told the spirits – 'you are truth (right) and we are untruth (wrong), but we depend on you for our sustenance.' All the religious ceremonies of the village were performed by the *Kalo*. With the help of *Sungkar*, *Kalo* offered sacrifice to various deities so that they protect the village from any epidemics, drought or any type of harm. Also he offered sacrifices during all the festivals and various social ceremonies like ceremonies at birth, death, marriage etc. For his

work *Kalo* was given a piece of paddy field as his payment, which was called later as '*Pahnai Khet*.' Because of *Pahnai Khet* also the post of *Kalo* was hereditary.

(e) ***Sungkar*:** The word *sungkar* is formed from the Kharia verb *sungna* which means to cut. *Sungkar* means the one who slits the throats of animals or fowls. He assists the *Kalo* in performing any sacrifice in the village. In Sadri language *Sungkar* was called *Pujar*, which means the one who sacrifices.

**Functions of *Sungkar*:** His main function was to kill the animals like goats and pigs or fowls like cocks and hens during sacrifice. He also cleaned the place where the sacrifice was to take place and arranged the things required for the sacrifice. He also, in consultation with *Kalo*, decided the colour of the fowls and arrange for their sacrifice.

## II. *Khunt* (District) Administration:

***Khunt Doklo*'**: Many *Kartaha Doklo*' Committees of any particular locality formed a *Khunt Doklo*' Committee. All the *Kartahas*, *Mahtos* and *Kotwars* of that locality were the members of *Khunt Doklo*' Committee. The head of *Khunt Doklo*' Committee was called *Khunt Sohor* who was elected by all the members of the *Khunt Doklo*. He was to be the respected person and should have knowledge of all the Kharia rules and regulations. For his help *Sanghro Khunt Shohor*, *Khunt Mahto* and *Khunt Kotwar* were elected unanimously.

**Functions of *Khunt Sohor*:** The matter which could not be solved by the *Kartaha Doklo*' of any *Po'da* (village), was taken up by the *Khunt Sohor*. Once the matter was reported to the *Khunt Sohor*, in order to solve the matter he convened a *Doklo*' (meeting). He informed all the *Kartahas* about the meeting through *Khunt Mahto*. He presided over the *Khunt Doklo*' and after lot of investigation took a unanimous decision.

## III. *Pargana* (Commissionary) Administration

***Pargana Doklo*:** All the officials of all the *Khunts* form a *Pargana Doklo*'. Its president is known as *Pargana Sohor*. At present there are six *parganas* – 1. *Biru Pargana*, 2. *Keshalpur*

*paragana*, 3. *Nagpur Pargana*, 4. *Uppar Paat Pargana*, 5. *Barway Pargana* and 6. *Dhoensagarh Pargana*. For his help *Sanghro Pargana Shohor*, *Pargana Mahto* and *Pargana Kotwar* are elected unanimously. All these officials of *Pargana Doklo* are responsible for the smooth functioning of the various activities of the Kharia Community in their respective *parganas*.

#### IV. *Raij* administration: (Administration of the Kharia territory)

***Raij Maha-Doklo*** For the administration of the Kharia territory, the Dudh Kharias of Simdega, Gumla and Ranchi have formed an origination known as *Akhil Bhartiya Kharia Mahadoklo*. The Headquarter of this organization is in Simdega town. The president of this organization is called *Mahadoklo' Shohor*. He is elected by all the officials of *Kartaha Doklo*, *Khunt Doklo* and *Pargana Doklo* and the general public gathered for convention. For his help *Sanghro Mahasohor*, *Raij Mahto* and *Raij Kotwar* are also elected. Apart from these there are also the Joint Secretary and the Treasurer known as *Maha Lu'tongkar* and *Maha Tinja'kar*. All these officials work collectively for the development of the people of the Kharia tribe in Jharkhand.

**Function of *Mahadoklo' Shohor*:** He convenes the Annual Convention of all the Kharias in the month of May every year. He evaluates the annual reports and developments of all the *Parganas*. If necessary he modified the rules and regulations of the Kharia Tribal Community in the presence of the general public. He arranges the Seminar for the Kharia youth once a year. And his important responsibility is to be a representative of the Kharia Tribal community in front of the Government and the administration. The functions of *Sanghro Mahasohor*, *Raij Mahto* and *Raij Kotwar* are same as in other levels of administration but their jurisdiction is quite vast.

There are similar type of organizations among the Kharias of Orissa, West Bengal, Assam and Delhi. However, it is to be noted is all these organizations are for the betterment of the Kharias of Dudh Kharia Section. These organizations have not been able to help the Kharias of Hill Kharia or Dhelki Kharia section. Efforts have been made by the Kharia

intellectuals of Dudh Kharia section to visit them and help but these efforts have not brought any fruits. So it appears that the fate and future of the Hill and Dhelki Kharias solely depend on the government of their respective states. And as they are neither educated to know about their own identity nor have the understanding of the concept of development their futures seems to be very bleak.

#### Political life of the Hill and Delki Kharias:

Even after the Independence of India, the Hill Kharias lived in the remote areas of forests where hardly anybody could enter and reach to them. They used to stay in smaller groups and had their own simple governance. The village was conducted by a headman known as *Pradhan*. By hereditary, the post was carried from generation to generation without any interference. Usually after the death of his father the eldest son was automatically appointed for the post. If the eldest son was physically handicapped or mentally sick or unworthy to take the charge of chief then the younger son was declared for the post. The *Pradhan* was assisted by the wise men, socially well behaved persons and religious leaders of the community. In some areas the *Pradhan* became the head and the religious leader of the community. The post was hereditary.

The responsibility of the *Pradhan* was to look after the village and fulfil each and every need of the people, families and the Kharia society at large. Since the family heads have consanguine or affine relationship with each other the people under the *Pradhan* were considered members of a large family. A village *Pradhan* was the in-charge of 10 to 20 Kharia families. The arising problems could be solved by the *Pradhan* and the group of leaders appointed. All the matters whether it was individual or communal: quarrels, conflicts, social misbehaviour, murder, enmity etc., could be solved by the *Pradhan* and elders of the village. He had the authority to punish or reward. If the penalized person disobeyed the *Pradhan's* decision then the person and his family was excommunicated and socially boycotted by the Kharia community. In that case, nobody was allowed to help them in any situation even during the time of death. The boycotted person could not even take the water from the well, pond etc. and remain alone in the village or outside the village. This indicates that

amidst the Hill Kharia tribe the *Pradhan* become the highest authority.

If any problem arises to any of a family or in the village, the *Pradhan* used to sit with the advisory body. They discuss collectively to each facts and figures till a decision was taken which was to be followed without questioning. The accused was not supposed to say a word. It is dealt in a family level or in a village level. As the matter demanded they used to call a meeting. Usually, the meeting was arranged in the evening when every member of the governing body was present. This type of meeting was called in the courtyard or *Varandah* of the offender or under a tree or in the house of *Pradhan*. Hill Kharias considered social crimes more serious than individual offences. Major and Minor Quarrels between brothers or neighbours, conflicts regarding property rights, sex crimes, marriage disputes between husband and wife, divorce, killing of cattle etc., were dealt by the *Pradhan*. Murder case was sent to the police station or to the honourable court.

Community meeting stood as a compulsory method to bring the community together in one roof. *Pradhan* and the elders of the village call the community meeting according to the situation. It depends on the matter of fact to be discussed or its urgency. Any announcement should be done through the *Pradhan* in community meeting. They come together and decide socio-economic problems openly. Such as: village welfare, eradication of epidemics and protection from natural calamities, cultivation of a good crop, rituals, property, adoption of a son, adoption of son-in-law, fixation of marriage and settlement, quarrel and conflict, widow marriage, witchery and sorcery, sexual offences etc. At times, after the community meetings rice beer may be served which show the sharing of edible things together and enjoy themselves together. The political life among the Dhelki Kharias was similar to that of the Hill Kharias.

In fact, the political system among the Hill Kharias and the Dhelki Kharias has been weakened due to the excessive interference by the government officials. However, the political life developed in course of time among the Kharias is practiced even today among the Dudh Kharias of Simdega and Gumla Districts of Jharkhand and Sundargarh and Sambalpur Districts of Orissa.

### **Self -governance system among Migrant Kharias of Golaghat district:**

The migrated Kharias in Assam have some major changes with regard to these administrative set up. They do not carry out all the traditional ways of administration among them but they have their own ways of governing system that is very simple but effective. Some of the socio-cultural organization and functions of Kharias in Assam which have been observed and are enumerated in this paper, could be a matter of great concern. It has its own importance which is well accepted among them whether the Kharias are Christians or non-Christians. The researcher had developed an interview schedule as to find out the general ways of administration regarding the disputes, social taboos, illegal marriages, and marriages outside the clan, division of property among the brothers or the extended families that is called '*Bhaiyad*'. All have been enumerated in a simple way.

The migrant Kharia labourers, whether they are in tea garden or in ex-tea garden, first of all they were uprooted from their native places and settled in a new environment, new ecology, and entirely new set up of everything, people, place and situation. When all these changes have taken place, then of course they are lost in their paradise. They know not what they are doing, what will be their future and how will they stand with their identity. They have got no choice but to adjust to the new situation in 'coolie lines' or newly settled villages as ex-tea garden labourers. Yet they observe almost all the traditional customary laws, with regard to the general governance system among them. They celebrate festivals with collective contributions, drinks, dance and songs. *Karma* is the most attractive festival of all the ethnic groups of Jharkhand now settled in Assam.

The traditions of India are rooted in the villages and it is by and large the transformation of these traditions that really contribute to the changes in the society as a whole. Due to long existence and living among the multi-cultural-dimensional and mosaic ethnic groups in Golaghat district of Assam, it is obvious that they have mixed dealing in all kinds of operations. Whether it is social- cultural or customary laws, regarding the disputes, social taboos, illegal marriages, marriages outside the clan, division of property among the brothers or

the extended families or anything as a general governance of the community they do not follow the traditional one as in Jharkhand but they have adapted their system in the village level called '*Panch and Pracharak*', '*Gaon Burha*' at Panchayat level along with elderly and intellectual leaders in the village. They call the meeting in the convenient place and settle the disputes or any litigation in front of the public.

With regard to the general administration of the Kharias in Assam they have registered their society called 'All Assam Kharia Mahasabha' (AAKM) with head-quarter at Dibrugarh. Under the banner of All Assam Kharia Mahasabha the Kharias are conducting their annual meetings, feasts and festivals time to time and govern the entire Kharia community. They are fighting for their Kharia identity in Assam politically since 1986, submitting the memorandum to the Central government as well as the State government for the ST status. For the better governance they have village wise group of leaders called unit '*doklo*' (meeting) then circle level called '*Anchalik doklo*' then district level '*Jila Sammittee*' something like '*Pargana doklo*' in Jharkhand and of course at the final stage that is state level *All Assam Kharia Mahasabha (Raij)* as there is '*Raij Maha-Doklo*' i.e. *Akhil Bhartiya Kharia Mahadoklo* in Jharkhand. All the administrative functions, ways of proceedings, meetings and observations of annual gathering of *Mahasabha* are performed traditionally i.e. washing of the feet as the traditional Kharia culture is rooted and grounded in the society. They have traditional Kharia costume, ornaments, music, dance and cultural songs and dances etc. which they perform as it is in Jharkhand. Special prayer during assembly is performed invoking all the nine '*Kharia Garh*' by taking their name of the clan for example *Dungdung*, *Kullu*, *Soreng*, *Baa*, *Kerketta*, *Toppo*, *Bilung*, *Tete* and *Kiro* with their '*Bhuinhar*' (first original settlers). These are all part of their administration which is in practice at the moment in Assam. These tribal councils not only wield their authority with respect to social control but in terms of tribal upliftment, political awareness and perpetuation of tribal rites and rituals.

## Conclusion

Researcher has observed that Traditional Self-Rule among Migrant Kharias in Assam is still functioning with certain modification and adaptation. There is a change in the settlement of new hamlet due to mixed tribes those are Santals, Mundas, Khonds, Oraons, **Kharias**, Gonds, Kishans and Nagesias and other tribes rehabilitated in a new place, semi urban areas etc. The tribal inhabitants have developed a common consciences and selected elderly people '*Gaon Burha*'. These '*Gaon Burhas*' maintain the harmony within the different tribal groups as well as in the society. Hardly any conflicts or disputes related to the society go to the court.

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# GOODS AND SERVICES TAX (GST) AND ONE NATION ONE TAX SYSTEM

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## Abstract:

The paper presented here, critically analyses the pros and cons of GST. The Goods and Services Tax (GST) is a multi-stage, destination-based tax that is levied on every value addition. The GSP has replaced old Tax structure of the country and from July 1 2017 it has become functional.

**Key words:** Goods and Services Tax(GST) Advantages, Dis-advantages, Small businesses, Consumers. Adaptability issues.

GST is a multi-stage, destination-based tax that is levied on every value addition. Final consumer will bear only the GST charged by the last dealer in the supply chain. Many VATs and levies currently in vogue has now been subsumed by the new system from July 1 2017. The General Service Taxation (GST) scheme known as the Goods and Services Tax (GST) is an indirect tax throughout India to replace taxes levied by the central and state governments. It was introduced as The Constitution (One Hundred and First Amendment) Act 2017<sup>1, 2</sup>, following the passage of Constitution 122nd Amendment Bill. The GST is governed by GST Council and its Chairman is the Finance Minister of India. Under GST, goods and services will be taxed at the following rates, 0%, 5%, 12%, 18%, and 28%.<sup>2</sup> There is a special rate of 0.25% on rough precious and semi-precious stones and 3% on gold.<sup>3</sup>

A single GST will replace several existing taxes and levies which include: central excise duty, services tax, additional customs duty, surcharges, state-level value added tax and Octroi.<sup>4,5</sup> Other levies which are currently applicable on inter-state transportation of goods are also likely to be done away with in GST regime.<sup>6,7</sup>

The following taxes will be bound together by the GST:

- Central Excise Duty
- Commercial Tax
- Value Added Tax (VAT)
- Food Tax

- Central Sales Tax (CST)
- Introit
- Octroi
- Entertainment Tax
- Entry Tax
- Purchase Tax
- Luxury Tax
- Advertisement tax
- Service Tax
- Customs Duty
- Surcharges

GST will be levied on all transactions such as sale, transfer, purchase, barter, lease, or import of goods and/or services. India will adopt a dual GST model, meaning that taxation is administered by both the Union and State Governments. Transactions made within a single state will be levied with Central GST (CGST) by the Central Government and State GST (SGST) by the government of that state. For inter-state transactions and imported goods or services, an Integrated GST (IGST) is levied by the Central Government. GST is a consumption-based tax, therefore, taxes are paid to the state where the goods or services are consumed not the state in which they were produced. IGST complicates tax collection for State Governments by disabling them to collect the tax owed to them directly from the Central Government. Under the previous system, a state would have to only deal with a single government in order to collect tax revenue.<sup>8</sup>



Table 1 GST in other countries<sup>12</sup>

| Country      | Standard VAT/GST rate in % | Other rates in % | Introduced in year |
|--------------|----------------------------|------------------|--------------------|
| France       | 20                         | 10,5,5,2.1       | 1954               |
| Germany      | 19                         | 7                | 1968               |
| Netherlands  | 21                         | 6,0              | 1969               |
| Italy        | 22                         | 10,5,4           | 1973               |
| Argentina    | 21                         | 27,10.5,0        | 1975               |
| Korea        | 10                         | 0                | 1977               |
| Mexico       | 16                         | 0                | 1980               |
| Indonesia    | 10                         | 0                | 1984               |
| New Zealand  | 15                         | 0                | 1986               |
| Japan*       | 8                          | 0                | 1989               |
| Russia       | 18                         | 10,0             | 1991               |
| South Africa | 14                         | 0                | 1991               |
| Singapore    | 7                          | 0                | 1994               |
| China        | 17                         | 13,11,6,5,3      | 1994               |
| Australia    | 10                         | 0                | 2000               |
| Malaysia     | 6                          | 0                | 2015               |
| India        | 18                         | 5,12,28          | 2017**             |

\*Consumption tax, \*\*Introduced in 2017

#List not exhaustive

Table 2: Taxes on Good/Services After GST( 1 July 2017)

| TAX         | Category | Product/Services   |
|-------------|----------|--|
| No tax (0%) | Product  | No tax will be imposed on items like Jute, fresh meat, fish chicken, eggs, milk, butter milk, curd, natural honey, fresh fruits and vegetables, flour, besan, bread, prasad, salt, bindi. Sindoor, stamps, judicial papers, printed books, newspapers, bangles, handloom, Bones and horn cores, bone grist, bone meal, etc.; hoof meal, horn meal, Cereal grains hulled, Palmyra jaggery, Salt - all types, Kajal, Children's' picture, drawing or colouring books, Human hair |
|             | Services | Hotels and lodges with tariff below Rs 1,000, Grandfathering service has been exempted under GST. Rough precious and semi-precious stones will attract GST rate of 0.25 per cent.  |
|             | Goods    | Items such as fish fillet, Apparel below Rs 1000, packaged food items, footwear below Rs 500, cream, skimmed milk powder, branded paneer, frozen vegetables, coffee, tea, spices, pizza bread, rusk, sabudana, kerosene, coal, medicines, stent, lifeboats, Cashew nut, Cashew nut in shell, Raisin, Ice and snow, Bio gas, Insulin, Agarbatti, Kites, Postage or revenue stamps, stamp-post marks, first-day covers   |

|     |          |   |
|-----|----------|---|
| 5%  | Services | Transport services (Railways, air transport), small restaurants will be under the 5% category because their main input is petroleum, which is outside GST ambit   |
| 12% | Goods    | Apparel above Rs 1000, frozen meat products, butter, cheese, ghee, dry fruits in packaged form, animal fat, sausage, fruit juices, Bhutia, namkeen, Ayurvedic medicines, tooth powder, agarbatti, colouring books, picture books, umbrella, sewing machine, cellphones, Ketchup & Sauces, All diagnostic kits and reagents, Exercise books and note books, Spoons, forks, ladles, skimmers, cake servers, fish knives, tongs, Spectacles, corrective, Playing cards, chess board, carom board and other board games, like ludo,   |
|     | Services | State-run lotteries, Non-AC hotels, business class air ticket, fertilisers, Work Contracts will fall under 12 per cent GST tax slab   |
| 18% | Goods    | Most items are under this tax slab which include footwear costing more than Rs 500, Trademarks, goodwill, software, Bidi Patta, Biscuits (All categories), flavoured refined sugar, pasta, cornflakes, pastries and cakes, preserved vegetables, jams, sauces, soups, ice cream, instant food mixes, mineral water, tissues, envelopes, tampons, note books, steel products, printed circuits, camera, speakers and monitors, Kajal pencil sticks, Headgear and parts thereof, Aluminium foil, Weighing Machinery [other than electric or electronic weighing machinery], Printers [other than multifunction printers], Electrical Transformer, CCTV, Optical Fiber, Bamboo furniture, Swimming pools and padding pools, Curry paste; mayonnaise and salad dressings; mixed condiments and mixed seasonings |
|     | Services | AC hotels that serve liquor, telecom services, IT services, branded garments and financial services will attract 18 per cent tax under GST, Room tariffs between Rs 2,500 and Rs 7,500, Restaurants inside five-star hotels   |
| 28% | Goods    | Bidis, chewing gum, molasses, chocolate not containing cocoa, waffles and wafers coated with chocolate, pan masala, aerated water, paint, deodorants, shaving creams, after shave, hair shampoo, dye, sunscreen, wallpaper, ceramic tiles, water heater, dishwasher, weighing machine, washing machine, ATM, vending machines, vacuum cleaner, shavers, hair clippers, automobiles, motorcycles, aircraft for personal use, will attract 28 % tax - the highest under GST system  |
|     | Services | Private-run lotteries authorised by the states, hotels with room tariffs above Rs 7,500, 5-star hotels, race club betting, cinema will attract tax 28 per cent tax slab under GST   |

## Analysis

GST would lead to a robust and comprehensive IT system so, all tax payer services such as registrations, returns, payments, etc. would be available to the taxpayers online, which would make compliance easy and transparent. Uniformity of tax rates and structures is another advantage/ merit of GST. It was about one India one Tax and to ensure that indirect tax rates and structures are common across the country, facilitating increasing certainty and ease of doing business.

The country needs removal of cascading and a system of seamless tax-credits throughout the value-chain, and across

boundaries of States, to ensure that there is minimal cascading of taxes. That way GST will reduce hidden costs of doing business, improved competitiveness, and reduction in transaction costs of doing business.

Manufacturers and exporters will also be benefited. The subsuming of major Central and State taxes in GST, complete and comprehensive set-off of input goods and services and phasing out of Central Sales Tax (CST) would reduce the cost of locally manufactured goods and services. This will increase the competitiveness of Indian goods and services in the international market and

give boost to Indian exports. GST would be simpler and easier to administer than all other indirect taxes of the Centre and State levied so far. GST will also control on leakage, resulted in better tax compliance due to a robust IT infrastructure. Due to the seamless transfer of input tax credit from one stage to another in the chain of value addition, there is an inbuilt mechanism in the design of GST that would incentivize tax compliance by traders. GST will is expected to decrease the cost of collection of tax revenues of the Government, and therefore lead to higher revenue efficiency.

GST is pro- consumer tax system. Because of multiple indirect taxes were being levied by the Centre and State, with incomplete or no input tax credits available at progressive stages of value addition, the cost of most goods and services in the country were laden with many hidden taxes. Under GST, there would be only one tax from the manufacturer to the consumer, leading to transparency of taxes paid to the final consumer. As GST will be quite effective in efficiency gains and prevention of leakages, the overall tax burden on most commodities will reduce. It is favourable for the customer. It will benefit consumers. GST is being criticized by a large group of business-community. Small businesses are really worried. Owners of small businesses claim that small businesses in the manufacturing sector will bear most of the brunt of GST implementation. Under the existing excise laws, only manufacturing business with a turnover more than Rs. 1.50 crores have to pay excise duty. However, under GST the turnover limit has been reduced to Rs. 20 lakh thus increasing the tax burden for many manufacturing SMEs. Most small small businessmen in the country do not employ professionals and prefer to pay taxes and file returns on their own to save costs. small businesses will have to bear the additional costs of hiring experts as GST needs more professional way of return filing and taxpaying. Training of employees in GST compliance will also increase overhead expenses. Most businesses use accounting software or ERPs for filing tax returns which have excise, VAT, and service tax already incorporated in them. The change to GST will require them to change their ERPs, too, leading to increased costs of purchasing new software and training-employees. Implementation of GST during the Middle of the Year. It means, for the fiscal year,

2017-18 business will follow the old tax structure for the first 3 months, and GST for the rest of the time. It is quite difficult to cross over from one tax structure to the other in just a day, and hence businesses will end up running both tax systems in parallel, resulting in more confusion and compliance issues. Apprehensions of increasing price. GST has only tax rates of 5%, 12%, 18%, 28%. Thus, for many sectors the tax burden will increase which in turn will increase the price of the final goods.

Petroleum products are being kept outside the scope of GST as of now. States will levy their own taxes on this sector. Tax credit for inputs will therefore not be available to related industries like the plastic industry which are heavily dependent on petroleum products. Petrol and diesel are required to run factory machinery and unavailability of input tax credit on petroleum products will most probably push up the final price of all manufactured goods. GST requires businesses to register in all the states they are operating in. This will increase the burden of compliances. Now a days, many SMEs operate through their own online shopping websites or through third party websites to sell to different parts of India. Under GST, they will be required to register for all the states. Not only that, they will not be eligible for composition scheme and will be required to pay taxes like any large organization. E-commerce facilitators are now required to collect TCS under GST which will lead to increased complications and compliances.

Composition scheme is available for only businesses selling goods. It is not available to service providers or for online sellers. This sets SMEs at par with large organization is an unfair move.

Every country that follows GST experienced a hike in inflation when they first introduced it. They countered the inflation by keeping tabs on prices and initiating anti-profiteering measures at the retail level to protect consumers from price swindling.

### Conclusion:

‘One country one tax structure is now mandatory for the country. We should welcome the biggest tax reform of the country. Of course there are some apprehensions about the impact

of GST on Small business communities. But sooner or later the country had to adopt a more transparent, and formal tax structure and business community had to be prepared for it. We cannot resist the change only because adaption process is bit difficult. The main problem is technicalities of the GST. Such difficulties will be shorted out in 6 months. Tax reforms are important for controlling the black money which is responsible for many unethical business activities and anti-national activities. The country should know where the money come from and where does it go. It is a matter of economic justice, and national security of the country where we live. Hopefully, once GST is implemented, most of the current challenges of this move will be a story of the past. India will become a single market where goods can move freely and there will lesser compliances to deal with for businesses.

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# INDIA'S EMERGING ENERGY BUSINESS PARTNERSHIPS WITH NORTH AFRICA AND GULF REGION: A COMPARATIVE ANALYSIS

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## Abstract

Energy is the backbone for the development of every economy. Every economy in the world is dependent on energy for its survival and growth. Among all the energy resources oil and natural gas are the most crucial. But all the nations have different types of energy treasures in their reserves. There are few blessed regions which have the treasures of oil and gas. WANA region i.e. West Asia and North Africa is one among the regions which have the reserves of crude oil and natural gas. India being a developing nation is also among the energy thirst nations and striving for oil and natural gas to fulfil its cumulative demands. The demand for petroleum is multiple times above then its domestic production. In 2013, its domestic production was 772 thousand barrels per day whereas the consumption was 3,660 thousand barrels per day. To fulfil the increased demand it is of course dependent on the regions which are rich in petroleum resources. One among them is the WANA region. India shares a long political, commercial, economic history with this region. Now India faces the responsibility to overcome the crises of oil and gas. Since long years India is getting oil and gas resources from West Asian and North African region. The region behind the dependency for oil and gas on these two regions are numerous. India is the third largest importer of crude oil and natural gas after United States and China. Also the Indian oil companies like ONG Videsh (OVL, Indian Oil Corporation (GAIL), Reliance Petroleum have started exploring the oil fields of these region to reduce their import dependency and acquiring oil equities. The paper aims to make the study about the energy relations of India with WANA region and making its comparative analysis by assessing trade of crude oil, petroleum products and investments between the two regions in past several years.

## Introduction

Gulf region comprises 6+2 countries i.e. of Saudi Arabia (KSA), United Arab Emirates (UAE), Qatar, Kuwait, Oman, Bahrain, Iran and Iraq. North Africa region includes Algeria, Egypt, Libya, Morocco, Sudan, Tunisia, Western Sahara. These are the regions which are blessed to have treasures of oil and gas reserves. All the countries are more or less dependent on the Gulf's oil and gas imports. India being the energy thirsty nation is also dependent on the Gulf's energy resources. India does not have sufficient energy resources to fullfil its increasing demands. It is the third largest exporter of crude oil after United States and China. India's import dependency

increased to 81% in 2015-16 from 78.50% in the previous year.<sup>1</sup> India imported 202 mmt of crude oil in 2015-16. Also the consumption of natural gas rose to 52 billion cubic meters which led to 14% rise in imports of natural gas.<sup>2</sup> As of 2014, India imports 15 percent of its crude oil from Africa and 60 percent of its crude oil needs are fulfilled from the imports from Gulf. No doubt, Gulf region has the highest amount of oil and gas reserves but African region is also contributing one-quarter of the growth in the world's petroleum and gas supplies from 2013-15.<sup>3</sup> The economic reforms of 1990's have given India a great opportunity to reduce their dependency on energy rich regions to some extent. The Liberalisation, Globalisation and Privatisation have greatly

<sup>1</sup> <http://economictimes.indiatimes.com/industry/energy/oil-gas/indias-dependence-on-crude-oil-imports-on-rise-as-consumption-increases/articleshow/51934359.cms>

<sup>2</sup> Ibid.

<sup>3</sup> Ajay Kumar Dubey, and Aparajita Biswas, eds. *India and Africa's Partnership: A Vision for a New Future*. (Delhi: Springer, 2016). P.83.

impacted the Indian energy sector in positive way. Now the nation is in a position to invite the companies to invite from across borders to invest in its fields and to undertake exploration and production activities.

In this regard apart from importing oil and gas from Gulf region and North Africa, India is involving its public and private oil companies to undertake investment activities by acquiring oil equities, doing upstream activities and doing joint ventures with other companies in these regions.

### India's Crude Oil Imports

India is the fourth largest consumer of energy after China, USA and Japan. India is not self sufficient in crude oil and natural gas, the

production of crude of oil and natural gas is quite less than the demand of oil and gas. To fulfil the needs it has to depend on Gulf economies particularly Gulf Cooperation Council (GCC).

The major consumption of energy is transport sector consuming approximately 50 percent of the total oil consumption. Also there is increase in demand for other petroleum products like High Speed Diesel for transportation, LPG for domestic consumption, Naptha and Natural Gas for manufacturing fertilisers, furnace oil for power generation, kerosene for domestic and agriculture consumption. Following table depicts the imports of crude oil from North African region.

**Table-1: Crude Oil Imports from North Africa (US\$ Million)**

| Countries      | 2011-12      | 2012-13      | 2013-14      | 2014-15      | 2015-16      |
|----------------|--------------|--------------|--------------|--------------|--------------|
| Algeria        | 1871         | 227          | 323          | 347          | 204          |
| Egypt          | 2231         | 1739         | 1869         | 1323         | 772          |
| Libya          | -            | 1687         | 427          | 57           | -            |
| Morocco        | -            | -            | -            | -            | -            |
| Sudan          | 367          | 71           | 371          | 483          | 36           |
| Tunisia        | 30           | -            | -            | -            | -            |
| Western Sahara | -            | -            | -            | -            | -            |
| <b>Total</b>   | <b>4,499</b> | <b>3,724</b> | <b>2,990</b> | <b>2,210</b> | <b>1,012</b> |

Source: Export Import Data Bank, Government of India, Ministry of Commerce

<http://www.commerce.nic.in/eidb/>

It can be analysed that the quantity of imports from north African countries is not very much high. Among all the countries in this region the largest amount of oil which India has imported from 2011-12 to 2015-16 is from Egypt i.e. US\$ 2231 in 2011-12, US\$1739 in 2012-13,

US\$1869 in 2013-14, US\$1323 in 2014-15 and US\$772 in 2015-2016. Also it can be seen that the differences in the imports are not much high. There are no imports from Morocco and Western Sahara. There are high fluctuations in the imports from Sudan.

**Table-2: Natural Gas Imports from North Africa (US\$Million)**

| Countries      | 2011-12    | 2012-13    | 2013-14    | 2014-15    | 2015-16  |
|----------------|------------|------------|------------|------------|----------|
| Algeria        | 134        | 297        | -          | 100        | -        |
| Egypt          | 349        | 376        | 139        | -          | -        |
| Libya          | -          | -          | -          | -          | -        |
| Morocco        | -          | -          | -          | -          | -        |
| Sudan          | -          | -          | -          | -          | -        |
| Tunisia        | -          | -          | -          | -          | -        |
| Western Sahara | -          | -          | -          | -          | -        |
| <b>Total</b>   | <b>483</b> | <b>673</b> | <b>139</b> | <b>100</b> | <b>-</b> |

Source: Export Import Data Bank, Government of India, Ministry of Commerce  
<http://www.commerce.nic.in/eidb/>

The natural gas imports from North African countries are very nominal. India has imported only from Algeria and Egypt among all seven countries. over all India has imported US\$483

in 2011-12, US\$673 in 2012-13, US\$139 in 2013-14, US\$100 in 2014-15 and in 2015-16 there are no imports.

**Table-3: Crude Oil Imports from Gulf (US\$ Million)**

| Countries    | 2011-12       | 2012-13       | 2013-14       | 2014-15       | 2015-16       |
|--------------|---------------|---------------|---------------|---------------|---------------|
| Saudi Arabia | 26,312        | 28,384        | 30,964        | 21,803        | 13,489        |
| UAE          | 12,564        | 12,642        | 11,012        | 11,057        | 5,461         |
| Bahrain      | -             | -             | 183           | -             | -             |
| Kuwait       | 14,196        | 14,450        | 15,150        | 11,479        | 3,589         |
| Qatar        | 5,225         | 6,667         | 4,315         | 2,301         | 1,480         |
| Oman         | 1,835         | 345           | 1,339         | 562           | 134           |
| Iran         | 11,633        | 9,588         | 8,444         | 7,040         | 4,284         |
| Iraq         | 18,826        | 19,141        | 18,348        | 14,174        | 10,758        |
| <b>Total</b> | <b>90,591</b> | <b>91,217</b> | <b>89,755</b> | <b>68,416</b> | <b>39,195</b> |

Source: Export Import Data Bank, Government of India, Ministry of Commerce  
<http://www.commerce.nic.in/eidb/>

The above table clearly represents the increasing graph of crude oil import in every subsequent year. The highest imports are from Saudi Arabia and the lowest are Bahrain which is only US\$183 in 2013-14 and in rest of years it is nil. Saudi Arabia is largest exporter. The second largest imports are from Iraq. It can also

be analysed that the imports have increased in 2012-13 but declined in the consequent years. India is also importing large quantities of crude from Kuwait

**Table-4: Natural Gas Imports from Gulf (US\$Million)**

| Countries    | 2011-12      | 2012-13      | 2013-14      | 2014-15      | 2015-16      |
|--------------|--------------|--------------|--------------|--------------|--------------|
| Saudi Arabia | -            | -            | -            | -            | -            |
| UAE          | 30           | -            | -            | 43           | 46           |
| Bahrain      | -            | -            | -            | -            | -            |
| Kuwait       | -            | -            | -            | -            | -            |
| Qatar        | 4,851        | 5,734        | 7,500        | 7,661        | 4,545        |
| Oman         | 80           | -            | -            | 55           | 218          |
| Iran         | -            | -            | -            | -            | -            |
| Iraq         | -            | -            | -            | -            | -            |
| <b>Total</b> | <b>4,961</b> | <b>5,734</b> | <b>7,500</b> | <b>7,759</b> | <b>4,809</b> |

Source: Export Import Data Bank, Government of India, Ministry of Commerce  
<http://www.commerce.nic.in/eidb/>

Among all the countries in the Gulf region India is importing natural gas only from UAE, Qatar, Oman. The largest number of imports are from

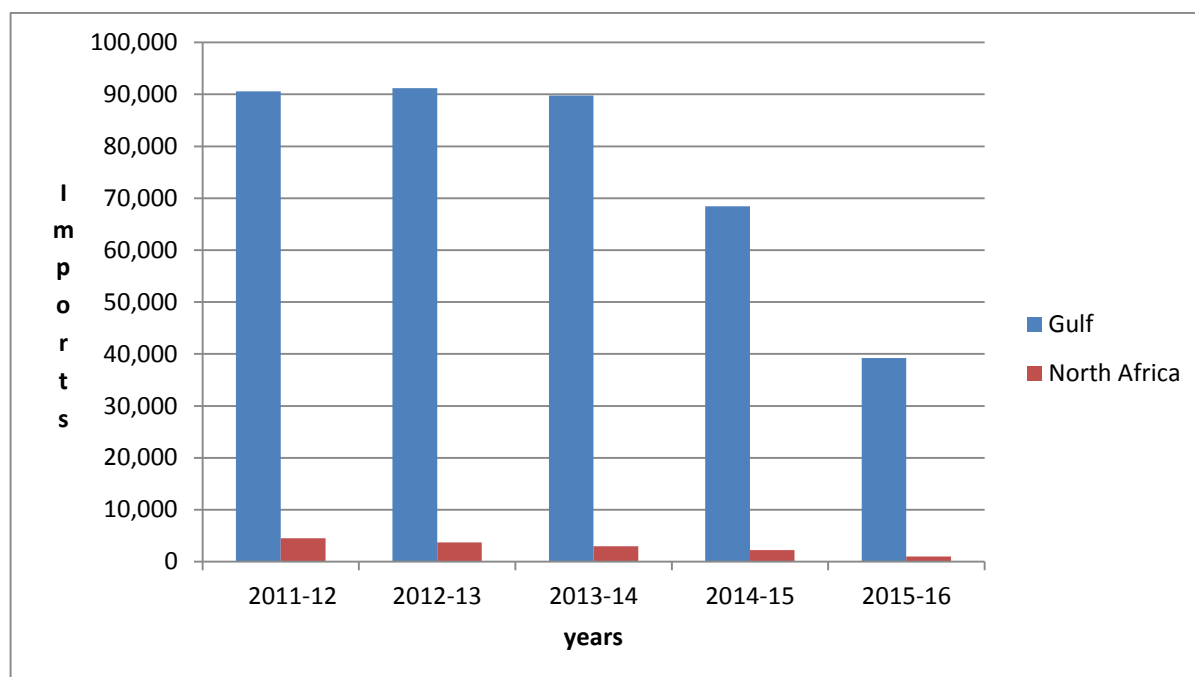
Qatar and they were highest in 2014-15 i.e. US\$ 7,661. Imports increased in 2012-13, 2013-14, 2014-15 but decline with a big margin in 2015-16.

**Table-5: Imports of Petroleum from Gulf and North Africa (US\$ Million)**

| Years   | Gulf   | North Africa |
|---------|--------|--------------|
| 2011-12 | 90,591 | 4,499        |
| 2012-13 | 91,217 | 3,724        |
| 2013-14 | 89,755 | 2,990        |
| 2014-15 | 68,416 | 2,210        |
| 2015-16 | 39,195 | 1,012        |

Source: Export Import Data Bank, Government of India, Ministry of Commerce  
<http://www.commerce.nic.in/eidb/>



**Figure-1**

The above table and figure clearly depicts the big amount of crude oil imports from Gulf and small amount of imports from North Africa. It is very clear from the above table and figure that India is focussing Gulf region for imports. One of the reasons is the large number of oil reserves in the gulf region. The difference between the

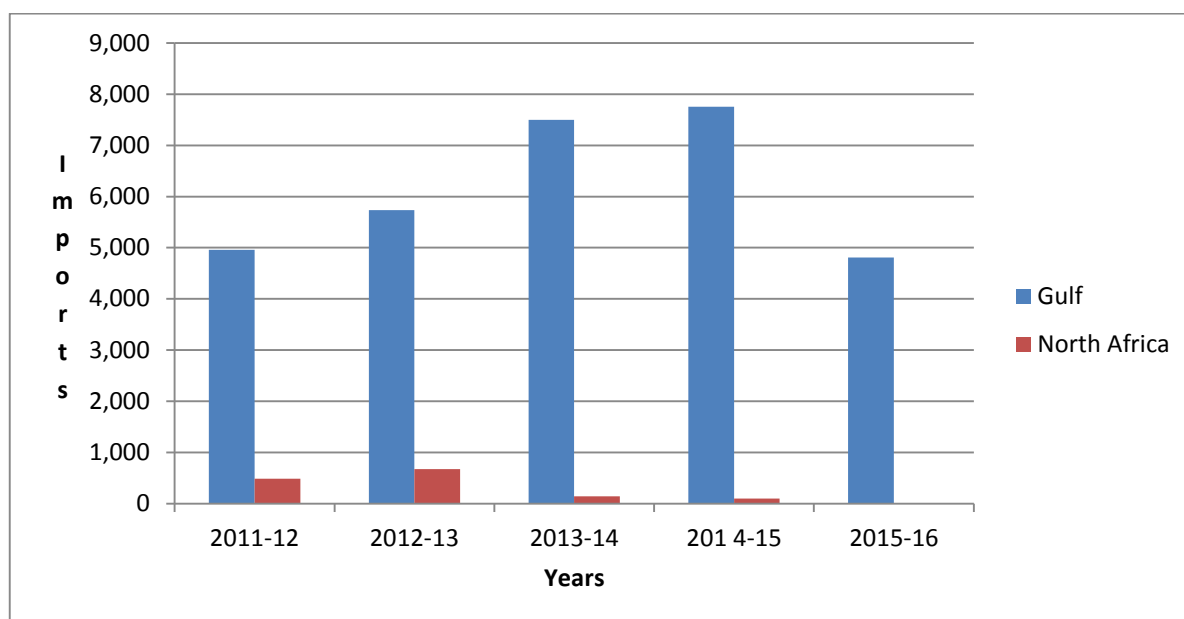
crude oil imports of these two regions is very high

**Table-6: Imports of Natural Gas from Gulf and North Africa (US\$Million)**

| Years   | Gulf  | North Africa |
|---------|-------|--------------|
| 2011-12 | 4,961 | 483          |
| 2012-13 | 5,734 | 673          |
| 2013-14 | 7,500 | 139          |
| 2014-15 | 7,759 | 100          |
| 2015-16 | 4,809 | -            |

Source: Export Import Data Bank, Government of India, Ministry of Commerce  
<http://www.commerce.nic.in/eidb/>

Figure-2



The scenario of imports of natural gas is also same as of crude oil where the imports of natural gas from Gulf region are much large as compared to the imports North Africa region. There are no imports from North African countries in 2015-16 but from Gulf countries they were US\$ 4,809 in the same year. In 2013-14 and 2014-15 from North Africa natural gas imports were only US\$139 and US\$100 respectively but from Gulf region they were US\$7,500 and US\$7,759 respectively.

### India in Gulf

The increasing dependency on the imports of crude oil and gas from Gulf nations and other oil producing nations is of course not a favourable situation for any nation. The economic reforms have been a source of reducing dependency for imports as now the country could go for the investment projects across the borders. This gave the Indian oil industry a sigh of relief and there started the revolution the industry.

Now in this revolutionised era Indian oil companies started exploring overseas oil fields and started doing joint ventures, investments with foreign companies. They started undertaking

these activities in MENA region also. 'There are many strategies which are made by India to increase its reserves and for the energy security of India. Policies are formulated to meet the shortage of energy due to supply disruptions. The policies are made with the aim meeting the shortage of supplies and maintaining the reserves. A high powered committee that was appointed to look into the matter, recommended in its report, Hydrocarbon prospective 2010, that the reserves should be managed by a common agency in view of economics of scale and operational flexibility'.<sup>4</sup> 'Many long term policies were made to manage the demand side and supply side for the energy conservation and explorations. Many oil wells were drilled, private and foreign participation was encouraged, number of refineries were established, market determined pricing mechanism was established. Also, Research and development and exploration activities were started, revolutions were also done import and export scenario. The policies so formed were basically in the context of Indo-West Asia relations. The ninth plan recommendations the acquire acreage in other countries like Iran, Iraq and Libya; the search for investments could fruitfully be directed at Saudi Arabia, Kuwait and Qatar'.<sup>5</sup> In 2010, India established multi-

<sup>4</sup>Audinet Pierre, P.R.Shukla and Frederic Grare, ed. India's Energy: Energy On Sustainable Development (New Delhi, Manohar Publishers & Distributors, 2000), P. 218.

<sup>5</sup> Ibid.

billion dollar sovereignty wealth fund to invest in energy assets abroad.<sup>6</sup> India's first step in the involvement of explorations of hydrocarbons in Iran was on 26th December 2002 when consortium of Indian companies signed an exploration contract for the Farsi block in West Asia. The consortium consists of OVL 40 percent equity, IOC 40 percent equity and OIL 20 percent equity. In consortium with Kuwait Energy and Medco Energi of Indonesia, Indian oil and Oil India has also acquired a participating interest in two exploration blocks in Yemen in 2014.<sup>7</sup>

'OVL has full exploration rights to Block 8 in Iraq, Reliance (RIL) has rights to a deep water block, block 18 off the Batinah coast in Gulf of Oman. A consortium led by Videocon have rights to Block 56 in Oman. A consortium comprises of Oiltex (25 percent), GAIL (25 percent), HPCL's subsidiary Prize Petroleum (12.5 percent) and BPCL (12.5 percent). The OVL. Reliance has a 5 percent stake in the Calvalley Petroleum-operated block in 9 in Yemen'<sup>8</sup>.

Saudi Arabia, the largest energy owner has shown interest in inviting the international companies for downstream activities also for upstream activities. According to Petroleum and Mineral Resources Minister Ali Naimi, 'those who help Saudi Arabia to expand its industrial base today will probably be the ones that will be involved when, and if, the upstream is available for investment. With the kingdom sitting on estimated reserves of 260 billion barrels of oil, it is a prize most will consider worth waiting for.'<sup>9</sup>

OVL has signed the Exploration & Development contract in November 2000 for the Block-8 in Western Desert of Iraq, which is

spread over 10,500 sq km.<sup>10</sup> On January 2004, OVL also entered into venture with IPR Mediterranean Explorations Ltd. in which OVL acquired 60 percent stake and invested around USD 29 million till 2010.<sup>11</sup> Reliance Industries is also acquiring stakes in the field of Oman, Qatar and Yemen. 'We look for the opportunities. There is a huge opportunity for India in emerging oil and gas fields in the Middle East and West Africa', statement given by Chairman Ambani'.<sup>12</sup> Bharat Petroleum Corporation Limited (BPCL) has also made many overseas acquisitions. Its first investment was in Oman when it acquired an onshore block in Oman in 2006.<sup>13</sup> In 2008, GAIL the lead agency for negotiating LNG imports, had already held three rounds of talks with the National Iranian Gas Exporting Company (NIGEC) on the term sheet for LNG SPA. Both the Companies planned that 20 percent GAIL will have 20 percent equity in the project.<sup>14</sup> Essar has been given maximum projects of oil and gas companies only. It has number of projects in Oman, Qatar, UAE, Bahrain etc. But the maximum projects in UAE. In the list of its project one was in Abu Dhabi when on June, 2013 Abu Dhabi Gas Industries Limited ordered the construction of 24 inches\*110 km condensate pipeline from Habshan in Abu Dhabi.<sup>15</sup> RIL's presence in Iraq is very crucial as it is acquiring many equity stakes in Iraq's oil field. In 2013, Iraq shortlisted RIL along with four other companies for developing the Nasiriya oil field and for the construction of the associated refinery having the capacity of refining 3,00,000 bpd. The selection was soon after its with drawl from Rovi and Srta blocks in Kurdistan.<sup>16</sup> RIL's Dubai based Subsidiary Reliance Exploration and Production DMCC

<sup>6</sup> Zao Hong, China and India: The Quest for energy sources in the Twenty first Century (Abington: 2012, Routledge), P.134.

<sup>7</sup> Pathak, Kalapana, "State Owned Oil Firms to Jointly Source LNG from Abroad", Business Standard October 3, 2014.

[http://www.business-standard.com/article/companies/state-owned-oil-firms-to-bid-together-for-lng-blocks-abroad-114100200957\\_1.html](http://www.business-standard.com/article/companies/state-owned-oil-firms-to-bid-together-for-lng-blocks-abroad-114100200957_1.html)

<sup>8</sup> Bhupendra Kumar Singh, India Energy Security: The changing dynamics (New Delhi: Pentagon Energy Press: 2010), P.93.

<sup>9</sup> Girijesh Pant, India: The Emerging Energy Player (New Delhi: Dorling Kindersley Pvt. Ltd, 2008), P.61.

<sup>10</sup> Maharjan Arvin, "Overseas Acquisition of Energy Assets by India," December 14, 2010.

<sup>11</sup> Ibid.

<sup>12</sup> Government of India, Press Trust of India, RIL Plans to acquire Oil, gas Fields in the Middle East, November 6, 2004.

<sup>13</sup> Maharjan Arvin, "Overseas Acquisition of Energy Assets by India," December 14, 2010

<sup>14</sup> Girijesh Pant, India: The Emerging energy Player (New Delhi: Dorling Kindersley Pvt, Ltd., 2008), P.72.

<sup>15</sup> Available at, [http://www.essar.com/article.aspx?cont\\_id=pr4n5uhHfyo](http://www.essar.com/article.aspx?cont_id=pr4n5uhHfyo)

<sup>16</sup> "Reliance shortlisted for Iraq Oil Project," The Hindu, March 12, 2013, <http://www.thehindu.com/business/Industry/reliance-shortlisted-for-iraq-oil-project/article4500977.ece>

held 100 percent stake in Rovi and Sarta blocks in Kurdistan which was acquired in 2007 but due to political instability it sold its stake to Chevron Corp without disclosing the amount of deal.<sup>17</sup>

### India in North Africa

The Indian Oil Companies along with making footsteps in Gulf countries and other countries have made entry in the African region also. The imports from the African region particularly from North Africa is very low is compared to the Gulf region but the Indian oil companies are getting involved in making investments in oil equities and undertaking upstream activities. Indian Oil Corporation (IOCL) has leveraged its downstream capabilities to form joint venture partnership with reputed overseas enterprises with a focus on oil equity and sourcing of natural gas from African and CIS countries.<sup>18</sup>

ONGC Videsh which is a subsidiary of ONGC has also acquired equity assets in Tunisia, Sudan, Algeria, Libya and Egypt. Along with ONGC Videsh and IOCL, GAIL also entered in overseas business in 2004-05 when it took 15 percent equity stake in the Egypt gas company named NAT Gas. In private sector also Essar and RIL are also involved in doing investments in oil equities in these regions.

In Sudan alone OVL made an investment of US\$250 billion in oil sector, though production was shut owing to the conflict between Sudan and South Sudan.<sup>19</sup> One of the noticeable investment of India is in Greater Nile Project in Sudan. OVL has three major stakes in Sudan including in the GNOP project in partnership with CNPC and Malaysia's Petronas.<sup>20</sup> In Libya, OVL signed an agreement in August 22, 2002 with Turkish Petroleum Overseas Company to acquire 49 percent stake in two onland oil and gas exploration blocks.<sup>21</sup> Several Indian firms are pooling their assets to increase kitty in the bidding game, with some success. IOCL and

OIL joined forces without ONGC to win an exploration block in Libya.<sup>22</sup>

### Conclusion

Energy has always been the important factor since ages. It is not a new phenomenon that the development of an economy is dependent on energy. Since forever energy is the important factor for the growth of the nation. Among the energy resources crude oil is one of the important resources of energy.

India is one of the leading consumers of oil and in spite of producing tonnes of oil from inside its geographical boundaries it has failed to full fill its demand. To meet the deficit in the increasing demands it is looking towards the nations which have abundant of oil resources. The region which is dominating in providing oil resources to India is Gulf region. As this has been discussed in the study, India's search for energy is mainly concentrated on the volatile Islamic block dominated by Sunni Muslim regime which is estimated to be 60 percent of its total oil business from outside while North Africa is limited only to 10 percent. This also poses a question mark on the failure of getting energy supply other than these Gulf States. How far India is successful in reducing its energy dependency from this region and what can be the implication of this whole dependency is an issue of debate both among the policy makers and researchers in India.

India is dependent on Gulf region to get the crude oil imports. India's largest exporter of crude oil is Saudi Arabia. Though India is importing from North African Countries also but this region is far behind Gulf region in terms of exports of oil and gas. Apart from the imports of crude oil from Gulf nation India and Gulf have shaken hands for making investments and joint ventures also in each other economies with the emergence of economic reforms of 1990's. The companies are now enjoying to invest beyond their geographical boundaries. But one of the important finding of the study is that apart from moving into African and Gulf

<sup>17</sup> Ibid.

<sup>18</sup> Gareth R. Jones and Mary Mathew, *Organisational Theory, Design and Change* 5th ed. (Delhi: Dorley Kindersely, 2009), P.539.

<sup>19</sup> Ajay Kumar Dubey, and Aparajita Biswas, eds. *India and Africa's Partnership: A Vision for a New Future* (Delhi: Springer, 2016). P.86.

<sup>20</sup> Sinha Kumar Uttam, Shebonti Ray Dadwal, "Equity Oil and India's Energy Security," *Strategic Analysis*, 29, no.3 [http://www.idsa.in/strategicanalysis/EquityOilandIndiasEnergySecurity\\_srdadwal,%20uksinha\\_0705](http://www.idsa.in/strategicanalysis/EquityOilandIndiasEnergySecurity_srdadwal,%20uksinha_0705)

<sup>21</sup> Ibid.

<sup>22</sup> Ibid.

territories India is not performing that well in investment sector yet. Also the investment in North African region is low as compared to the investment and production activities of Indian Oil Companies in Gulf countries. Though India shares very friendly and healthy relations with both the regions but in the imports North Africa is very far behind Gulf region and in the investment and production of oil and gas India needs to reform its policies and perform more well because there are many competitors economies which are leading in terms of making investments and undertaking upstream activities. One of the biggest rivals of India is China who is grabbing all the biddings of oil blocks in these regions.

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## THE LORD BUDDHA: ETHICS AND MORALITY

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**“Buddhism is religion, philosophy, psychology, science and way of life. It is not concerned with god, soul, and sin theories but with morality and nature. It preaches that the world is not created by supernatural being but evolving continuously as per the law of cause and effect. However, it tells us that there are divine beings in the Universe.” P N Chopra**

Philosophy in India was aimed mainly at spiritual liberation and had soteriological goals. In his study of Madhyamaka Buddhist philosophy in India, Peter Deller Santina said that first of all be drawn to the fact that philosophical systems in India were seldom, if ever, purely speculative or descriptive. Virtually all the great philosophical systems of India: Sankhya, Advaitavedanta, Madhyamaka and so forth, were preeminently concerned with providing a means to liberation or salvation. It was a tacit assumption with these systems that if their philosophy were correctly understood and assimilated, an unconditioned state free of suffering and limitation could be achieved. If this fact is overlooked, as often happens as a result of the propensity engendered by formal Occidental philosophy to consider the philosophical enterprise as a purely descriptive one, the real significance of Indian and Buddhist philosophy will be missed.

The goal of Buddhist philosophy is nirvana and to achieve this it needs to investigate the nature of the world. For the Indian Buddhist philosophers, the teachings of the Buddha were not meant to be taken on faith alone, but to be confirmed by logical analysis (*pramana*) of the world. He cultivated various yogic techniques and ascetic practices and taught throughout north India, where his teachings took hold. These teachings are preserved in the Pali Nikayas and in the Agamas as well as in other surviving fragmentary textual collections. Dating these texts is difficult and there is disagreement on how much of this material goes back to a single religious founder. While the focus of the Buddha's teachings are about attaining the highest good of nirvana, they also contain an analysis of the source of human suffering, the nature of personal identity, and the process of acquiring knowledge about the world.

The Buddha defined his teaching as "the middle way".

In the Dhammacakkappavattana Sutta, this is used to refer to the fact that his teachings steer a middle course between the extremes of asceticism and bodily denial (as practiced by the Jains and other sramanas) and sensual hedonism or indulgence. Many sramanas of the Buddha's time placed much emphasis on a denial of the body, using practices such as fasting, to liberate the mind from the body. The Buddha however, realized that the mind was embodied and causally dependent on the body, and therefore that a malnourished body did not allow the mind to be trained and developed.

The Lord Buddha himself was an eminent philosopher. He invoked the feeling of happiness through the Aṣṭaṅga Marga and through four Noble truths called Arya Satyas. The Buddhist philosophy has clearly envisages that man can overcome from his problems by leaving behind the desires in hidden. Buddha raised his voice in protest against superstition and unreason. He laid stress on the values of truth, goodness, and beauty. When the creeds and systems were in a state of disintegration, it was the task of Buddha to provide a firm foundation for morality. Ancient Buddhism resembles positively in its attempt to shift the centre from the worship of God to the service of man. It was the privilege of Buddha to start a religion independent of dogma and priest hood, sacrifice and sacrament which would insist on an inward change of heart and system of self culture. He made it clear that the attainment of salvation depends upon the perfection of character and devotion to the good but not on the acceptance of doubtful dogmas or indulging in the deeds of darkness. Radhakrishnan says: “Buddha does not liberate men, but he teaches them how to liberate themselves as he was

liberated himself. He endeavored to rid himself of all legitimate of speculation build from the raw material of experience and assist the spiritual growth of suffering humanity by an honest and unbiased expression of the results of his thought and experience.”

Indian Philosophy Buddha is humanistic in a sense that it is a religion of love and values. It gave voice to all the inarticulate forces that were working against the established order and the ceremonial religion. It stood for the uplift of poor, the lowly and disinherited. Radhakamal Mukherjee says that: “Buddhism has shown not only a marked spirit of socialism and humanitarian service for the have-nots but also forbearance, mutual accommodation and co-existence in several regimes and cultures in Asia without reference to its remarkable organizational power.” Buddhism represented a progressive world outlook and expressed in its won distorted manner the discontent of the oppressed people and their aspirations for social equality and a better life Dale Riepe says that Buddhism is humanistic since it believes in the ability of the individual to achieve ethical goals in this world without non human aid. The gospel of the Buddha is sometimes said to be summarized in the following verse of the Dhammapada: “Not to do any evil (papa), to cultivate the good (kusala), to purify one’s mind ; is the teaching of the Buddhas.” It is the fact that for every negative virtue there is corresponding positive one. The terms can be arranged in negative or positive form, Radhakamal Mukherjee., “An act which is to be opposite to the evil of himsa has to be, in part at least, positive by nature. The cultivation of each of the four brahma-viharas serves as an antidote to corresponding evil. By friendliness (metta) malevolence (byapada) will be prevented. By sympathetic joy (mudita) aversion (arati) will be overcome. By equanimity (upekha) sensory reaction (patigha) will be prevented.” Ethics is the philosophical study of morality. Ethics can be viewed as understanding the foundation and structure of morality regarding how we ought to live. The terms “moral” and “ethics” denote the idea of custom. Although these terms have different origins, philosophers use these terms interchangeably. Ethics is defined as systematic understanding of moral concepts and justifies the theories and principles of right behaviour that guides individuals and groups on how to behave in the society. An ethical issue is “relevant if it is one that any thinking person

must face.” Ethics is not a bunch of principles that everyone should follow in society, rather, ethics guides and allows as a rational agent in society.

In the pre-modern period ethics was in the hands of theologians and they used it as hegemonic tool. It has been rapidly changing in modern times. The scope and definition is being broadened along with modern society. Prominence and importance of ethics is increasing day by day. As no society is static and problems related with it are also not static, ethics is not static and has been addressing ethical issues with different perspectives. Moral philosophers were traditionally engaged in analysing moral semantics and other issues in meta-ethics. Buddhist Ethics: In the philosophy of the Buddha, we have an analytical study of ethical concepts and theories as well as positive recommendations to lead a way of life. This way of life is considered both possible and desirable because man and the universe are just what they are. It is, therefore, justified in the light of a realistic account of the nature of the universe and of man’s place in it. While this way of life in its personal or cosmic dimension, as it were, helps us to attain the highest Good, if not in this very life, at least, in some subsequent life, it also has a social dimension insofar as it helps the achievement of “the well-being and happiness of the multitude or of mankind as a whole”. The wellbeing mankind is another end considered to be of supreme, though relative, value in the Buddhist texts and this well-being and happiness is conceived of as both material and spiritual welfare. Buddhist ethics, therefore, has a close connection with a social philosophy as well. This social philosophy is also fully developed. We have in the Buddhist texts an account of the nature and origin of society and the causes of social change. There is also an account of the nature and functions of government, the form of the ideal social order and how it is likely to be brought about.

Buddhist ethics are not arbitrary standards invented by man for his own utilitarian purpose. Nor are they arbitrarily imposed from without. Man-made laws and social customs do not form the basis of Buddhist ethics. For example, the styles of dress that are suitable for one climate, period or civilization may be considered indecent in another; but this is entirely a matter of social custom and does not in any way involve ethical

considerations. Yet the artificialities of social conventions are continually confused with ethical principles that are valid and unchanging. Buddhist ethics finds its foundation not on the changing social customs but rather on the unchanging laws of nature. Buddhist ethical values are intrinsically a part of nature, and the unchanging law of cause and effect (karmma). The simple fact that Buddhist ethics are rooted in natural law makes its principles both useful and acceptable to the modern world.

Morality in Buddhism is essentially practical in that it is only a means leading to the final goal of ultimate happiness. On the Buddhist path to emancipation, each individual is considered responsible for his own fortunes and misfortunes. Each individual is expected to work his own deliverance by his understanding and effort. Buddhist salvation is the result of one's own moral development and can neither be imposed nor granted to one by some external agent. The Buddha's mission was to enlighten men as to the nature of existence and to advise them how best to act for their own happiness.

### Conclusion

“The Buddha advised men on the conditions which were most wholesome and conducive to long term benefit for self and others. Rather than addressing sinners with such words as 'shameful', 'wicked', 'wretched', 'unworthy', and 'blasphemous' He would merely say, 'You are unwise in acting in such a way since this will bring sorrow upon yourselves and others.’ The theory of Buddhist ethics finds its practical expression in the various precepts. These precepts or disciplines are nothing but

general guides to show the direction in which the Buddhist ought to turn to on his way to final salvation. Although many of these precepts are expressed in a negative form, we must not think that Buddhist morality consists of abstaining from evil without the complement of doing good. Sila (Sanskrit) is usually translated into English as "virtuous behavior", "morality", "ethics" or "precept". It is an action committed through the body, speech, or mind, and involves an intentional effort. It is one of the three practices (Sila, samadhi, and panya) and the second paramita. It refers to moral purity of thought, word, and deed. The four conditions of sila are chastity, calmness, quiet, and extinguishment. Sila is the foundation of Samadhi or Bhavana or mind cultivation. Keeping the precepts promotes not only the peace of mind of the cultivator, which is internal, but also peace in the community, which is external.

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# PERFORMANCE APPRAISAL SYSTEM AND ITS GLOBAL TRENDS

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A performance appraisal (PA), also referred to as a performance review, performance evaluation,<sup>1</sup> development discussion,<sup>2</sup> or employee appraisal is a method by which the job performance of an employee is documented and evaluated. Performance appraisals are a part of career development and consist of regular reviews of employee performance within organizations. A performance appraisal is a systematic general and periodic process that assesses an individual employee's job performance and productivity.

Applications of result re-established criteria and organizational objectives.<sup>3,4</sup> Performance management systems are employed "to manage and align" all of an organization's resources in order to achieve highest possible performance.<sup>1</sup>

"How performance is managed in an organization determines to a large extent the success or failure of the organization. Therefore, improving PA for everyone should be among the highest priorities of contemporary organizations".<sup>5</sup>

Some applications of PA are compensation, performance improvement, promotions, termination, test validation, and more.<sup>6</sup> While there are many potential benefits of PA, there are also some potential drawbacks. For example, PA can help facilitate management-employee communication; however, PA may result in legal issues if not executed appropriately, as many employees tend to be unsatisfied with the PA process.<sup>1, 7, 8</sup> PAs created in and determined as useful in the United States are not necessarily able to be transferable cross-culturally specially in Indian conditions.<sup>9</sup>

## Limitations of traditional performance appraisal system:

Performance appraisal system is quite important for organizational effectiveness and career planning, but, questions are raised over

its methods and practices. Following is the list of some of the limitations of PA

## Limitations of traditional performance appraisal system

- a) **Halo effect:** - In this case the superior appraises the person on certain positive qualities only. The negative traits are not considered. .
- b) **Horn effect:** - In this case only the negative qualities of the employee are considered and based on this appraisal is done..
- c) **Central tendency:** - In this case the superior gives an appraisal by giving central values. This prevents a really talented employee from getting promotions he deserves and some employees who do not deserve anything may get promotion.
- d) **Leniency and strictness:** - Some bosses are lenient in grading their employees while some are very strict. Employee who really deserves promotions may lose the opportunity due to strict bosses while those who may not deserve may get benefits due to lenient boss.
- e) **Spillover effect:** - In this case the employee is judged +vely or -vely by the boss depending upon the past performance. Therefore although the employee may have improved performance, he may still not get the benefit.
- f) **Fear of losing subordinates and spoiling relations:**-Many bosses do not wish to spoil their relations with their subordinates. Therefore when they appraise the employee they may end up giving higher grades which are not required. This is an injustice to really deserving employees.

g) **Goodwill and techniques to be used:**

- Sometimes a very strict appraisal may affect the goodwill between senior and junior. Similarly when different departments in the same company use different methods of appraisal it becomes very difficult to compare employees.

h) **Lack of Clarity:** - The objective of performance appraisal is to evaluate and develop employees. An organization should avoid using one appraisal system to achieve both objectives. The particular system of the appraisal system should clarify before it is designed and should be discussed with all managers and employees to gain their commitment.

Any performance appraisal system, however good the design, is unlikely to succeed if the managers and employees are suspicious of its objectives.

i) It is extremely difficult if not impossible to devise a system that will be able to satisfy both performance and reward. It happens because employees are likely to resist negative feedback and tend to be defensive when weakness in current performance is identified. It is because of this type of overlap in purposes that the appraisal loses its practicality and increases the conflict between the manager and the employees.

j) **Appraisal Errors:-** These are as follows; Halo, Recency, Contrast effects: the Halo effect occurs when a manager rates an employee high or low on all teams, because of one characteristic. For instance; if an employee has few absences, his manager might give him high rates in all other area of work.

k) **The recency effect-** It happens when a rater gives greater weight to recent occurrence when appraising an employee's performance. This sort of effect is an understandable rater's error. It may not be easy for the manager to remember all events that happened like for instance; six months ago. Contrast error occurs when employees are rated relatively to other employees rather than to performance standards. For

example; if everyone else in a group is doing mediocre job, an employee performing somewhat better may be rated as excellent because of the contrast effect.

l) **Unequal-Performance:-** Unequal Performance Standards People differ from each other in the way they perceive things. What is good for some may be bad for others. Therefore managers have different judgments in appraising their employees. Managers' attitudes to their employees differ, so different managers will appraise the same people quite differently which could make appraisal system subjective and manipulative.

m) **Cultural Factors:-** Culture has profound impact on the appraisal system as it should be in consonance with the organizational culture. A system based on the employee participation and openness would be non-starter if the organizational culture is authoritarian and non-participative in its approach to other employee related policies. 'Readymade' performance review system imported from other organization rarely function satisfactorily. Their failure is partly due to culture differences. Thus culture is a vital factor to look after.

n) **Time Consuming-** It is recommended that a manager spend about an hour per employee writing performance appraisals and depending on the number of people being evaluated, it can take hours to write the department's PA but also hours meeting with staff to review the PA.

o) **Discouragement-** If the process is not a pleasant experience, it has the potential to discourage staff. The process needs to be one of encouragement, positive reinforcement and a celebration of a year's worth of accomplishments. It is critical that managers document not only issues that need to be corrected, but also the positive things an employee does throughout the course of a year, and both should be discussed during a PA.

p) **Inconsistent Message-** If a manager does not keep notes and accurate records of employee behavior, they

may not be successful in sending a consistent message to the employee. We all struggle with memory with as busy as we all are so it is critical to document issues (both positive and negative) when it is fresh in our minds.

- q) **Rater Biases**-It is difficult to keep biases out of the PA process and it takes a very structured, objective process and a mature manager to remain unbiased through the process. this occurs when manager values distort the rating. Reasons for bias differ, for instance, religion, age, Gender, appearance or other arbitrary classifications. If a manager strongly dislikes a certain ethnic group, this will be negatively

reflected in appraisal if the appraisal scheme is not properly designed.

It is almost impossible to get rid of all the above mentioned limitations, however, at global level many companies are continuously evolving their PA process to make them more effective. The shift in the performance management paradigm has just begun as global giants including Adobe, Accenture, General Electric and the like eliminated their conventional performance ranking methods and annual employee review programs. Following table is a compiled summary of the altered performance management process of five industry leaders of the world in 2016

**Table 1: Compiled summary of the altered performance management process of five industry leaders of the world in 2016**

| Global Giants | New Initiative  | Result   |
|---------------|---|--|
| ADOBE         | <ul style="list-style-type: none"> <li>By ending their 'Annual Performance Appraisals' in 2012, Adobe initiated the tectonic shift in the performance management process and became harbingers of the change.</li> </ul> <p><b>What is new?</b></p> <ul style="list-style-type: none"> <li>Adobe replaced its 'Annual Performance Appraisals' with 'Regular Check-ins' followed by 'Frequent Feedback' program. Today, Adobe follows NO RANKING/RATING policy and allows different organizational wings to determine the frequency of 'Check-In' conversations as per the work cycles.</li> </ul> | <ul style="list-style-type: none"> <li>The result is increased employee engagement with voluntary turnover reducing by 30% since the introduction of 'Check-in' methods. Check-in and regular Feedback methods have helped Adobe connect with their employees and make them feel valued, which, on the other hand, has resulted in an engaged, goal-oriented, performance-driven workforce.</li> </ul> |
| DELOITTE      | <ul style="list-style-type: none"> <li>Deloitte in 2015 announced the abolishment of 'Once-a-Year' Performance Review, 360 Degree Feedback and Objective Cascading methods from their HR policies.</li> </ul> <p><b>WHAT is new?</b></p> <ul style="list-style-type: none"> <li>These abolishments were ordered when company analyzed its</li> </ul>  | <ul style="list-style-type: none"> <li>These weekly Check-ins are followed by Quarterly Team Review where team leaders have to respond to four future-focused question about their team member. This process has replaced the traditional team review the terms of 'what you think of the team member' with 'what would you like to do with</li> </ul>   |

|                       |  |  |
|-----------------------|--|--|
|                       | <p>performance review process and total time consumed in the same. As per their calculation, time consumed in these processes was 2 million hours per year across their organization.</p> <ul style="list-style-type: none"> <li>Deloitte's new process allows every team leader to perform 'Check-In' with each team member per week and discuss ongoing tasks/priorities, comment on their recent work and provide training for skill enhancement. In order to perform 'Check-Ins' frequently, Deloitte allows team members to initiate the process rather than the team leaders</li> </ul>  | <p>the team member'. Regular check-ins initiate communication and feedback allow managers to connect with their employee consistently. The result is engaging team members, focused workforce and valued employees.</p>  |
| GENERAL ELECTRIC (GE) | <ul style="list-style-type: none"> <li>General Electric abolished their decade old 'Rank and Yank' system for employee appraisal and yearly rating. As per their 'Rank and Yank' model, GE appraised and rated their employees once a year, out of which bottom 10% were fired – not exactly a recipe for Employee Engagement.</li> <li>In the year 2015, GE replaced their 'Rank and Yank' policy with Frequent Feedback and Regular Conversation, named 'Touchpoint' for employee progress review, supported by an Online Mobile App. The performance review app of GE enables employees to capture progress against their goals and also enables them to provide and request for a peer-to-peer feedback. Managers still perform an annual work review based on the regular feedback and 'Touchpoint' data, rather than the former annual performance review</li> </ul> | <ul style="list-style-type: none"> <li>With the revamped performance management and employee review policy, GE has now enabled their employee with transparency, regular feedback, realistic goals and more value. With their mobile app, GE allows each and every employee to shape up their performance and engage with the peers. It also enables managers to perform a data-driven, real-time performance review of their team members.</li> </ul> |
| CARGILL               | <ul style="list-style-type: none"> <li>Like Adobe, Cargill – leading food producer and distributor in the US, began transforming its conventional performance management process in 2012 by introducing 'Everyday Performance Management' technique. This new technique removed annual performance reviews with more frequent on-job conversations and resulted in a regular, constructive feedback.</li> </ul>  | <ul style="list-style-type: none"> <li>The outcome of the 'Everyday Performance Management' has been impressive for Cargill. Around 70% of the employees now feel more valued and engaged with their managers with ongoing performance discussions.</li> </ul>   |

|  |  |  |
|--|--|--|
|  | <ul style="list-style-type: none"> <li>• The new 'Everyday Performance Management' followed following touch-points:</li> <li>• Regular reward and recognition for managers who established a good day-to-day performance management practices within the system.</li> <li>• Learning and sharing the tips/experiences of the successful managers. Teams were held responsible for the regular practice of day-to-day performance management.</li> <li>• Skill training were provided for the success of Everyday Performance Management program which also included regular feedback and work analysis.</li> </ul> |  |
|--|--|--|

Source: <http://www.thecareermuse.co.in/performance-management-trends-2016/>

### Conclusion:

If we look at the ongoing shift in performance management process and compare it with what these 4 organizations are implementing, we can have a clear picture of the emerging trends that are going to shape the future of employee review and performance management in 2017 onwards. And, it is gradually towards more realistic and performance based appraisal system where employees are considered as human being and their performance is measured without any bias, error and evil means like termination or rejection.

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# PROBLEMS AND PROSPECTS OF MICA AND MICA BASED INDUSTRIES – A CASE STUDY OF JHARKHAND

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## Abstract

Jharkhand ranks 1<sup>st</sup> in the production of Mica<sup>7,5</sup>. Of late, Mica industry in Jharkhand was a provider of large scale employment opportunities (direct as well as indirect, full time as well as part time). India ranks first in exporting the best type of Mica (Muscovite). The paper presented here provides a comprehensive and up-to-date picture of Mica industry in Jharkhand in particular and India in general. The paper covers current trends & constraints, export potentials, important aspects and future prospects of Mica Industry in Jharkhand. Data required for the study was collected through different sources like Indian Bureau of Mines, Jharkhand State Mineral Development Corporation, (A Government of Jharkhand Undertaking), Khanij Nigam Bhawan, Doranda, Ranchi, Mines and Geology Department, Government of Jharkhand, etc to name a few. Along with that, journals, magazines, website and expert discussion had also been used by the author for the study. The underlying hypothesis of the study was that Mica Industry is not progressing as expected in Jharkhand.

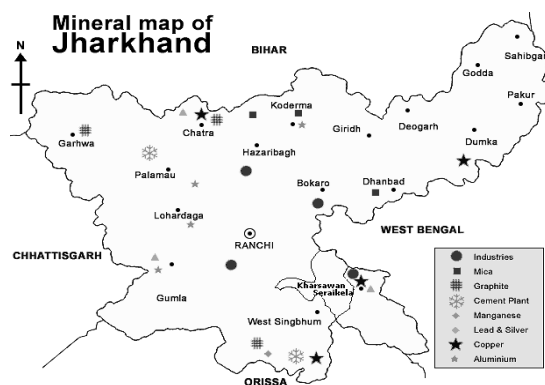
**Key Words:** Mica, Jharkhand

## Introduction

Mica Industry in Jharkhand took shape in the early twentieth century. The business house that controlled the largest share of Mica mining and export activity in the world was named as Mica King, located at Koderma, Jharkhand, India. Koderma is a small place in Chotanagpur. 'The Damodar river rises from Chotanagpur Plateau and flows eastward 592 kilometers through the West Bengal to join Hoogly River, southward of

Kolkata. The Damodar Valley is a treasure of a variety of minerals, from vast deposits of coal and iron ore to several other minerals. Mica is one of the mineral found with a silvery shine in various colours. Mica slabs in Koderma plateau were found by British engineers in the later part of the nineteenth century, while laying the (Grand Chord section) of railway tracks, which link Howrah, (Calcutta, West Bengal) and Mughalsarai (near Varanasi, Uttar Pradesh).

**Figure 1: Mineral spots in Jharkhand**



(Source:- Adityapur Industrial Area Development Authority)

The word "Mica" is derived from the Latin word Mica, meaning "a crumb", and probably influenced by Micare, "to glitter". Mica has

been gifted with exceptional values. It possesses some of the most outstanding combination of chemical, physical, electrical,

thermal and mechanical properties which are not found in any other product. Mica is a main part of heating elements. Mica is the name given to group of related composition & similar physical properties, most notably perfect basal cleavage, which means they can be split readily in one plane into a number of thin and tough plastic laminate. It has electric & mechanical strength, heat and moisture resistance, elastically, chemically inertness and high temperature stability. After mining, the raw Mica is graded and cleared from large inclusions. It is then cleaved into thin sheets called Mica splitting. There are two types of Mica found i.e. Muscovite and Phlogopite. The electrical properties of Muscovite, which is one of the best insulating materials, are superior to those of phlogopite, and in addition it is somewhat stronger mechanically and is harder and more flexible. The Phlogopite is softer than Muscovite and has poor electrical properties and electrical resistance. The operating temperature of phlogopite is 800-900°C and Muscovite is 500-600°C. Muscovite (white) Mica is used in electronic insulators (mainly in vacuum tubes). Ground Mica is used in paint, as joint cement, as a dusting agent, in well-drilling mud, and in plastics, roofing, rubber, and welding rods. The platelet particle shape of Mica offers excellent flexural modulus properties, improved heat resistance, electrical properties and mechanical properties. General reinforcing property and dimensional stability also adds to Mica's advantage. Its major use are in Polyolefins. Mica is used in various forms such as: Mica Block, Mica washer, Mica scrap, Mica flake, Mica Powder, Condenser Mica, Mica disc, Built up Mica etc. High-grade Mica deposits exist in many parts of the world, particularly in India at Jharkhand state. Koderma Mica Belt is the biggest Mica track in the country and occupies about 145.74 Sq.Km

of area and lies nearly north of Koderma Railway Station. The major area of Mica deposits is in Koderma, Giridih and Hazaribagh districts. The production during the year 1999-2000 was 267 tonnes of Mica crude and 222 tonnes of Mica waste & scrape.<sup>2</sup>

### Jharkhand mineral reserves

Jharkhand is the 28th state of India. It came into existence by Bihar Reorganisation Act on the 15th of November, 2000 - the birth anniversary of the legendary Bhagwan Birsa Munda. Jharkhand is known for its rich store of minerals, therefore, mining in Jharkhand forms an integral part of the economy of Jharkhand. Following picture gives a comprehensive look of ore and mineral treasure of Jharkhand

### Production of Mica in India:

**Mica Crude :-** The production of Mica ( crude) at 1,242 tonnes in 2007 – 08 decreased by about 12% as compared to the preceding year due to narrow and non – productive pegmatites and closure of some mines due to forest law violation. There were 32 reporting mines during the year 2007 – 08 and 35 mines in the previous year. Five mines , each producing above 100 tonnes annually accounted for 66% of the total output and three mines each producing 40 tonnes annually contributed about 22%.The entire production was reportedly from private sector during the years 2007 – 08 .

**Mica (waste & scrap):-** The production of Mica (waste & scrap) was 3,341 tonnes in the year 2007 – 08, increase of 5% compared to previous year. The contribution of Andhra Pradesh was 80% of the total production of Mica (waste & scrap) followed by Rajasthan, which was 20%.<sup>2</sup>

**Table 1: Production Of Mica (Crude)  
1998 - 99 To 2007 – 08  
(In India)**

| YEAR     | PRODUCTION<br>(in Tonnes) |
|----------|---------------------------|
| 1998- 99 | 1500                      |
| 1999- 00 | 1800                      |
| 2000- 01 | 1200                      |

|          |      |
|----------|------|
| 2001- 02 | 2000 |
| 2002- 03 | 1300 |
| 2003- 04 | 1100 |
| 2004- 05 | 1400 |
| 2005- 06 | 2100 |
| 2006- 07 | 1350 |
| 2007- 08 | 1475 |

(Source :- [http://ibm.nic.in/imyb2010\\_Mica.pdf](http://ibm.nic.in/imyb2010_Mica.pdf))

**Table 2: Production of Mica (Crude) and Mica( Waste & Scrap) - Comparative Study**

(Value in : INR

| Mineral               | Unit | 2008 - 09 |       | 2007 - 08 |        | 2006 - 07 |       |
|-----------------------|------|-----------|-------|-----------|--------|-----------|-------|
|                       |      | Quantity  | Value | Quantity  | Value  | Quantity  | Value |
| Mica                  | Kg   | 1206412   | 33363 | 4577835   | 160645 | 1410576   | 37635 |
| Mica ( waste & scrap) | Kg   | 4792226   |       | 3504865   |        | 3169838   |       |

(Source: - [http://ibm.nic.in/imyb2010\\_production.pdf](http://ibm.nic.in/imyb2010_production.pdf))

### Production of Mica in Jharkhand

Jharkhand is endowed with vast natural resources specially the vast variety of minerals ranging from Iron ore, Coal, Copper ore, Mica,

Bauxite, Fire clay, Graphite, Kyanite, Sillimanite, Lime stone, Uranium & other minerals. Jharkhand is the leading producer of mineral wealth in the country. The total value of mineral production is amounted to over Rs. 3000crores.

**Table 3: Production of Mica and Other Minerals in Jharkhand**

| Sl. No.   | Mineral     | No. of Mines | Production  | Unit            | Rank in the Country |
|-----------|-------------|--------------|-------------|-----------------|---------------------|
| 1.        | Coal        | 183          | 59919       | Thousand Tonnes | <b>3</b>            |
| 2.        | Iron ore    | 28           | 8659        | Thousand Tonnes | <b>1</b>            |
| 3.        | Boxite      | 6            | 1029        | Thousand Tonnes | <b>3</b>            |
| 4.        | Lime Stone  | 33           | 1242        | Thousand Tonnes |                     |
| 5.        | Copper Ores | 5            | 1189        | Thousand Tonnes | <b>1</b>            |
| 6.        | Manganese   |              | 18718       | Tonnes          | -                   |
| <b>7.</b> | <b>Mica</b> | <b>84</b>    | <b>1082</b> | <b>Tonnes</b>   | <b>1</b>            |
| 8.        | Kainite     | 3            | 4922        | Tonnes          | <b>1</b>            |
| 9.        | China Clay  | 25           | 23256       | Tonnes          | -                   |
| 10.       | Fire Clay   | -            | 49970       | Tonnes          | -                   |



|     |          |   |       |        |   |
|-----|----------|---|-------|--------|---|
| 11. | Graphite | - | 7276  | Tonnes | 8 |
| 12. | Silver   | - | 13648 | K.G.   | - |
| 13. | Gold     | - | 254   | K.G.   | 6 |
| 14. | Uranium  | - | -     | -      | 1 |
| 15. | Cromite  | - | -     | -      | 2 |

(Source :- *Jharkhand: Governance.htm*)

### Structure of Mica Industry and Overview

**of Production Process:** There are ten different ways people are engaged in the Mica industry:

- 1) Miners who mine crude Mica and sell it to local buyers after semi processing;
- 2) Local buyers who sell to dealers after further processing;
- 3) Manufacturing exporters representing small-scale factories;
- 4) Manufacturing exporters representing large-scale factories;
- 5) Merchant exporters sub-contracted by unregistered workshops for processing and export of finished products;
- 6) Dealers and local suppliers who purchase illegal crude Mica and sell it in local markets after semi processing;
- 7) Unregistered workshops producing semi-processed and fully-processed Mica;
- 8) Home-based labourers contracted to split Mica;
- 9) Agents; and
- 10) Retailers.

These divisions, however, are not mutually exclusive. For example, a manufacturing exporter can be a dealer as well. Also, enterprises may have more than one production unit, for example, comprising of a large scale factory, small scale factory and unregistered workshops.

**Employment in Mica Industry:** ‘The average number of daily labourers employed in Mica mines during 2009 – 10 was 432 as against 425 in the previous year.’<sup>4</sup>

### Work Participation of Male and Female labourers

Most Mica processing is done by hand, and till date has denied any attempt at full mechanization. The production process is organized in the following way:

- a) Semi-processed Mica is first purchased from the Mica mines and the local market. Semi-processing means cutting or ‘splitting’ crude Mica into six-inch sized chunks, using hammers, knives, sickles, shears, and fingers, and separating the stained and unstained pieces. Before this the rough Mica crystals are ‘cobbed’ to remove adhering dirt, rock and defective Mica (McKetta, 1989). These jobs are done almost exclusively by women, and although poorly paid, they require considerable skill.
- b) After the Mica is semi-processed, women workers trim the Mica with a knife to a bevelled edge, removing broken and ragged edges, loose scales, and other major imperfections. Next, under the supervision of male foremen, women classify the trimmed Mica according to grade (size) and quality in a process called ‘picking’.
- c) With the exception of ‘cobbing’, ‘picking’ and ‘splitting’, men occupy all of the other higher skilled positions, like checking, passing, metering, binding, fabricating, and preparing the condenser. In Mica processing plants, where many operations are often mechanized, employees work on a contract basis, and are assigned specific roles. For instance, the owner gives one contracted worker the responsibility of preparing the Mica powder and Mica flakes. This worker is shown the technique of pouring Mica into the crushing machine to grind it into powder.
- d) Typically, the Mica manufacturer sub-contracts a contractor to round-up a group of male and female laborers. Women are contracted as day laborers to pick up unspotted Mica, and then both men and women workers are engaged in the screening process. After screening, male laborers place the Mica

into the grinder. Finally, male laborers pack the Mica powder and Mica flakes, although women workers are also engaged in packing.

In spite of the odd case where women are employed in areas other than 'cobbling', 'picking' and 'splitting', and less commonly in packing, traditionally the Mica industry, and indeed most mining-related industries in India,

is divided along gender lines. Women are assigned the less skilled jobs that offer the least prospects, where promotion, wage increases and up-skilling are simply not heard. Apart from these four jobs, all other positions in India's Mica manufacturing industry are almost exclusively the domain of men. Women make up between one to three percent of the 'skilled' labor force, while similarly, men occupy from one to three percent of the 'unskilled'.

**Table 4: Uses of Mica** (Source:- [www.pearlmica.com](http://www.pearlmica.com))

| The following are some of the uses of Mica:  |  |
|--|--|
| Cut Mica Plates for Mica Capacitors  | Radiation Insulation   |
| Transistor and Semi-Conductors   | Electrical Heating Appliances  |
| Silvered Mica Plates   | Radiation Pyrometers and Thermal Regulators  |
| Communication Devices  | Flat irons   |
| Mica Capacitors  | Resistance and Potentiometers Cards  |
| Kettle   | Toasters   |
| Acoustics Apparatus, Detonators, Radiophone, Gramophone, Sound Boxes, Head Phones, Loudspeakers                        | Missiles and High Speed Aircraft Random and Canopies   |
| Primary and Secondary Insulation   | Steam Boilers  |
| Guided Missiles  | Bushing and Tubes  |
| Quarter Wave Plates for Optical Instruments  | Band Heaters   |
| Microwave Tube Windows   | Marker Dials for Navigation compasses  |
| Televisions  | Strip and Finned Heaters   |
| Target and Mosaic Mica for Telecasting Industry  | Geiger Counter for Radio   |
| Goggles  | Soldering Irons  |
| Radio & Television Tubes   | High Tension Coil of Radars  |
| Diaphragms for Oxygen Breathing Equipment  | Jet Engines  |
| Incandescent Lamps, Fuse Plugs, Fuse Boxes, Electric Lamp Sockets, Lighting Apparatus, Induction Coils, Grid Rheostats | Windows for Anthracite Gas or Petromax Lamps and Kerosene Stoves, Isinglass, Furnace, Peepholes, Heat Screens, Metallurgical Furnaces and Kilns, Canopies, Shields, smoke Helmets, Diver Helmets, Gas Masks, etc |
| Telephone  | Neon-Lights  |
| Interlayer Insulation for Transformer Coils  | High Voltage Lamps   |

(Source:- [www.pearlmica.com](http://www.pearlmica.com))

**Table 5 :Export of Mica : Total ( By Countries)**

|                 |                     |         | (Value in : INR '000) |         |
|-----------------|---------------------|---------|-----------------------|---------|
| Country         | 2006 - 07           |         | 2007 - 08             |         |
|                 | Quantity(in tonnes) | Value   | Quantity(in tonnes)   | Value   |
| All Countries   | 80795               | 1089880 | 99888                 | 1253411 |
| China           | 26606               | 258075  | 41191                 | 373273  |
| Japan           | 5009                | 146114  | 5057                  | 163245  |
| USA             | 10654               | 173649  | 10368                 | 146188  |
| Netherlands     | 5701                | 63427   | 5599                  | 70259   |
| Korea, Rep. of  | 1290                | 24845   | 623                   | 62175   |
| Belgium         | 4202                | 50313   | 3422                  | 61511   |
| UK              | 792                 | 41136   | 488                   | 49344   |
| Finland         | 2980                | 33978   | 3660                  | 42463   |
| Germany         | 2997                | 35499   | 3748                  | 38845   |
| Saudi Arabia    | 7799                | 33586   | 9506                  | 37395   |
| Other Countries | 12765               | 229258  | 16226                 | 208713  |

( Source :- [http://ibm.nic.in/imy2010\\_Mica.pdf](http://ibm.nic.in/imy2010_Mica.pdf))

**Table 6: Export of Mica ( 2007 - 08 to 2009 – 10)**

(Value in : INR '000)

| z   |           |         |           |         |           |         |
|---|-----------|---------|-----------|---------|-----------|---------|
| Mica                                      | 2008 - 09 |         | 2007 – 08 |         | 2006 - 07 |         |
|   | Quantity  | Value   | Quantity  | Value   | Quantity  | Value   |
| Mica : Total                              | 99888     | 1253411 | 191037    | 1802852 | 94216     | 1620533 |
| Mica( unmanufactured): Total              | 99389     | 875533  | 190427    | 1361696 | 93341     | 1319956 |
| Mica ( Block)                             | 1374      | 58085   | 3311      | 94977   | 1400      | 71381   |
| Mica ( Splitting)                         | 1463      | 68396   | 2952      | 72596   | 2704      | 74207   |
| Mica ( Powder)                            | 73682     | 550783  | 72106     | 710212  | 62073     | 778727  |
| Mica ( Condenser films)                   | 230       | 4881    | 9         | 2280    |           |         |
| Mica ( Waste & scrap)                     | 22640     | 193388  | 112049    | 481631  | 27164     | 395641  |
| Mica ( Worked ): Total                    | 499       | 377878  | 610       | 441156  | 875       | 300577  |
| Mica ( Condenser films, plates cuts, NES) | 4         | 2028    | 1         | 1889    |           | 1307    |
| Mica ( Washers & discs)                   | 42        | 25879   | 29        | 20439   | 498       | 23229   |
| Mica ( Sheets & strips)                   | 25        | 17895   | 25        | 9263    | 8         | 4833    |
| Micanite & other built - up Mica          | 11        | 8208    | 12        | 7608    | 10        | 3894    |
| Mica (Bricks)                             |           | 366     |           | 265     | 1         | 1289    |
| Mica Worked ( others)                     | 417       | 323502  | 543       | 401692  | 358       | 266025  |

(Source: - [http://ibm.nic.in/imy2010\\_foreigntrade.pdf](http://ibm.nic.in/imy2010_foreigntrade.pdf))

## Foreign Trade

Export of Mica (total) increased to 99,888 tonnes in 2007 – 08 from 80,795 tonnes in the previous year. Almost all the exports were in the form of Mica (unmanufactured) at 99,389 tonnes, ( comprising blocks – 1,374 tonnes, splitting – 1,463 tonnes, powder – 73,682 tonnes, condenser films – 230 tonnes and waste & scrap – 22,640 tonnes.) The export of Mica (worked) were 499 tonnes ( comprising condenser films, plates, cuts, NES – 4 tonnes, washers & discs – 42 tonnes, sheets and strips – 25 tonnes, Micanite and other built up Mica – 11 tonnes and other worked Mica – 417 tonnes, besides nominal quantity of bricks). In 2007 – 08, exports were mainly to China(41%), USA and Saudi Arabia(10% each), Netherlands (6%), Japan (5%) and Finland and Germany ( 4% each).

## Conclusion & Future Outlook

Mica industry in Jharkhand is not in good shape now. Its current growth trend does not show any optimistic progression.

Employment opportunities in Mica industry also reflects downtrend. Decline in export and innovation of economical substitutes of Mica may be the one of the reasons for continuous decline of Mica in industrial sector. My study shows that Mica industry in Jharkhand has been continuously on decline path due to lack of R&D and inability to explore new business opportunities. Apart from electricity and beauty products there could be many other areas/applications of Mica. But, the industry failed to explore them. But the game is not over for Mica industry. Demand for sheet Mica is expected to decline. This is, however, compensated by the growing demand

for scrap Mica and value – added Mica – based products. Therefore, the world market conditions are expected to be favorable for Mica exports. However, to take full advantage of situation for boosting exports, it would be necessary for Indian Mica Industry to manufacture and export fabricated and value – added Mica – based products, such as Mica paper, Micanite sheets and Mica – based paper. Traditionally, Mica from India was exported to USA, Japan, and Europe in fairly large quantity. However, China has steadily risen to be the top consumer of Indian Mica. It is expected that China would emerge as main export related destination in near future. But, over dependence upon exports can be disastrous. India government and Jharkhand government should join hand with Mica industry to take appropriate measures to increase the domestic demand of Mica by supporting Mica based industries.

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## POLICY FRAMEWORK AND GOVERNANCE MECHANISM FOR IMPORT OF CAPITAL GOODS IN INDIA

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### Abstract

The Capital goods sector plays an important role in improving India's trade balance. India currently has an overall trade deficit of US\$ 138 Billion (2014-15) and has large negative trade balance with countries including China, Saudi Arabia, Switzerland, Iraq and Iran. The Capital Goods sector imports are substantial at ~US\$ 20 Billion. An increase in high value capital goods exports and reduction of imports can play a pivotal role in improving India's trade balance with such countries and reducing the country's current account deficit. Around ~Rs. 122,000 Crore worth of capital goods were imported in to India in 2014-15. Imports decreased at the rate of 5.2% per annum over the last 3 years but this was due to high base effect as imports had almost doubled between 2009-10 and 2011-12. Over the 5 years from 2009-10 to 2014-15, imports have grown at ~9.8% per annum, signifying consistent demand in the market but from sources outside India. More than anything else, if India develops its own capital goods industry, this will be possible only through concrete policy development and strong governance mechanism. Without this industrial sector and capital goods sector in India can never face overseas competition.

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### Introduction

Capital goods imports have been growing at a rate of 9.8% p.a. over the last 5 years. The share of imports in the Indian capital goods market has increased from 34% in 2009-10 to 40% in 2014-2015, indicating a looming threat to India's self-reliance and national security. At the same time, the capacity utilization of domestic manufacturers is only about 60-70% across sub-sectors. The National Capital Goods Policy is envisaged to immediately address the needs of the sector and proactively facilitate growth and development of the sector. The policy has laid out a vision and mission for the sector for the coming decade and proposed a comprehensive set of policy actions which would enable the achievement of the objectives for the sector. According to the draft policy, India's current level of technology depth ranges from basic to intermediate, indicating limited ability in fundamental research. India's rank is 30th in the world on research intensity, with 0.9% of GDP spent in R&D. This is low compared to advanced countries like South Korea (3.6%), Japan (3.4%) and China (3%). The policy, targets to meet domestic requirements from 60% to 80% and thus to become a net exporter. The objectives of the National Capital Goods Policy are to create an

ecosystem for a globally competitive capital goods sector and achieve total production in excess of Rs. 7.5 lakh crore by 2025 from the current Rs. 2.3 lakh crore.

### National Capital Goods Policy, 2016

'Capital Goods' are defined as any plant, machinery, equipment or accessories required for manufacture or production, either directly or indirectly, of goods or for rendering services, including those required for replacement, modernisation, technological upgradation or expansion. The scope of the National Capital Goods Policy is defined to include 10 sub-sectors, viz Machine Tools, Textile Machinery, Earthmoving & mining machinery, Heavy Electrical Equipment, Plastic processing machinery, process plant equipment, Dies, moulds and press tools, printing machinery, metallurgical machinery, Food processing Machinery.

To establish India as a global manufacturing powerhouse under Make in India initiative, Government has unveiled a National Capital Goods Policy 2016. A draft policy was released earlier in November 2015. The policy seeks to address some of the key issues including availability of finance, raw material, productivity, quality and environment friendly manufacturing practices, innovation

and technology, creating domestic demand and promoting exports.

### Key Features of the Policy

- **Increasing Exports:** The National Capital Goods Policy 2016 aims at increasing exports to 40 percent of production, from the current 27 percent.
- **Push to Domestic Production:** The policy aims to increase the share of domestic production in the country's demand to 80 percent from 60 percent, potentially making India net exporter of capital goods.
- **Technological Improvement:** The policy aims to facilitate improvement in technology depth across subsectors, increase skill availability, ensure mandatory standards and promote growth and capacity building of MSMEs.
- **HIEMDA Scheme:** The policy seeks to enhance Indian made capital goods export through a 'Heavy Industry Export & Market Development Assistance Scheme (HIEMDA)'.
- **Increased Budgetary Allocation:** This includes strengthening existing scheme of DHI (Department of Heavy Industry) on enhancement of competitiveness of Capital Goods sector by increasing budgetary allocation.

### Technology Development Fund

The policy advocates launching a Technology Development Fund under the public-private partnership (PPP) model to fund technology acquisition, transfer of technology, purchase or

JPRs, designs and drawings as well as commercialisation of such capital goods technologies.

- **Integration with subsectors:** The policy looks to integrate key capital goods sub-sectors. It also seeks to make standards mandatory in order to reduce sub-standard machine imports and provide opportunity to local manufacturing units and launch scheme of skill development for Capital Goods sector.
- **Start-up Center:** The policy also suggests creation of a 'Start-up Center' for capital goods sector to provide an array of technical, business and financial support sources and services to promising start-ups in manufacturing and services.
- **Standardization:** The policy also calls for mandatory standardisation, which includes defining minimum acceptable standards for the industry and adoption of International Organization for Standardization norms.

### LIST OF EXISTING INSTITUTIONAL FRAMEWORKS FOR INDIAN CAPITAL GOODS INDUSTRY

The existing institutional frameworks and schemes applicable to the Indian Capital Goods industry are covered under Table A. The scheme on Enhancement of Competitiveness in the Indian Capital Goods Sector and the Capital Goods Skill Council (CGSC) are specific to the Capital Goods sector. The remaining are broader schemes which include among others, some or all sub-sectors of capital goods.

**Table A: Existing Institutional Frameworks**

| Ministry/ Department                                       | Scheme/ Initiative  |
|--|---|
| Department of Heavy Industry (DHI)                         | Scheme on Enhancement of Competitiveness in the Indian Capital Goods Sector                   |
| Department of Industrial Policy & Promotion (DIPP), Global | Technology Acquisition & Development Fund (TADF)- <i>not specific to Capital goods sector</i> |

|   |   |
|---|---|
| Innovation & Technology Alliance (GITA)                                   |   |
| Department of Commerce  | Revised Market Access Initiative (MAI)- <i>not specific to Capital goods sector</i>       |
| Department of Commerce– Directorate General of Foreign Trade (DGFT)       | Merchandise Exports from India Scheme (MEIS)- <i>not specific to Capital goods sector</i> |
| Ministry of Micro, Small and Medium Enterprises                           | Credit Linked Capital Subsidy Scheme (CLCSS)- <i>not specific to capital goods sector</i> |
| Initiated by Department of Heavy Industry (DHI)                           | Capital Goods Skill Council (CCSC)  |
| Directorate General of Foreign Trade (DGFT)- Foreign Trade Policy 2015-20 | Export Promotion capital Goods (EPCG) Scheme  |

## GOVERNANCE MECHANISM FOR POLICY INITIATIVE

The National Capital Goods Policy requires the cooperation of a variety of stakeholders for smooth implementation including Central and State governments, Ministry of External Affairs, Ministry of Finance, Ministry of Commerce, Directorate General of Foreign Trade (DGFT), Ministry of Heavy Industries & Public Enterprises (HI&PE), Department of Financial Services, Ministry of Human Resource Development, ministries of user industries like the Ministry of Defense, Ministry of Railways, Ministry of Power, Ministry of Petroleum & Natural Gas, Ministry of Steel, Ministry of Micro Small and Medium Enterprises, Ministry of Fertilizer, Ministry of Textiles, Ministry of Mines, Ministry of Chemicals & Petrochemical etc, industry associations, manufacturing firms and end user firms. Ensuring that the views of all stakeholders including impacted ministries and users are considered and needs are addressed with assessment of tradeoffs, a periodic review of the policy at the senior most level is recommended. To this end, the following institutional arrangements are proposed to govern this important policy initiative and potential roles and responsibilities of key stakeholders have been defined.

### Joint implementation mechanism with State Governments:

The Policy suggests forming a group which will work with State Governments for development and implementation of Capital Goods policies and formation of cluster units in the state. The key task of such group would be to actively monitor the status of implementation of projects in the end user industry segments for capital goods and ensuring utilization of allocated funds.

### Strengthen existing capital goods scheme:

The policy recommends increasing the budgetary allocation & scope of the present 'Scheme on Enhancement of Competitiveness of Capital Goods' which include setting up of Centers of Excellence, Common Engineering Facility Centers, Integrated Industrial Infrastructure Park and Technology Acquisition Fund Programme. The policy recommends increasing the scope of the present 'Scheme on Enhancement of Competitiveness of Capital Goods' by adding a set of components including technology, skills & capacity building, user promotional activities, green engineering and energy, advanced manufacturing and cluster development

**Constitution of Joint Taskforce:** The Ministry of Heavy Industries and Public Enterprises

constituted a Joint Taskforce between Department of Heavy Industry (DHI) and Confederation of Indian Industry (CII) to take up issues faced by the Indian capital goods sector with a view to evolving a roadmap for the sector. One of the key elements of this process was the formulation of a National Capital Goods Policy.

**Draft National Policy for Capital Goods:** The Draft National Policy for Capital Goods was written on the basis of recommendations of the three sub-groups, feedback from stakeholders to the same and inputs from regional roundtables. The draft policy was released on the DHI website for comments and suggestions on 23rd October, 2015. The current version of the policy incorporates the feedback received from industry and the public.

**Global policy frameworks:** Global policy frameworks and best practices in countries such as South Korea, China, Singapore, Germany, Canada, Australia, Brazil, which are relevant to the Capital Goods sectors have been referred to develop the National Capital Goods Policy of India. Several such frameworks have been studied in detail and a few are potentially applicable to the Indian context after suitable adaptation. Some of these policies and practices are enlisted below.

### Conclusion

The existing scheme and institutional frameworks serving the capital goods have been studied and mechanisms to leverage and further strengthen them have been proposed. A set of new initiatives and policy actions common to all sub-sectors as well as sub-sector specific policy actions have also been proposed.

The smooth implementation and effectiveness of the policy will require alignment and joint action of several ministries and departments and have implications on multiple stakeholders and user industries. To this end, a governance mechanism has been proposed in the form of interministerial and inter-departmental committees at the highest level to ensure due consideration of the interests of all stakeholders. The committees will be tasked with driving coordinated action and monitoring the progress and effectiveness of policy on an

annual basis. The capital goods sector operates in a dynamic local and global environment and it is imperative for the policy to undergo a periodic review and revision to maintain its relevance. The National Capital Goods Policy will be reviewed every five years and revised appropriately to take account of progress in implementation and emerging trends in the national and international environment. The National Capital Goods Policy is a major step to unleash the potential of this promising sector and is envisaged to contribute significantly to achieving the overall vision for manufacturing and "Make in India" as laid out by the Government of India.

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12. Report of the Working Group on Capital Goods & Engineering Sector for the 12th Five Year Plan (2012-2017)



# PROFESSIONAL BUS AND LORRY DRIVERS' TENDENCY TO COMMIT DIFFERENT ABERRANT DRIVING BEHAVIOURS AND ITS CONSEQUENT CRASH RISKS

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## Abstract

The present study used the lesser 24 – items *Driver Behaviour Questionnaire* (DBQ) devised by **Parker et al. (1995)**; from the original DBQ by **Reason et al., 1990**) to make a distinction between the different types of aberrant behaviours important for accident causation. Three hundred and twenty two male professional bus (n = 36) and lorry (n = 286) drivers aged between 20 and 61 years (mean = 37.96, SD = 8.19 years) participated in the study. The results of the factor analysis of the DBQ verified that of the previous study (**Parker et al., 1995**). A comparison was made between bus and lorry drivers regarding their scores on the items of the DBQ. The results of t-tests showed that, except for self-willed violations factor, in general, bus drivers reported higher number of emotional or risky or inexperience violations, mistakes and inattention lapses. Also, a contextual mediated model was proposed to distinguished the distal (demographic and traffic related variables) and proximal (aberrant driving behaviours) factors in predicting near misses and accidents. Examination of the structural path parameters through SPSS-AMOS v 22.0 revealed that six out of fifteen possible paths from the distal context to proximal context were significant and four out of ten possible paths from the proximal to the outcomes were significant.

## Introduction

Road traffic accidents are growing problem with an estimated 1.25 million road traffic deaths globally in the year 2013 (**World Health Organization [WHO], 2016**). These road traffic fatalities are, however, not equally distributed among different income level countries. In 2013, low- and middle-income countries had higher road traffic fatality rates per 100 000 population (24.1 and 18.4 respectively). India stands out miserably in the latest World Health Organization's (WHO) Global Safety Report-2015, with an estimated 207,551 death on roads (**Traffic Collisions in India, 2016**). The analysis of road accidents in terms of causal factors reveals that drivers' fault is the single most important factor responsible for accidents, fatalities and injuries. Furthermore, the differences in road infrastructure are likely to contribute to differences in driver behaviour. In an attempt to make a distinction between different types of driving behaviours important for accident causation, **Reason, Manstead, Stradling, Baxter and Campbell (1990)** developed the 50-items *Driver Behaviour Questionnaire* (DBQ). Since then, enquiries into driver aberrant behaviours have been extensively done over the last two decades. DBQ is concern with assessing the

relative frequencies with which drivers engaged in different types of aberrant behaviour. The DBQ is based on a theoretical taxonomy of aberrant behaviours (**Westerman & Haigney, 2000**; see also **Reason et al., 1990**) that differentiates slips and lapses (errors of action), mistakes (errors of intention), unintended violations and deliberate violations (deliberate infringements). While slips, lapses and errors arise from human information processing limitations or knowledge inaccuracies, violations have a motivational component and therefore causality should be considered within a broader social context (**Westerman & Haigney, 2000; Parker, Reason, Manstead & Stradling, 1995**). Two examples of each category are shown in Table 1.

**Table 1: Examples of the type of aberrant behaviour used in the Driver Behaviour Questionnaire**

| Types                 | Examples   |
|-----------------------|--|
| Slips                 | Misread the signs and exit from a roundabout on the wrong road.<br>Switch on one thing, when you intent to activate something else.                        |
| Lapses                | Have no clear recollection of the road just travelled.<br>Attempt to drive away from traffic lights in third gear.   |
| Mistakes              | Underestimate the speed of an oncoming vehicle when overtaking.<br>Get into the wrong lane on approaching a roundabout or junction.                        |
| Unintended violations | Forget when road tax/insurance expires and drive illegally.<br>Check speedometer and discover that you are unknowingly in excess of the legal speed limit. |
| Deliberate violations | Become impatient with a slow driver in the outer lane and overtake on the inside.<br>Get involved in unofficial 'race' with other drivers.                 |

(Adapted from **Reason James, Anthony Manstead, Sthephen Stradling, James Baxter & Karen Campel, 1990**)

Factor analysis of the original 50-item questionnaire extracted a three-factor solution ( $n = 520$ ), accounting for 33% of the total variance in scores comprising of violations 22.6% (but not errors and lapses), errors 6.5% (that is, errors of judgement) and lapses 3.9% (such as, memory and attention failures). The items on factor 1 (violations) were, almost exclusively, deliberate violations involving a definite risk to other road users. The items loading most highly on this factor were: disregarding speed limits late at night (0.67); getting involved in unofficial race (0.65); driving too close and flashing for car ahead to go faster (0.63); driven by frustration to overtake in risky circumstances (0.60); overtaking on the inside (0.59); racing oncoming vehicles for a one-car gap (0.55); driving with only half an eye on the road while doing something else (0.54); shooting a red light (0.54); and driving as fast on dipped lights as on full beam (0.54). Factor 2 (errors) was best characterised as dangerous errors. The defining items were all slips and mistakes in the highest risk category. The highest loadings on this factor were: failing to notice pedestrians crossing (0.70); misjudging the speed of an

oncoming vehicle when overtaking (0.66); misjudging crossing interval when turning right (0.63); failing to check mirror before manoeuvre (0.63); failing to notice pedestrian stepping out from behind bus or parked car (0.62); overtaking without first checking mirror (0.61); attempting to overtake a vehicle signalling an intention to turn right (0.57); and failing to notice someone waiting at a controlled crossing (0.51). Factor 3 (lapses) included 'silly' errors rather than dangerous ones. The defining items were primarily slips and lapses causing only embarrassment and inconvenience to the perpetrators: forgetting where one's car is parked (0.60); exiting on the wrong road from a roundabout (0.58); getting into the wrong lane prior to a roundabout or road junction (0.53); switching on the wrong appliance (0.51); driving to destination A instead of B (0.50); forgetting the current gear (0.50); and missing one's exit on a motorway (0.50).

Some years later, **Parker et al. (1995)** produced the same factor structure (accounting for 37.4% of the variance in scores) using a reduced 24-items questionnaire administered to a larger sample ( $n = 1600$ ). Quite so, refinement

to the factor structure of the DBQ have been proposed (Aberg & Rimmo, 1998), and identified a four-factor solution in a sample of Swedish drivers whereby 'lapses' were split into 'inattention' and 'inexperience'. There are some evidences to support a more refined factor structure of driving aberrations. In the last decade, Westerman and Haigney (2000) conducted a cross-validating study of the driver behaviour and cognitions measures. Making use of the 24-items DBQ version by Parker et al. (1995), their factor analysis (with varimax rotation) verified that of their predecessors' results with three factors accounting for 37.9% variance in scores. The first factor comprised of items associated with 'violations' accounting for 24.76% of the variance; the second factor was in relation to 'errors' which accounted for 8.68% of the variance; and the third factor comprised items associated with 'lapses' which accounted for 5.06% of the variance. The item 'attempt to drive away from the traffic lights in third gear' did not load on any of the predicted factors, which earlier was loaded on 'lapse', load weakly (0.35) on the factor 2 (error). Alpha reliability coefficients for all scales exceeded 0.7 (violations = 0.74; errors = 0.76; and, lapses = 0.74).

Another later study (Kontogiannis, 2006) among Greek samples (n = 714) used the reduced version of the DBQ questionnaire administered by Kontagiannis, Kossiavelou and Marmaras (2002) in an earlier sample of 1400 Greek drivers. Approximately half of the 70 items of the prior study were retained in the revised version, representing violations (that is, Highway Code and aggressive violations), errors (that is, mistakes and lapses), social disregard and negligence. The questionnaire however contains items related to 'parking' violations but included seven new items forming an inventory of 44 items. The principal components analysis with oblique rotation was used because dimensions of aberrant behaviours were found to be highly correlated (as per Kontagiannis et al., 2002). The scree plot suggested a five factor solutions having a rather strong inter-correlations ranging from 0.25 to 0.53. The five factors contribute 37.9 % to the total variance. The first factor was identified as 'social disregard' to other road users by failing to communicate intentions and accounted for 19.6% of the variance. The second factor was named 'lapses' (that is,

failures of memory and attention) and accounted for 6.5% of the variance. The third factor was related to 'negligence' (that is, maintain several safety features of one's own vehicle) and accounted for 5.1% of the variance. The fourth factor accounted for 3.5% of the variance and it was related to 'ordinary' violations associated with circumventions of the highway code and 'aggressive' violations associated with venting out emotions and showing hostility. The fifth factor was identified as 'mistakes' referring to failures of judgement and regulation of attention. Alpha coefficients for negligence and violations were approximately 0.83 whilst for social disregards and mistakes were 0.68, and for lapses were rather weak, that is 0.60.

Regarding research on dimensions of aberrant behaviours it was revealed from the above studies that whether a large item pool questionnaire was used or a small item pool questionnaire was used, their results were rather identical.

Thus, the lesser 24-items questionnaire devised by Parker et al. (1995; from the original DBQ by Reason et al., 1990; also adopted by Westerman & Haigney, 2000) was opted for this research as a measure of aberrant driving behaviour.

## Aims and Hypotheses

The primary aims of this study were to compare commitment level of aberrant behaviours between bus and lorry drivers, and to test the proposed contextual structural model. Thus, it is predicted that:

Ho1: The commitment level of aberrant behaviours between bus and lorry drivers does not differ significantly. Also, the given proposed model is being hypothesised:

## Proposed Model

Ho2: The distal variables, namely, age, experience, mileage and income will predict the proximal subscales of DBQ and these proximal elements, in turn, will directly predict an outcome of near misses and accidents. In addition, the distal variables will indirectly predict the outcome variables via the proximal latent variables.

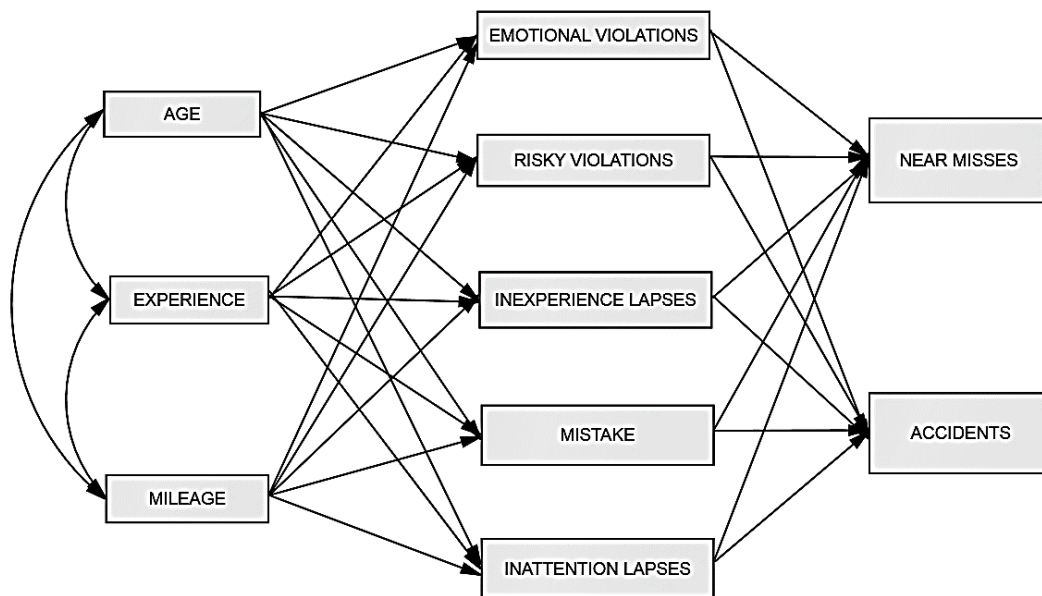


Figure 1: Proposed Contextual Mediated Model

## Methods

### Sample and Procedure

Three hundred and twenty two male professional bus and lorry drivers aged between 20 and 61 years (mean = 37.96, SD = 8.19 years) participated in the study. Bus and lorry drivers who were plying along the two National Highways of India (NH 2 and NH 37) were randomly approached spreading over different depots (stations/stops/check posts/ fuelling stations, FCI godowns and others), between summer 2015 to spring 2016. The questionnaires were self administered by the researchers, thus 100% correct response rate was achieved. Consistent with research of the nature of professional drivers, work-related drivers were considered to be those who drove professionally for work purposes for at least once in a week (Strahan, Watson, & Lennonb, 2008; Newman, Watson, & Murray 2004; Wills, Watson, & Biggs, 2006). The participants were required to be a holder of valid driver's licence who had been engaged as professional drivers along the two National Highway (s) for at least 1 year. The drivers had approximately 12 years of driving experience, driving on average 769 kilometres per trip (one way). In all, professional drivers from 12 States of India participated in the study.

### Measures : Aberrant Driver Behaviours

Several driver behaviour models have been presented during the past (Michon, 1985 as cited in Rimmo, 2002). Yet, no comprehensive model of everyday driving behaviour has been developed, however, Raney (1994) suggested that a possible point of departure might be found on studies on driver aberrant behaviour initiated by Reason and colleagues (Reason et al., 1990; Parker et al., 1995). In their studies, drivers of different ages were asked to complete a self-report questionnaire about their aberrations in a variety of ordinary traffic situations. In such studies, the respondents are given a series of questions and asked them to estimate how often they experience, for instance, the following behaviours: disregard speed limits late at night or very early in the morning; race with other drivers; cross a junction knowing that the traffic lights have already turned against you; or fail to check your rear view mirrors before pulling out, changing lanes, etcetera. Even though self ratings are crude measures, these have been shown to generate results that are stable over different studies (as cited in Rimmo, 2002). With this technique, large, nation-wide samples of drivers of varying ages can be investigated. In line with this method of earlier studies, by

using the lesser 24 – items *Driver Behaviour Questionnaire* (DBQ) devised by **Parker et al. (1995)**; from the original DBQ by **Reason et al., 1990**; also adopted by **Westerman & Haigney, 2000**; **Rimmo, 2002**), the drivers aberrant driving behaviour was measured. The respondents are instructed to encircle (○) the figures (1 to 5) given against each of the 24 – statements based on how often they committed the stated behavioural items on a 5-point Likert type scale (1 = Never, 2 = Seldom, 3 = Sometimes, 4 = Frequently, 5 = Nearly All The Time).

#### **Age:**

Middle-aged drivers (between 25 and 60 years of age) are generally less at risk for accidents than young (especially male) (**Williams, 1985**) and older drivers (**Chipman et al., 1993**). Older drivers are also less prone to mistakes and violations. The higher accident rates was partly due to young drivers' tendency to drive more at night, but it holds up also in non-violational samples, like truck drivers, where men in their twenties have a substantially higher accident rate, with all other variables cancelled out (**Campbell, 1991**). Another reason for this higher rate of accidents seem to be that mean speed is higher for young drivers. For professional drivers like public goods and passengers, one motivational aspect of the job would be to be there in time, especially as earlier work has hinted that younger bus drivers are more motivated to try to keep the time table. Also, by driving faster and succeeding in keeping the schedule, this would serve as a reinforcement, which will strengthen the behaviour, especially as there are very seldom any negative outcomes (accidents of any kind). Acknowledging the impact of age on driving performances, a one-item question on the age of the drivers was inserted.

**Driving Experience:** Using structural equation modelling, **Kontogianis (2006)** produced the effect of demographic variables (age, gender, mileage, and experience). The result of the structural revealed that driving experience had the most profound effect on accident rates followed by mileage. In this research, driving experience was measured by how long the drivers had held driving licence (from the first time they got their driver licence). Respondents

were asked to indicate the number of years they had held driving licence in a discrete format.

#### **Mileage:**

The link between driver stress and mileage has been investigated previously (**Oz, Ozkan & Lajunen, 2010**). Annual kilometre driven was found predicting accidents and penalties in their study. A single item question was inserted in the questionnaire battery about the distance generally covered per trip (one way). Respondents were asked to indicate the number of kilometres.

#### **Self-reported Near Misses:**

A measure consisting of a single-item question about self-reported near misses was developed in line with the measure adopted by (**Strahan et al., 2008**). Regarding the questionnaire item, drivers were asked (to rate on a 5-point likert type scale) whether if they often experience near miss in the past 12 months. An explanation of near miss was given as 'an accident on the road that, under different circumstances, which could have resulted in personal harm, property damage or other loses'. An example was further provided as 'needing to brake or take high turn suddenly to avoid hitting a vehicle you failed to notice it was slowing down or a pedestrian crossing or an animal/object you failed to notice it was there'.

#### **Self-reported Accidents:**

A measure consisting of a single-item question about self-reported traffic accident was generated reflecting recent developments in traffic accident literature. In this adaptation, accident was defined as any type of self-reported crash, but not recorded crashes. As for traffic behaviour and its link with accidents, it could be that there is an artifactual consistency in reporting between the number of accidents respondents have been involved in and the behaviours they believe may have had an impact on their accident record. Thus, if this hypothesis is applied to *Driver Behaviour Questionnaire* (DBQ), it can, for example, be predicted that associations between the factors of this scale and accidents will be stronger if the accidents are self-reported, than if they are

retrieved from actual records. Regarding the questionnaire item, drivers were asked to rate (on a 5-point likert type scale) their involvement in traffic accident(s) caused by themselves while driving and not by others in the past 1 year.

## Analyses

The data collected were first codified and then entered and processed using the Statistical Product and Service Solutions – Analysis of Moment Structure (IBM SPSS – AMOS Statistics), the English version 22.0. Student t-test was used to test the difference in the scores of each of the items of the Driver Behaviour Questionnaire between bus and lorry drivers. The proposed model was tested by employing the two-stage approach as suggested by **Anderson and Gerbing (1988)**. In this approach, the first step involves testing a measurement model via confirmatory factor analysis. Researchers have used different statistical methods from which to derive DBQ factors; however, principal components analysis with varimax rotation seems to be the most common choice. Thus, in the present study, principal components analysis was selected for data reduction, with varimax rotation if more than one relevant component was extracted. The second step involves testing the hypothesized structural model.

## Results

### Factor Analysis

Factor analysis was applied to the DBQ. Six factors have eigenvalues over 1.0 ( $k > 1$ ), according to Kaiser's criterion and accounted for 60.912% of the total variance. A six-factor structure was also suggested by the scree test. However, the alpha value of the sixth factor ( $\alpha=0.190$ ) do not meet the criterion of acceptable reliability coefficient of 0.70 as **Nunnally (1978; cited in Lim, 2013)** has suggested nor meet the lowest acceptable level depending on the sample values of 0.05 as suggested by **Field (2009)**, thus resulted in retention of five factors as listed in Table 2. The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was 0.814, which showed that the samples were adequate to undergo factor analysis. In this study all the three factors (that is, violations, errors and lapses) of the

earlier study (**Westerman & Haigney, 2000**) were retained. However, violations were further split into emotional violations, risky violations and self-willed violations, and lapses were also split into inexperience lapses and inattention lapses. 50.34% of variance was explained by the retained five-factor solution. Factor 1 (6 items; item #2, #3, #4, #6, #7 and #12) accounted for 23.553% of the variance with an alpha ( $\alpha$ ) value of 0.768. Items with the highest loading on this factor are almost all violations which have a very high risk, with some aggressiveness, and to some extent are affected by mood or emotion. Therefore, this factor was named 'Emotional Violation (EV), which is similar to Aggressive Violations in the previous studies using the DBQ. Factor 2 (5 items; item #5, #11, #14, #15 and # 24), accounting for 9.385% of the variance, has an alpha ( $\alpha$ ) value of 0.708. The items are mostly violations with very high risk but are not affected by emotion, thus it was named Risky Violations (RV), which occurs when the driver wants to take risk and ignore the risk in order to gain some benefit by taking risk. Factor 3 (4 items; item #19, #21, #22 and #23), explaining 7.227% of the variance, has alpha ( $\alpha$ ) value of 0.704, was named Inexperience Lapses (IL). Items in this factor are related to lapses caused due to inexperience driving or unfamiliarity with the road and traffic. Factor 4 (4 items, item #1, #10, #13 and 16) accounted for 5.719 % of the variance with alpha ( $\alpha$ ) value of 0.632, which includes mostly of errors of intention and was named as Mistakes (M). Factor 5 (3 items; item #17, #18 and #20) explaining 5.250% of the variance with an alpha ( $\alpha$ ) value of 0.615, was named Inexperience Violation (IV). The behaviours in Factor 5 are caused by instant absent-mindedness like forgetting where the vehicle was parked. The sixth factor (2 items; item #8 and #9;  $\alpha = 0.190$ ) though discarded from further analysis accounted for 4.928% of the variance. Factor 6 was named 'Self-Willed Violations (SWV),' which occurs when drivers commits violation by obeying his or her self-will.

### Bus versus Lorry Drivers on Aberrant Driver behaviours

Comparison was made between bus and lorry drivers regarding their scores on the items of the Driver Behaviour Questionnaires. As presented in Table 3, the results of t-tests

showed that, except for self-willed violations factor, in general, bus drivers reported higher number of emotional or risky or inexperience violations, mistakes and inattention lapses. Significant differences were found on one item each of emotional violations and self-willed

violations factors, and two items each of risky violations and mistakes factors. None of the items of either the inexperience violations or the inattention lapses factors differ significantly.

**Table 2:**

**Reliability Test on the Factors of Driver Behaviour Questionnaire**

| Factors                                     | Cronbach's Alpha | Mean  | No. of Items |
|---|------------------|-------|--------------|
| <b>Factor 1: Emotional Violations</b>       | 0.768            | 1.465 | 6            |
| <b>Factor 2: Risky Violations</b>           | 0.708            | 1.406 | 5            |
| <b>Factor 3: Inexperience Lapses</b>        | 0.704            | 1.514 | 4            |
| <b>Factor 4: Mistake</b>                    | 0.632            | 1.724 | 4            |
| <b>Factor 5: Inattention Lapses</b>         | 0.615            | 1.415 | 3            |
| <b>Factor 6:<br/>Self-Willed Violations</b> | 0.190            | 1.362 | 2            |

Source: Computed from Primary Data

**Table 3: Means, Standard Deviations and T-tests on the DBQ factors according to type of vehicle**

Source: Computed from Primary Data. \*Significant at 5% level of significance.

| ITEMS   | BUS (n = 36) |      | LORRY (n = 286) |      | t-value | p-value |
|---|--------------|------|-----------------|------|---------|---------|
|   | Mean         | SD   | Mean            | SD   |         |         |
| <b>Factor 1: Emotional Violations</b>   |              |      |                 |      |         |         |
| Become impatient with a slow driver in the outer lane and overtake on the inside                          | 1.61         | 0.87 | 1.38            | 0.76 | 1.513   | 0.138   |
| Drive close to the vehicle in front as a signal to its driver to go faster or get out of the way          | 1.77         | 0.89 | 1.40            | 0.81 | 2.344   | 0.024*  |
| Race with other drivers   | 1.72         | 0.91 | 1.42            | 0.82 | 1.848   | 0.072   |
| Have an aversion to a particular class of road user and indicate your hostility by whatever means you can | 1.75         | 0.96 | 1.40            | 1.04 | 1.975   | 0.054   |
| Angered by another driver's behaviour you chase with the intention of giving him/her a piece of your mind | 1.61         | 0.90 | 1.49            | 0.90 | 0.717   | 0.477   |

|   |      |      |      |      |        |        |
|---|------|------|------|------|--------|--------|
| Underestimate the speed of an oncoming vehicle when overtaking  | 1.69 | 0.82 | 1.49 | 0.81 | 1.363  | 0.180  |
| <b>Factor 2: Risky Violations</b>   |      |      |      |      |        |        |
| Drive even though you realise that you may be close to or over the legal blood-alcohol limit  | 1.66 | 0.71 | 1.27 | 0.68 | 3.123  | 0.003* |
| Miss 'Give Way' signs and narrowly avoid colliding with traffic having right of way   | 1.94 | 0.89 | 1.46 | 0.82 | 3.085  | 0.004* |
| Brake too hard on a slippery road   | 1.36 | 0.72 | 1.37 | 0.74 | -0.129 | 0.898  |
| Overtake a cyclist just before turning left across their path   | 1.77 | 1.01 | 1.42 | 0.82 | 1.991  | 0.053  |
| Attempt to drive away from the traffic lights in third gear   | 1.47 | 0.90 | 1.34 | 0.77 | 0.818  | 0.418  |
| <b>Factor 3: Inexperience Violations</b>  |      |      |      |      |        |        |
| Intending to drive to destination A, you 'wake up' to find yourself on the road to destination B, perhaps because the latter is your more usual destination | 1.52 | 0.94 | 1.39 | 0.80 | 0.831  | 0.411  |
| Realise that you have no clear recollection of the road along which you have just been travelling   | 1.44 | 0.77 | 1.44 | 0.79 | 0.003  | 0.998  |
| Get into the wrong lane approaching a roundabout or a junction  | 1.58 | 0.90 | 1.50 | 1.00 | 0.514  | 0.610  |
| Hit something when reversing that you had not previously seen   | 1.66 | 0.98 | 1.69 | 0.91 | -0.189 | 0.851  |
| <b>Factor 4: Mistake</b>  |      |      |      |      |        |        |
| Disregard speed limits late at night or very early in the morning   | 2.36 | 0.93 | 1.80 | 1.06 | 3.329  | 0.002* |
| Attempt to overtake someone on the right you hadn't noticed to be signalling a right turn   | 1.63 | 0.96 | 1.54 | 0.91 | 0.553  | 0.583  |
| Fail to check your rear view mirrors before pulling out, changing lanes, etc.   | 1.69 | 0.92 | 1.80 | 0.88 | -0.677 | 0.502  |



|  |      |      |      |      |        |        |
|--|------|------|------|------|--------|--------|
| Queuing to turn left on a main road, you pay such close attention to the main stream of traffic that you nearly hit the vehicle in front | 2.19 | 1.03 | 1.61 | 0.83 | 3.222  | 0.002* |
| <b>Factor 5: Inattention Lapses</b>  |      |      |      |      |        |        |
| Forget where you left your vehicle in a vehicle park   | 1.44 | 0.84 | 1.20 | 0.54 | 1.676  | 0.102  |
| Switch on one thing, such as the head lights, when you meant to switch on something else, such as wipers                                 | 1.72 | 0.91 | 1.49 | 0.70 | 1.429  | 0.161  |
| Misread the direction signs and take the wrong exit from a roundabout  | 1.58 | 0.93 | 1.48 | 0.76 | 0.620  | 0.539  |
| <b>Factor 6: Self-Willed Violations</b>  |      |      |      |      |        |        |
| Cross a junction knowing that the traffic lights have already turned against you   | 1.33 | 0.63 | 1.36 | 0.74 | -0.296 | 0.769  |
| Fail to notice that pedestrians are crossing when turning into a side street from a main road  | 1.02 | 0.16 | 1.40 | 0.75 | -7.114 | 0.000* |

Table 4: Model Fit of the DBQ

| Models                              | Scores |
|-------------------------------------|--------|
| 1. The Normal Fit Index (NFI)       | 0.506  |
| 2. The Goodness of Fit Index (GFI)  | 0.735  |
| 3. The Comparative Fit Index (CFI)  | 0.501  |
| 4. Root-mean-square (RMS/ RMR/RMSE) | 21.137 |

### Predictors of Crash Risks

The structural model predicting accident rates and near misses expressed in the form of standardized path coefficients for DBQ factors (that is, emotional violations, risky violations, inexperience lapses, mistakes and inattention lapses) acting as proximal context, and the demographic and driving related factors (that is, age, experience and mileage) acting as distal context is depicted in

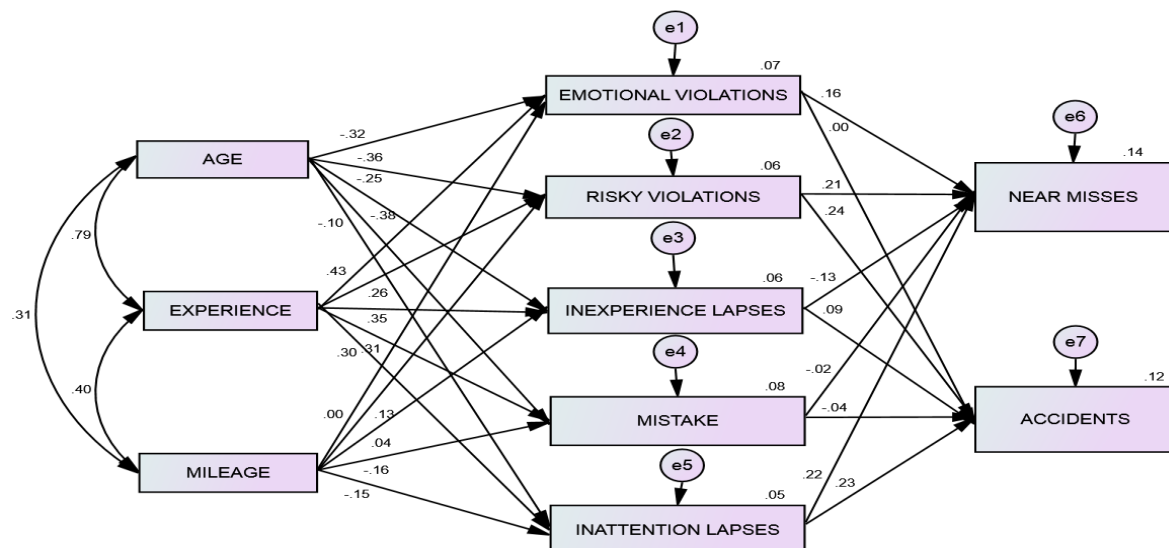
Figure 2. The model fit of DBQ is depicted in Table 4. The model yielded a poor fit (NFI = 0.506, GFI = 0.735, CFI = 0.510, RMS = 21.137). Examination of the structural path parameters in comparison with the unstandardised regression weights (shown in Table 5) revealed that six out of fifteen possible paths from the distal context to proximal context were significant and four out of ten possible paths from the proximal to the

outcomes were significant. As expected, age negatively predicts emotional violations, risky violations and mistakes (path coefficient = -0.31, -0.36 and -0.38 respectively), indicating that that with 1.00 increase in age emotional violations, risky violations and mistakes will decrease by -0.31, -0.36 and -0.38 accordingly. Age also indirectly predicts near misses and accidents via risky violations. Partially supporting presumptions, experience directly predicts emotional violations, inexperience lapses and mistakes (path

coefficient = 0.43, 0.35 and 0.31 respectively), and indirectly predicts both near misses and accidents through risky violations. Regarding the proximal factors predicting near misses and accidents, only risky violations and inattention lapses significantly predicted both the outcomes. The proximal factors, that is, emotional violations, inexperience lapses and mistakes did not either predict near misses or accidents significantly.

**Figure 2: Structural Analysis on the Proposed Model: Structural Model.**

Source: C



**Table 5: Regression Weights of DBQ: (Group number 1 – Default model)**

|                                     | Estimate | S. E  | C. R   | P     |
|-------------------------------------|----------|-------|--------|-------|
| Age --> Emotional Violations        | -0.139   | 0.038 | -3.663 | ***   |
| Age --> Risky Violations            | -0.116   | 0.028 | -4.083 | ***   |
| Age --> Inexperience Lapses         | -0.078   | 0.027 | -2.852 | 0.004 |
| Age --> Mistake                     | -0.120   | 0.027 | -4.367 | ***   |
| Age --> Inattention Lapses          | -0.020   | 0.017 | -1.166 | 0.244 |
| Experience --> Emotional Violations | 0.196    | 0.042 | 4.728  | ***   |
| Experience --> Risky Violations     | 0.088    | 0.031 | 2.816  | 0.005 |
| Experience --> Inexperience Lapses  | 0.117    | 0.030 | 3.869  | ***   |

|                                      |        |       |        |       |
|--------------------------------------|--------|-------|--------|-------|
| Experience --> Mistake               | 0.102  | 0.030 | 3.391  | ***   |
| Experience --> Inattention Lapses    | 0.061  | 0.019 | 3.259  | 0.001 |
| Mileage --> Emotional Violations     | 0.000  | 0.000 | 0.042  | 0.966 |
| Mileage --> Risky Violations         | 0.001  | 0.000 | 2.254  | 0.024 |
| Mileage --> Inexperience Lapses      | 0.000  | 0.000 | 0.734  | 0.463 |
| Mileage --> Mistake                  | 0.000  | 0.000 | -2.525 | 0.012 |
| Mileage --> Inattention Lapses       | 0.001  | 0.000 | -2.667 | 0.008 |
| Emotional Violations --> Near Misses | 0.047  | 0.015 | 3.164  | 0.002 |
| Emotional Violations --> Accidents   | 0.000  | 0.014 | -0.004 | 0.997 |
| Risky Violations --> Near Misses     | 0.079  | 0.020 | 3.990  | ***   |
| Risky Violations --> Accidents       | 0.087  | 0.019 | 4.582  | ***   |
| Inexperience Lapses --> Near Misses  | -0.050 | 0.021 | -2.441 | 0.015 |
| Inexperience Lapses --> Accidents    | 0.034  | 0.020 | 1.701  | 0.089 |
| Mistake --> Near Misses              | -0.008 | 0.020 | -0.409 | 0.682 |
| Mistake --> Accidents                | -0.015 | 0.019 | -0.755 | 0.450 |
| Inattention Lapses --> Near Misses   | 0.137  | 0.032 | 4.329  | ***   |
| Inattention Lapses --> Accidents     | 0.143  | 0.033 | 4.322  | ***   |

**Source:** *Computed from Primary Data*

## Discussions

Factor analysis of the DBQ verified that of the previous study (**Parker et al., 1995**). However, another three factors were identified in this study. Thus, the factor structure of this research was more inclined towards that of later findings of five-factor solutions by **Kontagiannis et al (2002)**. Here, 'violations' were further split into 'emotional violations', 'risky violations', and 'self-willed violations'. And, 'lapses' were split into 'inexperience lapses' and 'inattention lapses'. However, the 'error' factor of the earlier study (**Westerman & Haigney, 2000**) was replaced by 'mistake' in line with the study of (**Kontagiannis et al., 2002**). Negating most of earlier findings, another factor, a sixth factor 'self-willed violation' with only two related to commitment of violations by obeying his or her will. Though the sixth factor was

discarded from further analysis as it did not meet the suggested reliability criterion (**Field, 2009**), the alpha reliability of the remaining five factors hovers around the generally acceptable reliability coefficient suggested by **Nunnally (1978; as cited in Lim, 2013)**. Keeping age, experience and mileage as distal predictors, the role of drivers' aberration in the causation of near misses and accidents has been widely discussed. Age of drivers was found to a negative impact on all the factors of aberrant behaviours, though inexperience lapses and inattention lapses did not hold up to the proposed contention statistically. Some results of the DBQ paths model were in some way unexpected. For instance, driving experience of the drivers was found positively predicting emotional violations, inexperience lapses and mistakes. As a mediator in predicting near misses and accidents, only behaviours like risky violations and inattention lapses predict both near misses and accidents. For the distal variable predicting outcomes via proximal factors, only the age of

the drivers predict both near misses and accidents through risky violations.

### Limitations

Despite the contribution of the present study, the findings should be interpreted in the light of its limitations. Methodological limitations included the fact that this study was based on a sample of only bus and lorry drivers, negating drivers of other types of vehicle, and had an inadvertently limited mileage consisting of only long distance drivers in Manipur. This sample limited the external validity of the research, thus, challenging its generalisability to the driving population which includes vehicles other than bus and lorry, short distance and female drivers. Thus care should be taken in attempting to generalise the results to drivers from other driving populations. There are limitations inherent to self report research such as memory biases and social desirability, with respect to the measures of near misses and accidents. Obviously, factor solution of this study faces potential criticism for over-extraction, particularly given that some identified factors were based on a very few items (only two in case of DBQ 'self-willed violations'). Also a second outcome measure consisting of only a single-item question about near misses and accidents were utilised. Regarding the factor extractions results, only a relatively commendable portion of the variance was explained suggesting that there are other important items not accounted for in this research. Also with regard to the model fit of the structural equation modelling, the proposed model under study yielded a poor fit. Adding more items specifically in relation to near misses and accidents may have increased

the sensitivity and face validity of the measure. However, it may be that this reflects poor item sampling with respect to identifiable psychological concepts, and in defence of this solution, suggests identification of useful markers, particularly with regard to the commitment of violations, experience of near misses and occurrences of accidents, that can be used in the future development of measures of driver stress.

### Conclusion and Future Directions

This research's findings had notable practical implications in terms of informing future intervention campaigns for policy makers, specifically with regard to traffic codes and violations. There are limitations inherent to self-report research such as memory biases (Strahan et al., 2008). As such, incorporation of observational data or informant reports would be a methodological improvement. Research suggesting concordance between observer and self-related driving skill provides evidence for the validity of self-report driving measures (Taylor, Deane & Prodd, 2007); however, systematic inclusion of multi method assessment would strengthen the validity of the measures (Clapp et al., 2011). The present research limits to long distance male drivers of only buses and lorries, thus challenging its generalisability to the other driving population. Future research could address the limitations of the present research by, for instance, sampling drivers of other vehicles, both professional and non-professional, and inclusion of female drivers. In addition, employing more diverse methodologies will counter better the limitations noted in the present research.

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# IMPACT OF INSTITUTIONAL INVESTMENT ON THE INDIAN STOCK MARKET

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## Abstract

Since the liberalization of the financial sector in the year 1991, there has been a major change in the country, especially the capital markets. Indian stock markets have become quite prominent and one of the most followed markets of the world. The funds that are received from the foreign investors have given great strength to the Indian economy as a whole. In fact now the inflow and outflow of foreign funds have a great impact on the functioning of the finance sector.

The paper attempts to analyze the behavior of foreign institutional investment with respect to the Indian benchmark Index, BSE Sensex and adds to the existing literature. The study uses monthly closing values of Sensex during the period of 2009-2016. Suitable Econometric models are applied to investigate the role of institutional investors and it is found that the Foreign institutional investment patterns are positively correlated with Sensex, whereas the Domestic institutional investors follow their own past strategies to make investment decisions.

**Keywords : Foreign institutional investor , SENSEX, Domestic institutional investor**

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## Introduction

Foreign Institutional investors always look for consistency of rules, predictable currency profitability and ease of doing business before entering into any economy for the investment. Foreign investors think of India as a growing economy. It has pumped net investment from November 1992 to March 31, 2014 of US\$ 141.68 billion. Though FII's were allowed to invest in India in September, 1992 in equity markets alone, yet the first investment had come in January 1993. Till 1998, they were investing in equities. It was only in April, 1998, when Indian capital markets opened its door to global market.

A foreign investment through FII's is one of the several ways of foreign inflows in Indian markets, where they can invest in listed companies through stock exchange. Others include investment in listed/unlisted companies except through the route of stock exchange by FDI (Foreign Direct Investment), Private Equity/Foreign venture Capital Investment. Further it can be done via American Depositary Receipts (ADR's), Global Depositary Receipts (GDR's). These foreign investments help increase foreign reserves of the nation and thus reduce trade deficit. It has been assumed that the FII's are the driving force of the Indian stock

market and they build up a huge pressure. They follow momentum trading technique where they take the investment decisions based upon the past performance of a particular asset and in expectation of earning the similar returns in future, decides to invest when the market is booming; whereas withdraws the invested funds when the sufficient returns are earned and market declines. One of the schools of thought assumes that foreign institutional investors have less information about the Indian market than the domestic ones; hence they follow feedback trading strategy. When several such investors follow the same strategy of collectively entering and exiting the market is known as herding behavior, and thereby putting a demand and supply pressure on the stock market. This ultimately induces volatility and pumps liquidity in a market. However, policy makers get little worried with such behavior of investors.

But since, the foreign investment acts as a catalyst in the process of strengthening the economy and the currency; they form an integral part of the Indian capital market now.

Therefore it is very important to understand their behavior and pattern with respect to the capital markets in India.

## Literature Review

Tobin (1983), Wade and Veneroso (1998) documented that capital flows either in the form of direct investment or portfolio investment facilitates the economic development. Several other research work has been done in the past where the efforts were applied to identify the factors behind portfolio flows. Chakrabarti (2001) analyzed the relationship of portfolio flows with other economic variables and found that there is a high correlation amongst them and FII's are more of effect than the cause of driving Sensex. Levin (2001) argues that international portfolio flows improve stock market liquidity. Enhanced stock market liquidity results in accelerated economic growth and higher productivity. Mukherjee et. al (2002), explores the relationship between Foreign institutional investment flows to the Indian equity market with its possible covariates based on a daily data set, and found out that though FII flows to and from India are significantly affected by return in the domestic equity market, the latter is not influenced by the variation in these flows. Badhani and Bhattacharya (2006) also observed the two way long run causality between the variables. Oh and Parwada (2007) examined the relationship between the two variables with respect to Korea stock market and found out a significant positive correlation between returns and a significant negative correlations between net flows. Lakshmi & Algappan (2012) shows an evidence for positive contemporaneous correlation between Nifty returns and FII volume. The results indicate that FII influence towards persistence of volatility is very low and there may be other factors as well which are responsible for the same. Bose (2012) explored the similar study, which was based on post crisis data. The results found out a strong negative correlation between the FII's and DII's investments decisions. The same study found out that the domestic institutional investors made their investment choice on the basis of

market returns, FII investments and as well as their own past investments.

### Hypothesis of the study

The objective of this paper is to primarily analyze the behavior of institutional investors, domestic and foreign in the Indian stock market and to understand whether the Foreign institutional investors and domestic institutional investors are the cause or an effect of the benchmark index of stock market – Sensex.

- **Ho1:** There is no causal relationship between the benchmark stock index- SENSEX returns and foreign institutional investors.
- **Ho2:** There is no causal relationship between the benchmark stock index – SENSEX returns and domestic institutional investors.
- **Ho3:** There is no causal relationship between Foreign institutional investors and domestic institutional investors.

## RESEARCH METHODOLOGY

The study uses three variables- 1. Monthly data of benchmark index SENSEX covering a period of 8 years from January, 2009 to December 2016. The data is extracted from the official website of BSE. The monthly closing prices of SENSEX is taken, which is then log transformed to get the monthly returns of Sensex. 2. Ratio of purchases and sales by the foreign institutional investors is taken from the website of moneycontrol.com. 3. Ratio of purchases and sales by the Domestic institutional investors is also taken from the website of moneycontrol.com. To investigate the causal relationship between these variables, several econometric tools are applied such as ADF unit root test, Pair wise granger causality test, Impulse response function and variance decomposition analysis, Vector auto regression estimate and Wald test. These tests are performed using E-views.

## ADF UNIT ROOT TEST

The ADF test consists of estimating the following regressions

$$\Delta Y_t = \beta_1 + \beta_2 t + \delta Y_{t-1} + \sum \alpha_i \Delta Y_{t-i} + \varepsilon_t$$

where  $\varepsilon_t$  is a pure white noise error term and where  $Y_{t-1} = (Y_{t-1} - Y_{t-2}), Y_{t-2} = (Y_{t-2} - Y_{t-3}), \text{etc.}$

The number of lagged difference terms to include is often determined empirically, the idea being to include enough terms so that the error term in is serially non-correlated. The results are shown in Table-1. The ADF statistic value for Sensex is -9.965, and the associated p value is 0.000. in addition, the critical values at 1%,5% and 10% is greater than the critical values, therefore we cannot accept the null hypothesis. Similarly, the 't' statistic for FII is -6.818, which is again less than the critical values, hence the null hypothesis is rejected and FII is stationery. The 't' statistic for DII is -6.196, which is again less than all the critical values and hence the null hypothesis is again rejected.

### PAIR WISE GRANGER CAUSALITY TEST

Granger causality test is carried out and tests whether an endogenous variable can be treated as exogenous. It is used to test the direction of causality between institutional investment and stock returns, considering FII's and DII's separately. Institutional investment does not granger cause stock returns is the null hypothesis. Another null hypothesis which is tested is that stock returns does not granger cause institutional investment. Result of this test is reported in Table II, which indicates that there exists unidirectional causality from Sensex returns to Foreign institutional and domestic institutional investments.

### VECTOR AUTO REGRESSION ESTIMATE

VAR is commonly used for forecasting system for inter related time series and for analyzing the dynamic impact of random disturbances on the system of variables. This approach sidesteps the need for structural modeling by treating every endogenous variable in the system as a function of the lagged values of all of the endogenous variables. Mathematical representation of a VAR is:

$$y_t = A_1 y_{t-1} + \dots + A_p y_{t-p} + Bx_t + \epsilon_t$$

Where  $y_t$  is a k vector of endogenous variables,  $x_t$  is a d vector of exogenous variables,  $A_1, \dots, A_p$  and B are matrices of

coefficients to be estimated, and  $\epsilon_t$  is a vector of innovations that may be contemporaneously correlated but are uncorrelated with their own lagged values and uncorrelated with all of the right hand side variables.

### IMPULSE RESPONSE FUNCTION

An impulse response function traces the effect of a one-time shock to one of the innovations on current and future values of the endogenous variables. It attempts to trace the responsiveness of the dependent variable in the VAR to shocks to each of the endogenous variables.

### WALD TEST

This test allows you to test restrictions on the estimated coefficients from an estimation object. It measures how close the unrestricted estimates come to satisfying the restrictions under the null hypothesis. Results indicate that Sensex returns do affect both the institutional investment, as 'p-value' in both the cases is less than 0.05 because of which null hypothesis is rejected.

### VARIANCE DECOMPOSITION ANALYSIS

Variance decomposition separates the variation in an endogenous variable in the component shocks to the VAR. Thus; it provides information about the relative importance of each random innovation in affecting the variables in the VAR. results up to a lag of 10 months indicate SENSEX is being affected by their own returns upto the extent of 99.97153% by DII's and FII's by 0.018411% and 0.010055% respectively. DII's are affected by their own returns upto the extent of 83.4695% and SENSEX and FII by 16.12873% and 0.401776% respectively. Similarly, FII's are affected by their own lags upto the extent of 24.323% and sensex and DII's by 10.6432% and 65.03369%.

### CONCLUSION

The study revealed a significant role of institutional investors in the Indian capital market. The tests conducted have revealed that the three variables of the study vis a vis stock market index SENSEX, the returns of Foreign institutional investor and the returns



of the domestic institutional investor are all related and have an effect on each other. These variables are not independent of each other, the degree of dependence may differ. The study has revealed that there is a positive

correlation amongst the foreign institutional investment pattern and the BSE SENSEX. The domestic institutional investment has been found to be independent and following their own strategies and path of performance.

## RESULTS

**TABLE 1 (A)**

### AUGMENTED DICKEY FULLER TEST

Null Hypothesis: SENSEX has a unit root

Exogenous: Constant

Lag Length: 0 (Automatic - based on SIC, maxlag=11)

|  | t-Statistic | Prob.* |
|--|-------------|--------|
| Augmented Dickey-Fuller test statistic | -9.965338   | 0.0000 |
| Test critical values: 1% level         | -3.500669   |        |
| 5% level                               | -2.892200   |        |
| 10% level                              | -2.583192   |        |

\*MacKinnon (1996) one-sided p-values.

**TABLE 1(B)**

Null Hypothesis: FII has a unit root

Exogenous: Constant

Lag Length: 0 (Automatic - based on SIC, maxlag=11)

|  | t-Statistic | Prob.* |
|--|-------------|--------|
| Augmented Dickey-Fuller test statistic | -6.818112   | 0.0000 |
| Test critical values: 1% level         | -3.500669   |        |
| 5% level                               | -2.892200   |        |
| 10% level                              | -2.583192   |        |

\*MacKinnon (1996) one-sided p-values.

**TABLE 1(C)**

Null Hypothesis: DII has a unit root

Exogenous: Constant

Lag Length: 0 (Automatic - based on SIC, maxlag=11)

|  | t-Statistic | Prob.* |
|--|-------------|--------|
| Augmented Dickey-Fuller test statistic | -6.196321   | 0.0000 |
| Test critical values: 1% level         | -3.500669   |        |
| 5% level                               | -2.892200   |        |
| 10% level                              | -2.583192   |        |

\*MacKinnon (1996) one-sided p-values.

**TABLE II**

| Pairwise Granger Causality Tests  |          |             |        |
|-----------------------------------|----------|-------------|--------|
| Sample: 2009M01 2016M12           |          |             |        |
| Lags: 2                           |          |             |        |
| Null Hypothesis:                  | Criteria | F-Statistic | Prob.  |
| FII does not Granger Cause SENSEX | Accept   | 0.03373     | 0.9668 |
| SENSEX does not Granger Cause FII | Reject   | 4.46406     | 0.0142 |
| DII does not Granger Cause SENSEX | Accept   | 0.01798     | 0.9822 |
| SENSEX does not Granger Cause DII | Reject   | 8.48108     | 0.0004 |
| DII does not Granger Cause FII    | Accept   | 2.95810     | 0.0570 |
| FII does not Granger Cause DII    | Accept   | 2.53255     | 0.0852 |
|                                   |          |             |        |

**TABLE III****VAR Granger Causality/Block Exogeneity Wald Tests**

Sample: 2009M01 2016M12

Included observations: 95

Dependent variable: SENSEX

| Excluded | Chi-sq   | Df | Prob.  |
|----------|----------|----|--------|
| DII      | 0.000170 | 1  | 0.9896 |
| FII      | 0.009343 | 1  | 0.9230 |
| All      | 0.029646 | 2  | 0.9853 |

Dependent variable: DII

| Excluded | Chi-sq   | Df | Prob.  |
|----------|----------|----|--------|
| SENSEX   | 16.74365 | 1  | 0.0000 |
| FII      | 0.497353 | 1  | 0.4807 |
| All      | 17.38867 | 2  | 0.0002 |

Dependent variable: FII

| Excluded | Chi-sq   | Df | Prob.  |
|----------|----------|----|--------|
| SENSEX   | 9.289264 | 1  | 0.0023 |
| DII      | 3.883289 | 1  | 0.0488 |
| All      | 13.04873 | 2  | 0.0015 |

TABLE IV

**Vector Autoregression Estimates**

Sample (adjusted): 2009M02 2016M12

Included observations: 95 after adjustments

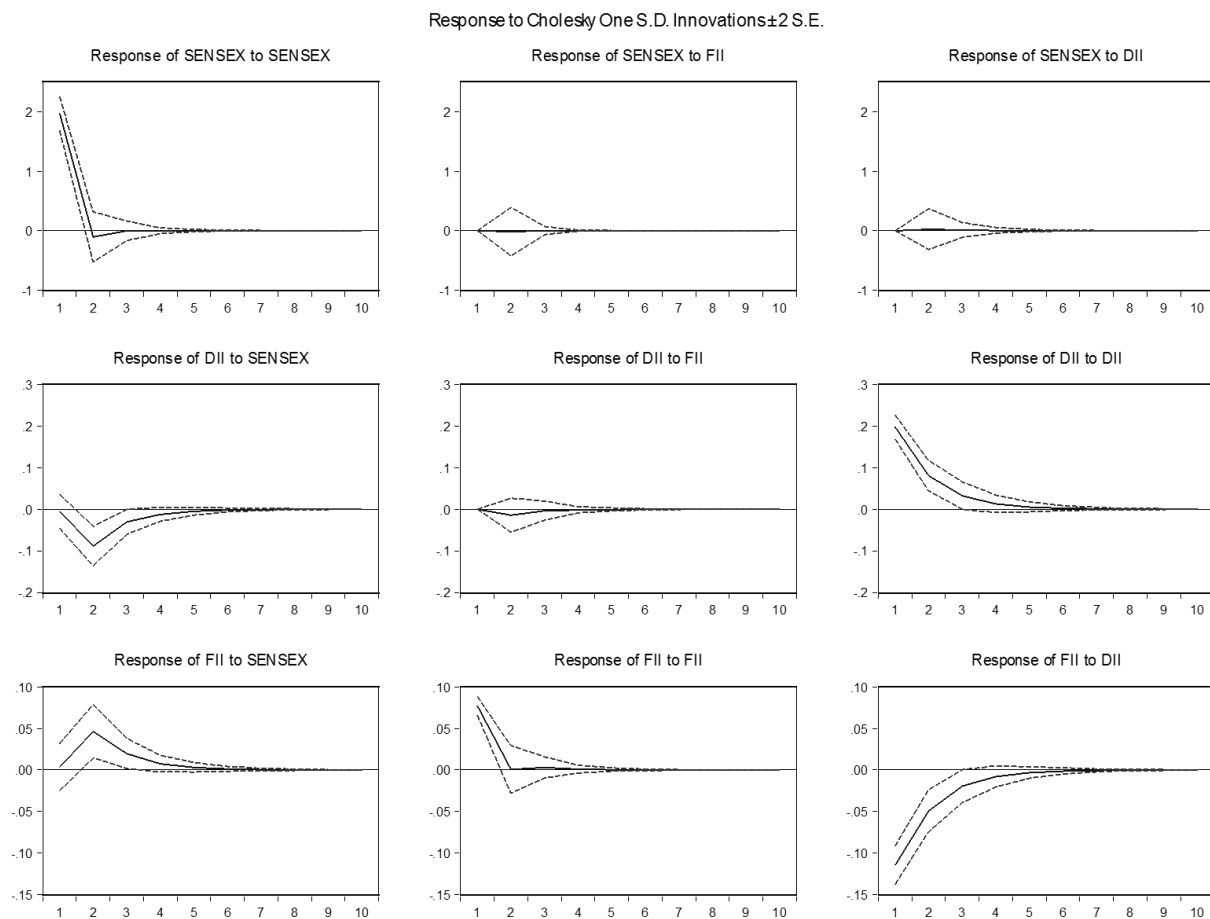
Standard errors in ( ) &amp; t-statistics in [ ]

|                | SENSEX                               | DII                                  | FII                                  |
|----------------|--------------------------------------|--------------------------------------|--------------------------------------|
| SENSEX(-1)     | -0.053683<br>(0.10698)<br>[-0.50179] | -0.043894<br>(0.01073)<br>[-4.09190] | 0.022849<br>(0.00750)<br>[ 3.04783]  |
| DII(-1)        | -0.022884<br>(1.75670)<br>[-0.01303] | 0.299112<br>(0.17614)<br>[ 1.69815]  | -0.242576<br>(0.12310)<br>[-1.97061] |
| FII(-1)        | -0.255767<br>(2.64608)<br>[-0.09666] | -0.187110<br>(0.26532)<br>[-0.70523] | 0.010139<br>(0.18542)<br>[ 0.05468]  |
| C              | 0.246652<br>(4.44281)<br>[ 0.05552]  | 0.900965<br>(0.44547)<br>[ 2.02251]  | 1.299830<br>(0.31132)<br>[ 4.17521]  |
| R-squared      | 0.003144                             | 0.304205                             | 0.224251                             |
| Adj. R-squared | -0.029720                            | 0.281267                             | 0.198676                             |
| Sum sq. resids | 353.7443                             | 3.556401                             | 1.736969                             |
| S.E. equation  | 1.971624                             | 0.197690                             | 0.138158                             |
| F-statistic    | 0.095665                             | 13.26188                             | 8.768644                             |
| Log likelihood | -197.2473                            | 21.24441                             | 55.28326                             |
| Akaike AIC     | 4.236785                             | -0.363040                            | -1.079648                            |
| Schwarz SC     | 4.344317                             | -0.255509                            | -0.972116                            |
| Mean dependent | -0.044062                            | 1.006504                             | 1.064598                             |
| S.D. dependent | 1.942963                             | 0.233185                             | 0.154337                             |

Determinant resid covariance (dof adj.) 0.000905

|                              |           |
|------------------------------|-----------|
| Determinant resid covariance | 0.000796  |
| Log likelihood               | -65.42092 |
| Akaike information criterion | 1.629914  |
| Schwarz criterion            | 1.952509  |

**FIGURE I**  
**IMPULSE RESPONSE FUNCTION**



**TABLE VI VARIANCE DECOMPOSITION**

Variance  
Decomposition  
of  
SENSEX:

| Period | S.E.     | SENSEX   | DII      | FII      |
|--------|----------|----------|----------|----------|
| 1      | 1.971624 | 100.0000 | 0.000000 | 0.000000 |
| 2      | 1.974761 | 99.97427 | 0.015726 | 0.010003 |
| 3      | 1.974788 | 99.97198 | 0.017984 | 0.010039 |
| 4      | 1.974796 | 99.97160 | 0.018342 | 0.010054 |
| 5      | 1.974797 | 99.97155 | 0.018400 | 0.010054 |
| 6      | 1.974797 | 99.97154 | 0.018409 | 0.010055 |
| 7      | 1.974797 | 99.97153 | 0.018411 | 0.010055 |

|    |          |          |          |          |
|----|----------|----------|----------|----------|
| 8  | 1.974797 | 99.97153 | 0.018411 | 0.010055 |
| 9  | 1.974797 | 99.97153 | 0.018411 | 0.010055 |
| 10 | 1.974797 | 99.97153 | 0.018411 | 0.010055 |

Variance  
Decomposition  
of  
SENSEX:

| Period | S.E.     | SENSEX   | DII      | FII      |
|--------|----------|----------|----------|----------|
| 1      | 0.197690 | 0.071254 | 99.92875 | 0.000000 |
| 2      | 0.231653 | 14.74919 | 84.86179 | 0.389027 |
| 3      | 0.235894 | 15.90166 | 83.69986 | 0.398472 |
| 4      | 0.236587 | 16.09327 | 83.50541 | 0.401317 |
| 5      | 0.236697 | 16.12304 | 83.47526 | 0.401700 |
| 6      | 0.236714 | 16.12782 | 83.47042 | 0.401764 |
| 7      | 0.236717 | 16.12858 | 83.46964 | 0.401774 |
| 8      | 0.236717 | 16.12870 | 83.46952 | 0.401776 |
| 9      | 0.236718 | 16.12872 | 83.46950 | 0.401776 |
| 10     | 0.236718 | 16.12873 | 83.46950 | 0.401776 |

Variance  
Decomposition  
of  
SENSEX:

| Period | S.E.     | SENSEX   | DII      | FII      |
|--------|----------|----------|----------|----------|
| 1      | 0.138158 | 0.070955 | 68.68903 | 31.24001 |
| 2      | 0.153781 | 9.147899 | 65.63476 | 25.21734 |
| 3      | 0.156270 | 10.42812 | 65.11293 | 24.45895 |
| 4      | 0.156647 | 10.60823 | 65.04698 | 24.34479 |
| 5      | 0.156708 | 10.63773 | 65.03578 | 24.32650 |
| 6      | 0.156718 | 10.64239 | 65.03403 | 24.32358 |
| 7      | 0.156720 | 10.64314 | 65.03374 | 24.32312 |
| 8      | 0.156720 | 10.64326 | 65.03370 | 24.32304 |
| 9      | 0.156720 | 10.64328 | 65.03369 | 24.32303 |
| 10     | 0.156720 | 10.64328 | 65.03369 | 24.32303 |

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# A STUDY OF EFFECT OF AGE AND GENDER DIVERSITY IN EMPLOYEE PERFORMANCE IN AN ORGANIZATION WITH SPECIAL REFERENCE TO INFORMATION TECHNOLOGY SECTOR IN MUMBAI REGION.

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## Abstract

Workforce diversity is a workforce consisting of a broad mix of workers from different racial and ethnic background of different ages and genders, and of different domestic and national cultures. Work place diversity focuses on the similarities and differences among employees in terms of class, ethnicity, age, race, hierarchy, status, gender, religion, physical disability/ability, family situation, and sexual orientation. Mumbai is among the important cities for IT sector in Maharashtra. The purpose of this research is to investigate the effect of work force diversity towards employee performance in an organization which focuses into IT industries of Mumbai region. The research also focuses on workforce diversity which includes the gender and age of the employees which are the most critical variables among all the others. The investigation was done by distributing 100 questionnaires to IT industry's management team. The questionnaire results show that there is a significant impact on performance when different workforce is working in IT industry.

**Keywords:** Workplace Diversity, Employee Performance, IT Industry

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## Introduction

Advances in technology and the advent of a global economy bring the people of the world closer together than ever before. Given this fact, businesses, educational systems and other entities are investigating ways to better serve their constituents. This includes being able to attract and retain the best and most qualified workers. Organizations that can develop and employ the necessary policies and procedures to do this will maintain a competitive advantage among their counterparts and increase their effectiveness. To achieve success and maintain a competitive advantage, we must be able to draw on the most important resource such as the skills of the workforce. With the increasing richness of diversity in the workforce, we need to expand our outlook and use creative strategies to be successful. This study identifies the effect of workforce diversity toward employees' performance. World's increasing globalization requires more interaction among people from diverse cultures, beliefs, and backgrounds than ever before. People no longer live and work in a

limited marketplace; they are now part of a worldwide economy with competition coming from nearly every continent. For this reason, profit and non-profit organizations need diversity to become more creative and open to change. Maximizing and capitalizing on workplace diversity has become an important issue for management today.

In many ways, diversity initiatives complement non-discrimination compliance programs by creating the workplace environment and organizational culture for making differences work. Diversity is about learning from others who are not the same, about dignity and respect for all, and about creating workplace environments and practices that encourage learning from others and capture the advantage of diverse perspectives.

Workforce diversity refers to organizations that are becoming more heterogeneous with the mix of people in terms of gender, age, race, and education background. Diversity can generally be defined as recognizing, understanding and accepting individual differences irrespective of their race, gender, age,

class, ethnicity, physical ability, race, Sexual orientation, spiritual practice and so on. Organizations that can develop and employ the necessary policies and procedures to do this will maintain a competitive advantage among their counterparts and increase their effectiveness.

Today's managers are responsible for both leading employees and responding to the needs of customers who are more ethnically and culturally diverse, older, and in greater need of child and elder care. Leaders in both the public and the private sectors are focusing more attention on the issue of diversity. Leaders and managers within organizations are primarily responsible for the success of diversity policies because they must ensure that the policies are effective. Instead of treating every employee alike to recognize and respond to those differences, it is a way to ensure employee retention and greater productivity. The most important issues of workforce diversity are to address the problems of discrimination in terms of gender, age, and ethnicity and education background. When diversity is not managed properly, there will be a potential for higher turnover, difficult in communication and interpersonal conflicts. Overall, it will be adversarial to organization's performance, profitability and reputation.

### Literature Review

- Cox and Blake (1991) argued that diversity can result competitive advantage for organizations.
- Gender-based inequities in organizations are reinforced and justified by stereotypes and biases that describe positive characteristics and therefore a higher status to the males (Leonard and Levine, 2003; Nkomo, 1992).
- The organization should link concerns for diversity to human resource management decisions around recruitment, selection, placement, succession planning, performance management, and rewards (Cascio, 1998). The organization should create such a working environment as will increase the motivation, satisfaction, and commitment of diverse people.
- Performance standards must be clearly and objectively established, effectively communicated, and used on objective criteria without any bias. Identify desirable and undesirable behaviors that must be based upon performance feedback discussions involving a diverse workforce.
- Organizations that develop experience in and reputations for managing diversity will likely attract the best personnel (Carrel et al., 2000).
- According to Jonathan, David and Aparna (2004), the past research on workplace diversity suggests that diversity can be either detrimental or beneficial for workgroup performance (Williams and O'Drilly, 1998). For instance, workgroup diversity is positively associated with creativity and problem-solving skills (Bantel and Jackson, 1989; Jehn, Northcraft, and Neale, 1999) and negatively related with cohesiveness and cooperation (Pelled, Eisenhardt, & Xin, 1999). Good workforce diversity practices in the area of human resources are believed to enhance employee and organizational performance (Adler, 1986). Organizations with a diverse workforce can provide superior services because they can better understand customers' needs (Wentling and Palma-Rivas, 2000).
- Theories and techniques of diversity management have been developed and enthusiastically supported by a growing number of chief executives, training specialists, diversity consultants and academics (Saji, 2004). Diversity can improve organizational effectiveness.
- Kossek, Lobel, and Brown (2005) states only 54% of working age women are in the workforce worldwide compared to 80% of men. Women continue to have the upper hand on the "invisible care" economy, which relates to care giving and domestic work.
- Researchers have suggested that diversity has enhanced performance by broadening the group's perspectives. There is a strong empirical confirmation that successful diversity management and a resulting improvement in organizational performance are positively correlated (Ozbilgin and Tatli, 2008).
- The findings of the research conducted by Welliang et.al. (2012) showed that gender



group and employee performance is positively linked.

- Ali et.al. (2000) found that high levels of gender diversity are a source of competitive advantage, while moderate levels of gender diversity provide a competitive disadvantage.
- Gender-based inequities in organizations are reinforced and justified by stereotypes and biases that describe positive characteristics and therefore a higher status to the males (Leonard and Levine, 2003; Nkomo, 1992; Heilman et al., 1989). In other words, organizations prefer to hire male workers compared with women because they are perceived to have better performance and ability to manage their jobs. Besides, according to Brown, 2008; Carr-Ruffino, 2003, significant amount of workforce diversity remains ineffective if gender issues are not first recognized and managed. The research and study also state that the most constitutional challenge is overcoming the thought that woman are not equal to man. Kossek, Lobel, and Brown (2005) states only 54% of working-age women are in the workforce worldwide compared to 80% of men. Furthermore, women continue to have the upper hand on the "invisible care economy", which relates to care giving and domestic work. • Growing age diversity has become part of many organizations (FlorianKunze, Stephen Boehm and Heike Bruch, 2009). There are two major theories which explain this relationship; the social identity and self-categorization. Individuals are suggested to classify themselves into certain groups on the basis of dimensions that are personally relevant for them according to social identity and self-categorization theory (Kunze,Boehm and Bruch, 2009; Tajfel and Turner, 1986).As a result, individuals tend to favor members of their own group at the expenses of the other groups, against which they may discriminate. Consequently, if the employees' age or generational belonging is regarded as a relevant criterion for distinction, a differentiation between age groups within an organization may emerge, fostering emotional conflicts and age based discrimination between the age groups (Kunze et al., 2009).Gelner and Stephen (2009) summarized that age heterogeneity

can negatively affect productivity concerns differences in the values in and preferences of distinct age groups. It has been shown that productivity diminishing conflicts are particularly frequent in the presence of generation gaps" (Gelner and Stephen, 2009; Lau, Murnighan, 2005; Pitcher, Smith 2001).

### Objective

- To study the impact of age factor in performance in an organisation.
- To study the relationship between gender diversity and employee performance.

### Hypothesis

- $H_{10}$ : Unilateral employee work performance.
- $H_{11}$ : There is direct correlation between employee performance and gender specific work.
- $H_{20}$  Age group has no significant impact on employee performance.
- $H_{21}$  Age group is directly related with employee performance at work.

### Research Methodology

The research is focused on the studies of effect of age and gender factor in employee performance in IT organizations of Mumbai region. The data collected for research is primary data collected from 100 employees from management team of various IT companies of Mumbai region and the empirical study was done in the research conducted, correlated to the business expectations. The study focuses around the diverse thinking and the impact of it on the workforce.

### Sampling

Simple random sampling is used because it provides greatest number of possible samples. This is done by assigning a number to each unit in the sampling frame and estimates are easy to calculate.

### Sample frame

Mumbai is among the important cities for IT sector in Maharashtra. The research is done by taking interviews of 100 members of management team from different IT companies of Mumbai including AK Softech, Com1 India, Flairtek, Locationguru Solution, Maximist for Edification And Software Solution, Miracle Technologies, NDN Tech Software Solution Private Limited, Om Vision Technologies Pvt. Ltd., Pival Infotech Ltd, Sanisoft Technology Ltd, Shreekrishna Technologies, Softline Tech, Techior Solutions, Webgile Solution, Excellon Software, Novatech Software Pvt. Ltd., Trust System And Solution , ADCC Infocad Pvt. Ltd., Smartdata Enterprises, Easy pack Software, Micropro Software, Platys Solution Pvt. Ltd., Prism, Virtual Galaxy, Zeon Solutions, Zeta Software. A questionnaire was

filled by the respondents, giving their response to the related areas on diversity impact practiced in their organizations. The findings and analysis is based on the demographic factors like age and gender in the organization. The data collected is tabulated in Microsoft Excel and total and mean is calculated and used for the comparative study.

### Data Analysis

Data analysis is an application of reasoning to understand, clear and interpret the data or information that have been collected through the questionnaires (Zikmund, 2003). Therefore, data collected through the questionnaire were analyzed statistically by using the Software Package for Social Science (SPSS Version 20). Besides, it also enables us to present our data or information better through graphical presentation (bar chart).

**Table:1 Assessment Table**

| Sr. No. | Assessment   | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---------|--|-------------------|----------|---------|-------|----------------|
| 1       | The age difference in work group might cause conflict  | 3%                | 43%      | 17%     | 33%   | 3%             |
| 2       | People of different age group experience lack of bonding   | 7%                | 40%      | 17%     | 37%   | 0%             |
| 3       | Youngsters who are in their learning stage are more willing to learn new things and accept new ideas | 0%                | 3%       | 3%      | 57%   | 37%            |
| 4       | Older people who have more life experiences are more mature and posses better problem solving skills | 0%                | 13%      | 30%     | 33%   | 23%            |
| 5       | Different age groups provide different values for companies  | 0%                | 13%      | 10%     | 57%   | 20%            |
| 6       | Youngsters have more enthusiasm towards work   | 0%                | 17%      | 27%     | 30%   | 27%            |
| 7       | Opportunities for growth and advancement exist for women in organization                             | 3%                | 0%       | 13%     | 53%   | 30%            |
| 8       | A career development that includes women encourages within our organization                          | 0%                | 0%       | 10%     | 60%   | 30%            |
| 9       | Women are involved in the organizations decision making as much as men                               | 0%                | 0%       | 13%     | 43%   | 43%            |
| 10      | The performance criteria for success are expected to be higher for men than women                    | 13%               | 50%      | 20%     | 7%    | 10%            |

A paired T-test is used as it is a hypotheses test of the difference between population mean for

a pair of random samples whose differences are approximately normally distributed.

**Table 2: Paired Samples Statistics**

|        |                             |      |     |                |                 |
|--------|-----------------------------|------|-----|----------------|-----------------|
|        |                             | Mean | N   | Std. Deviation | Std. Error Mean |
| Pair 1 | H1 <sub>0</sub>             |      | 100 | 1.13715        | 0.20761         |
|        | H1 <sub>1</sub>             |      | 100 | 0.56517        | 0.10318         |
|        | Paired Samples Correlations |      |     |                |                 |
| Pair 1 | N                           |      |     | Correlation    | Sig.            |
|        | H1 <sub>0</sub> &           |      | 100 | -0.206         | 0.276           |
|        | H1 <sub>1</sub>             |      |     |                |                 |

**Table 3: Paired Samples Test**

|        |                   |          | <b>Paired Differences</b> |                 |   |          | t      |
|--------|-------------------|----------|---------------------------|-----------------|---|----------|--------|
|        |                   | Mean     | Std. Deviation            | Std. Error Mean | 95% Confidence Interval of the Difference |          |        |
| Pair 1 |                   |          |                           |                 | Lower                                     | Upper    |        |
|        | H1 <sub>0</sub> - | -1.68889 |                           | 0.25013         | -2.20045                                  | -1.17732 | -6.752 |
|        | H1 <sub>1</sub>   |          |                           |                 |   |          |        |

The sig. (2-tailed) value in this is 0.000. This value is less than 0.05 because of this we can conclude that there is a statically significant correlation between the employee performance and gender diversity.

Since the mean value = -1.68889, we reject null hypothesis and conclude that there is direct correlation between employee performance and gender specific work.

**Table 4: Paired Samples Statistics**

|        |     | Mean   | N   | Std. Deviation | Std. Error Mean |
|--------|-----|--------|-----|----------------|-----------------|
| Pair 1 | H20 | 3.1889 | 100 | .66484         | .12138          |
|        | H21 | 3.8667 | 100 | .60395         | .11026          |

In a nutshell, we can say that there is a direct co-relation between employee performance and gender specific work.

**Table 5: Paired Samples Correlations**

| Pair 1 |       | N   | Correlation | Significant |
|--------|-------|-----|-------------|-------------|
|        | H20 & | 100 | 0.447       | 0.13        |
|        | H21   |     |             |             |

**Table 6: Paired Samples Test**

|        |                 | Paired Differences |                |                |                 |   |          | t      | df | Sig. (2 tailed) |
|--------|-----------------|--------------------|----------------|----------------|-----------------|---|----------|--------|----|-----------------|
|        |                 | Mean               | Std. Deviation | Std. Deviation | Std. Error Mean | 95% Confidence Interval of the Difference |          |        |    |                 |
|        |                 |                    |                |                |                 | Lower                                     | Upper    |        |    |                 |
| Pair 1 | H2 <sub>0</sub> |                    |                |                |                 |   |          |        |    |                 |
|        | H2 <sub>1</sub> | -0.67778           | 0.66944        | 0.66944        | 0.12222         | -0.92775                                  | -0.42781 | -5.545 | 99 | 0               |
|        |                 |                    |                |                |                 |   |          |        |    |                 |

The sig. (2-tailed) value in this is 0.000. This value is less than 0.05 because of this we can conclude that there is a statically significant correlation between the employee performance and age diversity. Since the mean value = -.67778, we accept null hypothesis and conclude that there is direct correlation between employee performance and age diversity. In a nutshell, we can say that there is no significant impact of age group on employee performance.

### Limitations

There are some limitations innate in the study. The sample size used for the study was very small the sample was a convenient sample among the professional's organizations in India. The limitations of the study suggest several prospects for further research. There is vast scope for further study of the factors affecting workplace diversity in organizations, as well as other industries. Furthermore, diversity management practices can be compared between industries, and their impact on employee productivity and job satisfaction can be studied.

### Conclusion

Based on the results showed, the overall effects of workforce diversity (gender, age, ethnicity and education background) towards employee performance in an IT organization is significant in most of the ways, since the workforce diversity becomes one of most popular ways to evaluate employee performance in IT organization in recent year.

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## CITIZEN-CENTRIC GOVERNANCE IN INDIA

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The recent efforts to secure a more robust place for citizens' involvement in democratic governance 'represent a renewed concern with the authenticity and legitimacy of democracy. Citizen-centric administration helps in establishing greater trust in government and higher level of democracy. Citizen-centricity with the aim of ensuring citizens' welfare and citizens' satisfaction is critical for any government, which aims to facilitate good governance. Today, governments are trying to reinvent public administration, strengthening its capacities and making it more efficient and accountable to the citizens. Different methods and techniques are being undertaken to ensure a redress citizen's demands to reduce the gap between government and the people and to enhance the public trust. Citizen-centric administration thus, has become the heart of good governance. In this background the present paper is an attempt to trace Indian efforts a citizen-centric governance by discussing the its significant dimensions viz., citizens' perception about administration, pre-conditions for citizens-centric administration, and the role of public grievance redressal machinery in India.

### **Growing significance of citizens in a democracy**

In a democracy, citizen-administration relations are significant because the support and consent of the governed is a prerequisite for the success of a representative government. The state and in actual terms the administration has the major responsibilities of providing major amenities of life-education, health, employment opportunities; improved means of transport and infrastructure etc. to its citizens. All this ensures a good life to the citizens. In public administration two noticeable trends have emerged in recent times. Firstly, there has been an expansion in the size of Public bureaucracy as well as increase in its powers and activities. Secondly, in the wake of spread of general education, political and social awakening, there has been a rise in the

expectations of people from administration. The result of these developments is the increasing interaction between citizens and administration.

There are different ways in which citizens interact with the administrative agencies in day to day life. Mohit Bhattacharya illustrates five categories of such interactions, i.e. clients, regulate, litigants, participants, and cutting edge encounters: In the form of client, citizens seek to obtain benefits or services from governmental agencies. For example, a patient visits a governmental hospital for medical check or treatment. As regulate, the public interacts with many government agencies like the police, income tax authorities, licensing authorities' etc. As litigants' public moves the court against 'unjust' actions of public agencies. For example, people seek redressal from the court when the motor vehicles authority may be delaying issuance of car license. In this form people become direct participant in decision-making in public agencies at different levels. For example; parents become members of a school's guardians' committee, an irrigation project associates the farmers with the different decision-making processes of the project. In this form people approach to agencies which are responsible for day today primary services and facilities to the public. For example, people approach to the municipal employees for water, electricity, and sanitation facilities (Bhattacharya 2008:21). Besides the above five, there could be another form of interaction-people as protesters. People often interact with government agencies on public policy as protesters, opposing the injustice in government policy and action. For example, people oppose the construction of a dam in their locality.

### **Citizen's unhappiness with administration**

Due to wide disparity between the popular expectations and the performance of administration there is huge discontent among the citizens. The general feeling which persists

among the people is that the policies are not cumbersome, or the processes of administration are unjust. Yet another important problem is the deterioration in the standards of honesty and integrity in both, politics and administration due to corruption. Rigid observance of rules and regulations, non-acknowledgement of complaints, inordinate delay in disposal of various matters account for lack of faith of public in administration. A number of research and studies have been undertaken to examine the relationship between citizens and administration in India. Some of such important are: Studies on 'Police Administration' by Davis H. Bayley (1969), 'Rural Development' by Rakesh Hooja (1978) and 'Urban Government' by V. Jagannadhan (1978). The findings of these studies reveal interesting information on citizens' perceptions about public administration in India. The general perceptions of people about administration that emerge out of these studies include: inordinate delay and waiting period, favoritism in administration, need for middlemen (brokers) to get things done, unhelpful attitude of officials especially lower level functionaries, citizens' ignorance about procedures involved in getting things done and rich-poor discrimination in administration: the rich having access to administration and the general tendency of officials to avoid the poor and underplay their needs and interests (Mohit Bhattacharya 2008:257).

It is evident from the above discussion that the general perception of the people about administration in India very negative. The second Administrative Reforms Commission (2009) during its visits to the states had several occasions to meet and hear from the public. Most of the observations by citizens were about the poor quality of services provided by the government, the indifferent attitude of government servants, corruption and abuse of authority and lack of accountability. A common complaint pertained to excessive red-tapism and the long time taken to get even routines work done. The commission in its twelfth Report on citizen centric administration (Second ARC 2009: 14–16) identifies the following five barriers in citizen-centric administration in India: Wooden, inflexible, self-perpetuation and inward looking attitude of the civil servants, lack of accountability of civil

servants, red tapism, ineffective implementation of laws and rules, and low levels of awareness of the rights and duties of citizens.

The sixth central pay commission's (2008) comments in this connection are worth noting. It observes that "For the common man, bureaucracy denotes routine and repetitive procedures, paper work and delays. This, despite the fact that the Government and bureaucracy exist to facilitate the citizens in the rightful pursuit of their legal activities. Rigidities of the system over centralization of powers, highly hierarchical and top down method of functioning with a large number of intermediary levels delaying finalization of any decision, divorce of authority from accountability and the tendency towards micromanagement, have led to a structure in which form is more important than substance and procedures are valued over end results and outcomes. Non-performance of the administrative structures, poor service quality and lack of responsiveness, and the subjective and negative abuse of authority have eroded trust in governance systems which needs to be restored urgently" (Government of India 2008: 365). Thus, administration in India is generally perceived to be unresponsive, insensitive and corrupt which is the main cause of discontent among citizens.

### **Significance of Citizen-centric Administration**

The above discussion makes it clear that the relationship between citizens and administration are generally annoying and unpleasant. The status aspects of citizenship are stressed heavily and the qualitative aspects of citizenship appear to be grossly underestimated. There may be one more reason behind the unhealthy state of affairs. In their wake public administration as a discipline, was, until recently, more focused on the improvement of state apparatuses than on the development of citizenship and the involvement of citizens in the making of governmental policies (Rouband 2007). This dominant trend is responsible for the alienation of citizens and thus there is an increase in citizens' discontent against administration. These circumstances demand the exigency of a citizen-centric administration. There is also a

realization by the Governments, that they need more direct participation by citizens in order to govern well—to ensure stability, to facilitate people's wellbeing and to manage environmental, health, security and energy issues in a collaborative manner. Governments now realize that they must harness the ideas, knowledge, wisdom and skills of the multiple stakeholders. Failure to engage citizens will waste resources and shrink opportunities.

Citizen-centric administration is a prerequisite for a successful democracy. In this connection, the remarks of Dr. S. Radhakrishnan, former Vice –President of India, are worth noting, which he expressed on the occasion of the first annual day of the Indian Institute of Public Administration on 20<sup>th</sup> November, 1959. He wanted administration 'to be fair in all manners to the people and that the administrators must feel that they are not there merely to rule over the people but 'they are essentially servants of the people'. He also stated that 'administrators are not to regard themselves as a privileged class. They are not to grow into bureaucracy'. The higher civil servants; Dr. Radhakrishnan said 'must understand the needs and aspirations of the common man and woman and try to protect them from the petty officials who are inclined to harass them and show their authority'. Above all he said, 'it is my great anxiety that in this country we 'should have administrative integrity first, efficiency next, economy third'- with these conditions we will be able to build a happier Indian Society' (Agarwal 2004: iii–iv). He thus placed 'integrity' in administration above all other requirements for citizen-friendly Governance.

### **Practice of Citizen-centric administration in India**

The negative image of bureaucracy in the minds of the large sections of society points towards an inefficient and ineffective administration. This highlights the need for substantially reforming the governance systems. The main focus of such reform has to be on making citizens central to all government activities and reorganizing administration to effectively address the concerns of the common people. An analysis of the barriers to citizen-centric administration as discussed in the previous section suggests that there are several pre-

conditions which must be fulfilled in order to make administration citizen-centric. These include accountability, transparency and responsiveness of bureaucracy, decentralization of authority, simplification of rules, efficient grievance redressal machinery, and introduction of citizens' charter, right to information and E-governance. The theory and practice of some of such preconditions is elaborated in the following discussion.

### **The Central Vigilance Commission**

On the basis of recommendations made by the Committee on Prevention of Corruption, popularly known as the Santhanam Committee, the Central Vigilance Commission (CVC) was set up by the Government of India in 1964. The CVC advises the Union Government on all matters pertaining to the maintenance of integrity in administration. It exercises superintendence over the working of the Central Bureau of Investigation - the principal investigating agency of the Union Government in anti-corruption matters - and also over the vigilance administration of various Ministries and other organizations of the Union Government. As per The Central Vigilance Commission Act, 2003, the Commission consists of A Central Vigilance Commissioner – Chairperson and Not more than two Vigilance Commissioners – Members. The Central Vigilance Commission exercises superintendence over the functioning of the Delhi Special Police Establishment (CBI) in so far as it relates to the investigation of offences under the Prevention of Corruption Act, 1988; inquires or investigates into the cases referred by the Central Government; inquires or investigates into any complaint received against any official under its jurisdiction; and Exercises superintendence over the vigilance administrations of the various Central Government Ministries, Departments and Organizations of the Central Government. CVC is conceived to be the apex vigilance institution, free of control from any executive authority, monitoring all vigilance activity under the Central Government and advising various authorities in Central Government organizations in planning, executing, reviewing and reforming their vigilance work. The Government of India has authorized the Central Vigilance Commission as the "Designated



Agency" to receive written complaints for disclosure on any allegation of corruption or misuse of office from 'whistleblowers' and recommend appropriate action.

### **Lokpal and Lokayukta**

Lokpal as an independent body to enquire into cases of corruption against public functionaries. The first Administrative Reforms Commission (ARC) headed by Morarji Desai submitted an interim report on 'Problems of Redressal of Citizen's Grievances' in 1966. In this report, ARC recommended the creation of two special authorities designated as 'Lokpal' and 'Lokayukta' for redressal of citizens' grievances. After the recommendations of the first ARC(1968), many States constituted 'Lokayuktas' to investigate allegations or grievances arising out of the conduct of public servants including political executives, legislators, officers of the State Government, local bodies, public enterprises and other instrumentalities of Government. Maharashtra was the first State to introduce Lokayukta through The Maharashtra Lokayukta and Upa-Lokayuktas Act in 1971. Under this Act, a member of the public can file specific allegations with the Lokayukta against any public servant for enquiry. The Lokayukta can also initiate suo-moto inquiry into the conduct of public servants. Presently, there are more than 17 states in India who have set up Lokayuktas.

### **The Lokpal and Lokayuktas Act, 2013**

As a result of the ARC (1968), the Lokpal bill was first introduced in the Lok Sabha in 1968. Since then the bill has been introduced nine times in the Parliament, but due to various reasons it could not be passed into a law. **The Lokpal and Lokayukta Act, 2013** was introduced in parliament following huge public protest led by anti-corruption crusader Anna Hazare who got massive support from the common masses. The Bill was on 18 December 2013 and came into force from 16 January 2014 and officially called as The Lokpal and Lokayuktas Act, 2013. The Lokpal and Lokayuktas Act, 2013 is an anti-corruption Act which 'seeks to provide for the establishment of the institution of Lokpal to inquire into allegations of corruption against certain Public functionaries and for matters connecting them'.

It provides for a Lokpal at the Centre and Lokayukta at the level of the states. As per the composition, Lokpal will consist of a Chairperson and a maximum of 8 members, of which 50 per cent will be judicial members. 50 per cent members of Lokpal, shall be from SC/ST/OBSs, minority and women. Selection of Chairperson and members of Lokpal through a selection committee consisting of PM, Speaker of Lok Sabha, leader of opposition in Lok Sabha, Chief Justice of India or a sitting Supreme Court Judge nominated by Chief Justice of India. The Prime Minister, ministers, current and former legislators, Government employees, employees of firms funded or collected by Centre, societies and trusts that collect public money, receive funds from foreign sources come under the purview of anti-corruption law.

The new act provides that all anti-corruption inquiry should be completed within 60 days and investigation has to be completed within 6 months. The Lokpal shall order a probe only after hearing the public servant. While an enquiry against the PM has to be held in-camera and will have to be approved by two-thirds of full bench of Lokpal. Lokpal can initiate prosecution through its Prosecution Wing before the Special Court and the trial has to be completed within two years. The bill also incorporates provisions for attachment and confiscation of property acquired by corrupt means, even while prosecution is pending.

The Lok Pal Act, 2013 is a new mechanism to address the menace of corruption in India. The Act is significant in the sense that it includes even the Prime Minister under its purview. It is more inclusive, effective and time-bound. Adequate provisions are there to protect the whistleblowers and the honest and committed officers. The provision of penalty and punishment is a deterrent for the corrupt and dishonest public servant. With the introduction of the new act let us hope a new chapter of accountable, transparent and responsive governance would begin in India.

### **Right to Information**

Right to Information is one of the most effective and accessible tool to redress public grievances. It implies that the citizens should have free access to all files and documents pertaining to the governments working process.

Right to information has been seen as the key to strengthening participatory democracy and ushering in people centered governance as access to information can empower the citizens to demand and get information about public policies and actions, thereby leading to their welfare. Transparency in government organizations makes them function more objectively, predictably and also enables citizens to participate in the governance process effectively. In recognition of the need for transparency in public affairs, the Indian Parliament enacted the Right to Information Act on 11<sup>th</sup> May, 2005. The Act provides for the proactive disclosure of information, establishment of the Information Commission, appointment of public information officers, procedures for getting information, etc. It provides for the setting up of a practical regime to enable and empower citizens to secure access to information under the control of public authorities (Sharma and Devasher 2007:356). The RTI Act lays down the time limit as thirty days for normal applications and forty days where a third party submission is to be called for. In a novel approach, these time limits are reduced to a mere 48 hours where information sought 'concerns the life and liberty of a person'. The application fee is ten rupees per request and no fee is charged from the people living below the poverty line. The Act provides for the appointment of Public Information Officers (PIOs) in all administrative units/offices as may be necessary to provide information to persons requesting it. Assistant IPOs are also to be appointed at each sub-divisional or sub-district level. These provisions are designed to bring access closer to the people by ensuring that applicants can submit requests in their local areas. Every PIO can be penalized Rs.250 per day upto maximum of Rs.25000 for not accepting application, delaying information without reasonable causes, and providing incomplete, incorrect and misleading information. Information must be in writing, including by e-mails, and the request must be submitted to the PIO. Where no response is received, this will be deemed to be refusal. But applications must be rejected in writing with appropriate reason. Right to Information Act, 2005 is one of the most empowering legislations available to the citizens of India.

The Act is expected to keep the civil services active through feedback of the people through information sought by them. Information asked by the people can also help the civil servants in ascertaining the satisfaction of the people. However, it is also to be kept in mind that mere conferment of the Right to Information without changing the prevalent style of governance would make the entire exercise futile. In the context of our present scenario characterized by the lack of political will and reluctant attitude of bureaucracy to recognize the people's Right to Information, the role of civil society organizations would be crucial and significant in ushering in a new era of open, transparent and accountable governance. The more these organizations come forward to enlighten and mobilize the people at the grassroots, the more would be the realization of the immense potential of the Right to Information.

### **Citizens' Charters**

The Citizens' Charter is an instrument which seeks to make an organization transparent, accountable and citizen friendly. The Citizens' Charter scheme in its present form was first launched in 1991 in the UK. The aim was to ensure that public services are made responsive to the citizens they serve. A Citizens' Charter is basically a set of commitments made by an organization regarding the standards of service which it delivers. It is a public statement that defines the entitlements of citizens to a specific service, the standards of the service, the conditions to be met by users, and the remedies available to the latter in case of non-compliance of standards. The Charter concept empowers the citizens in demanding committed standards of service.

The basic thrust of Citizens' Charter is to make public services citizen-centric by ensuring that these services are demand driven rather than supply driven. Citizens' Charter is characterized by six principles (ARC 2009:34), i.e. Quality (improving the quality of services); Choice (for the users wherever possible); Standards (specifying what to expect within a time frame); Value (for the taxpayers' money); Accountability (of the service provider); and Transparency (in rules, procedures, schemes and grievance redressal). The Citizens' Charter, when introduced in the early 1990's, represented a landmark shift in the delivery of

public services. The emphasis of the Citizens' Charter is on citizens as customers of public services.

### E-Governance

E-Governance is another mechanism to redress public grievances and thereby bringing people closer to administration. E-governance is the short form of 'electronic governance'. If the service delivery is done through the use of ICT (Information and Communications Technology), it is said to be E-governance. In general E-governance denotes use of ICT in any organization i.e. governing through electronic mode. Increasingly E-governance is used to refer performance of governmental function through the application of ICT, the most well-known part of which is 'internet'.

E-governance is about a process of reform in the way governments work, share information, and deliver services to internal and external clients. Specifically, E-government harnesses information and communication technologies, such as the internet, the web, and mobile phones, to deliver information and services to citizens and businesses. As a first step, information about services is published on a website and citizens can interact with the site to download application forms for a variety of services. The next stage involves the use of ICT in the actual delivery of services, such as filing a tax return, or renewing a license. More sophisticated applications can process on-line payments (Bhatnagar 2008:247). E-governance has emerged as a device of cutting administrative burden on citizens.

E-governance thus, provides citizens the ability to obtain government services through electronic means, enabling access to government information and completion of government transactions on an anywhere, anytime basis. In this way it is a tool of bringing people closer to Government and administration. The idea is simply to create the capability for providing the citizens' access to government departments through electronic networks. The ultimate goal is to bring about better governance which has been termed as simple, moral, accountable, responsive and transparent (SMART)(GOI 2002:187), the aim of which is to create a space for regular involvement of citizens who, as customers of public services, have now direct access to

governmental activities through the ICT. Thus, through E-governance, the goal of SMART governance is achieved. In India, digital governance has been legalized by the Information Technology Act of 2000. The act is a watershed in conceptualizing administrative reform in India. More importantly-governance is certainly an attack on bureaucratic red tapism, which causes unnecessary delay and corruption. It is a tool for achieving 'good governance especially with regard to improving efficiency, transparency and making interface with government user friendly'. The citizens can not only view on-line the governmental acts, they can also provide significant inputs through emails and electronic devices (Chakrabarty and Bhattacharya 2008:52). Information-communication Technology is, thus, an important tool of connecting citizens and the government. The ICT-based E-governance has ushered in a new era in government innovations with capacities to, (a) reduce the cost of government, (b) increase citizens' input into government, (c) improve public decision-making, and (d) increase the transparency of government transactions. The object of E-governance is 'to arm the citizens to act as watch dogs to government'. In view of these well-defined functional characteristics-governance is also a very meaningful step towards combating corruption. By reducing discretionary powers it curbs opportunities for arbitrary action-governance also empowers the citizens by making their intervention in the transactions of governmental business regular through the ICT. The project E-sewa (service) that began in West Godavari district in Andhra Pradesh (India) is a good example here. The project is a tool 'to bridge the digital divide in the rural areas' through extensive use of information technology 'for providing access to various citizen to citizen (C2C) and citizen to government (c2g) services to the people in rural areas'. Managed by a women's self-help group, the project is a class by itself as it enables 'the local women-participants' to emerge as 'information leaders', who remain critical in realizing the goal of E-Sewa (Chakrabarty and Bhattacharya 2008:52). Thus, E-governance articulates public administration in a refreshing new way. It seeks to forge a link between citizens and government in terms of electronic

public service. By doing so it creates conditions for strong citizen's participation in government decision-making process.

### Concluding Observations

'Public interest' is the central concern of Public administration. To remain robust, resilient and relevant it must continually evaluate its own performance and test its worth in the court of citizens. In order to be citizen-centric Public administration should be participative and transparent. It should be effective, efficient and responsive to the citizens. Furthermore, an ethos of serving the citizens should permeate all government organizations. Last but not the least; government organizations should be accountable to the people. As one of the primary functions of the State is to promote the welfare of its citizens, an evaluation of the functioning of the institutions of governance will ultimately have to be based on the satisfaction they provide to the common man. In this regard, prominence would need to be attached to the voice of the citizens themselves (ARC: 2009). Thus, the primary concern of a government should be to bring administration to the service of its citizens.

Citizen and administration interact with each other constantly. There are different ways in which citizen interface with the administrative agencies in day to day life. As the discussion in this chapter shows that through these interactions people have felt that Indian bureaucracy is generally unresponsive, insensitive and corrupt. Thus, Citizens' grievances against administration are on an increase and at the same time concerted efforts are being made by the government to reduce the growing discontent among the citizens by providing various channels for redressal of their grievances. Right to information, Citizens' Charter and E-Governance have emerged as more effective and accessible tools to redress citizens' grievances. In the changing scenario, the position of the citizens from being mere recipients of the administrative support and services has now shifted to their being the prime movers in the affairs of Governance. It is a change from local beneficiary status to active 'participant status'. In a democracy, the main purpose of Public Administration is to serve the people. An accountable, accessible, transparent, participative and responsive

administration is inevitable to address the problems of the people. The governance discourse has presented opportunities as well as posed challenges before citizenship. The biggest challenge is how to protect 'public interest' in a market economy, which is primarily concerned with profit-making? Efforts are being made to restore public confidence in Public administration. The Third Minnowbrook conference (2008) was one of such efforts made to rediscover the 'Publicness' of Public Administration.

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## TRENDS & PROGRESS OF LIMITED LIABILITY PARTNERSHIPS IN INDIA

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### Abstract

The basic objective of the paper is to explore the origin & growth of LLP and their trends and progress. A Limited Liability Partnership, popularly known as LLP combines the advantages of both the Company and Partnership into a single form of organization and offers a hybrid structure. LLP as a business structure proved itself to be a midway for those who were operating partnership firms, but wanted to work in the organized sector under a legally compliant structure with world recognition restricted liability. As per the LLP Act 2008 an “LLP is defined as that business entity where having two Designated Partners is minimum requirement and such partners had their liability limited to their contribution toward the LLP”. With the emergence of time when people were forged by the unethical structure of partnership firms and were not diligent enough to afford the compliance of that of a company, the Ministry of Corporate Affairs brought the concept of Limited Liability Partnership Firms into picture i.e. an entity which offers management flexibility coupled with less compliance to follow.

The greatest advantage which LLP offers is the flexibility to do business. Instead of being bound by legal provisions, LLP's are free to create their own rules of management, which was not possible in case of companies. As result of which, a lot of companies have started to convert themselves into LLP. In case of LLP, the LLP Agreement is of fundamental importance. The Agreement defines the rules of the games, terms and conditions of the relationship vis-à-vis the LLP and the partners and the partners' inter-se. The entire LLP functions on the basis of the LLP agreement. LLP is managed by the Partnership themselves. Generally partners who manage the business are called managing partners. There is also a concept of designated partners in the LLP. In terms of law designated partners are responsible for compliance of LLP Act, Income Tax etc. Generally it is believed that designated partners are also the managing partners but it can't be true in all cases. Different partners may be called as designated and managing partners.

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### Meaning and definition of LLP

A Limited Liability Partnership, popularly known as LLP combines the advantages of both the Company and Partnership into a single form of organization and offers a hybrid structure. LLP as a business structure proved itself to be a midway for those who were operating partnership firms, but wanted to work in the organized sector under a legally compliant structure with world recognition restricted liability. As per the LLP Act 2008 an “LLP is defined as that business entity where having two Designated Partners is minimum requirement and such partners had their liability limited to their contribution toward the LLP”.

**Objectives of the Paper:** The basic objective of the paper is to explore the origin & growth of LLP's one hand and their trends and progress observation on the other hand, the sub-objectives are presented below:

- a) To trace the origin and growth of LLP's in India
- b) To verify the differences between LLP's, company & P.F's
- c) To study the trends & progress of LLP in Indian context

### Research Methodology:

- a) **Source of Data:** In designing the objectives of the study, data has been collected from secondary sources. The secondary data is composed of the literature available indifferent

scholarly research articles belonging to several national and international journals, business magazines and company reports.

- b) **Tools of Analysis:** The proposed tools of analysis include the statistical tools like tabulation, simple percentages etc., have been used to analyze the data.
- c) **Hypothesis:** There is significant difference among public company, private company and LLP form of business organizations.
- d) **Limitations:** There are some limitations found in this research paper. Firstly it is based on secondary data sources, and the conclusions are framed on the basis of the same. Secondly the concerned data analysis has been available only from 2013 to 2015 as shown in annexure -2.
- e) **Rationality to go for LLP:** With the emergence of time when people were forged by the unethical structure of partnership firms and were not diligent enough to afford the compliance of that of a company, the Ministry of Corporate Affairs brought the concept of Limited Liability Partnership Firms into picture i.e. an entity which offers management flexibility coupled with less compliance to follow.

The greatest advantage which LLP offers is the flexibility to do business. Instead of being bound by legal provisions, LLP's are free to create their own rules of management, which was not possible in case of companies. As result of which, a lot of companies have started to convert themselves into LLP. In case of LLP, the LLP Agreement is of fundamental importance. The Agreement defines the rules of the games, terms and conditions of the relationship vis-à-vis the LLP and the partners and the partners' inter-se. The entire LLP functions on the basis of the LLP agreement.

#### LLP

is managed by the Partnership themselves. Generally partners who manage the business are called managing partners. There is also a concept of designated partners in the LLP. In terms of law designated partners are responsible for compliance of LLP Act, Income

Tax etc. Generally it is believed that designated partners are also the managing partners but it can't be true in all cases. Different partners may be called as designated and managing partners.

#### Suitability of LLP

- a. Small to medium scale business
- b) Worldwide LLP are more used in service industry
- c) Business where different partners have different role to play
- d) Businesses where investors can play a role as a silent partner while the owners are in the driver's seat.
- a. Start-ups.

**Key reasons to go for LLP:** LLP's are formed to gain the benefits of Partnership firms and joint stock companies in day to day operations as listed below:

- a) Low Registration cost
- b) Separate Legal Entity
- c) Limited Liability of partners
- d) Easy to establish
- e) No requirement of minimum Capital Contribution
- f) Unlimited number of Partners
- g) Personal Assets of the partners are not exposed except in case of fraud
- h) Unlike company, no Tax is levied on Profit distributed to Partners
- i) LLP is flexible and governed by rules framed by partners
- j) Less Compliance as compared to Company

#### Minimum Requirements to register: LLP:

To register on LLP, every entrepreneur needs the following aspects:

- a) 2 (Two) Partners
- b) Out of partners, 2 (Two) should be appointed as Designated Partners
- c) Registered Office in India
- d) At least 1 (One) Partner should be Resident in India
- e) Can be formed only for Profit making

**Steps to form LLP: LLP formation is not a single stage activity but it's a process consisting the following stages:**

- a) Deciding Partners

- b) Obtaining Digital Signatures of Designated Partners
- c) Applying for DIN of Designated Partners
- d) Checking Name Availability of the LLP
- e) Applying for Name Approval
- f) Preparing & Filing Incorporation documents
- g) Obtaining Certificate of Incorporation
- h) Preparing & Filing LLP Agreement

### Who can become Partner in LLP?

**Persons eligible to become partners in an LLP are listed below:**

- a) Companies/Body Corporate registered in or outside India
- b) LLP registered in or outside India
- c) Individuals resident in or outside India

**Table -1LLP vs Other Forms of Business Entities**

| Basis of Difference                   | LLP   | Company  | Partnership Firm   |
|---------------------------------------|---|--|--|
| <b>Registration Cost</b>              | Minimum Govt Registration fees Rs. 750  | Minimum Govt Registration fees Rs. 4200  | Minimum Government fees Rs. 1000   |
| <b>Min. Capital/Contribution</b>      | Any amount can be induced to start the LLP                                      | Any amount can be induced to start the Company   | Any amount can be induced to start the Partnership Firm.   |
| <b>Min Number of Members/Partners</b> | Min. 2 Designated Partner   | Min 2 Member/Directors in a Private Limited Company and Min 7 Members and 3 Directors in a Public Limited Company. | Minimum 2 Partners are required to form Partnership firm   |
| <b>Liability</b>                      | Liability of the Partners is restricted towards their Contribution so made.     | Liability of members can be either limited or unlimited subjected to the nature of the company so registered.      | The liability of the Partners of such entity is unlimited as one is bound by the act of another. |
| <b>Compliance</b>                     | The Compliance in an LLP is not stringent as that in a company                  | The Compliance Management in case of a company is stringent and shall have to be complied.                         | The liability to fulfill all the compliance upon the Partnership Firm is optional                |
| <b>Participation by Foreigners</b>    | A Foreign national can be a partner in the LLP subject to additional compliance | A Foreign national can be a Member/Director in a Company   | A Foreign national cannot be a partner in the Partnership Firm                                   |

### TREND OF REGISTRATION OF NEW COMPANIES AND LLPs

An analysis of registration of new companies during January 2013 to February 2016 indicates that monthly registration of companies is showing an increasing trend after hitting its lowest 765 in April 2014(Chart 1). A total of 8,764 companies were registered in February 2016 as compared to 6,138 in February 2015. A significant increase in registration of companies has been witnessed in February 2016 over the previous month. A decreasing trend is observed in monthly registration of LLPs in last few months with minimum registration of 1,074 LLPs in

November, 2015 and has started picking up since then with February 2016 witnessing the registration of 2,154 LLPs. (Annexure 2)

### Summary & Conclusions of the Paper:

Limited Liability Partnership (LLP) is a new corporate structure that combines the flexibility of a partnership and the advantages of limited liability of a company at a low compliance cost. In other words, it is an alternative corporate business vehicle that provides the benefits of limited liability of a company, but allows its members the flexibility of organizing their internal management on the basis of a mutually arrived agreement, as is the case in a



partnership firm. Owing to flexibility in its structure and operation, it would be useful for small and medium enterprises, in general, and for the enterprises in services sector, in particular. Internationally, LLPs are the preferred vehicle of business, particularly for service industry or for activities involving professionals. LLP is governed by the provisions of the Limited Liability Partnership Act 2008, the salient features of which are as follows:

- a) The LLP shall be a body corporate and a legal entity separate from its partners. Any two or more persons, associated for carrying on a lawful business with a view to profit, may by subscribing their names to an incorporation document and filing the same with the Registrar, form a Limited Liability Partnership. The LLP will have perpetual succession.
- b) The mutual rights and duties of partners of an LLP inter se and those of the LLP and its partners shall be governed by an agreement between partners or between the LLP and the partners subject to the provisions of the LLP Act 2008. The act provides flexibility to devise the agreement as per their choice.
- c) The LLP will be a separate legal entity, liable to the full extent of its assets, with the liability of the partners being limited to their agreed contribution in the LLP which may be of tangible or intangible nature or both tangible and intangible in nature. No partner would be liable on account of the independent or un-authorized actions of other partners or their misconduct. The liabilities of the LLP and partners who are found to have acted with intent to defraud creditors or for any fraudulent purpose shall be unlimited for all or any of the debts or other liabilities of the LLP.
- d) Every LLP shall have at least two partners and shall also have at least two individuals as designated partners, of whom at least one shall be resident in India. The duties and obligations of designated partners shall be as provided in the law.
- e) The LLP shall be under an obligation to maintain annual accounts reflecting true and fair view of its state of affairs. A statement of accounts and solvency shall be filed by every LLP with the Registrar every year. The accounts of LLPs shall also be audited, subject to any class of LLPs being exempted from this requirement by the Central Government.
- f) The Central Government has powers to investigate the affairs of an LLP, if required, by appointment of competent Inspector for the purpose.
- g) The compromise or arrangement including merger and amalgamation of LLPs shall be in accordance with the provisions of the LLP Act 2008.
- h) A firm, private company or an unlisted public company is allowed to be converted into LLP in accordance with the provisions of the Act. Upon such conversion, on and from the date of certificate of registration issued by the Registrar in this regard, the effects of the conversion shall be such as are specified in the LLP Act. On and from the date of registration specified in the certificate of registration, all assts, interests, rights, privileges, liabilities, obligations, relating to the firm or the company, and the whole of the undertaking of the firm or the company, shall be transferred to and shall vest in the LLP without further assurance, act or deed and the firm or the company, shall be deemed to be dissolved and removed from the records of the Registrar of Firms or Registrar of Companies, as the case may be.
- i) The winding up of the LLP may be either voluntary or by the Tribunal to be established under the Companies Act, 1956. Till the Tribunal is established, the power in this regard has been given to the High Court.
- j) The LLP Act 2008 confers powers on the Central Government to apply provisions of the Companies Act, 1956 as appropriate, by notification with such changes or modifications as deemed necessary. However, such

notifications shall be laid in draft before each House of Parliament for a total period of 30 days and shall be subject to any modification as may be approved by both Houses.

- k) The Indian Partnership Act, 1932 shall not be applicable to Limited Liability Partnerships.

### Conclusions:

To support the origin and growth of LLP's, No. of LLP's registered against private and public limited companies during 01.01.2013 to 31.12.2015 have been presented in a tabulated manner in annexure – 1. The table clearly reveals that there has been a steady decline from 43.305 in 2013 to 27.546% in 2015. The private companies during the same period have witnessed from 37.774% in 2013 to 28.80% in 2014 and increased to 33.42% by 2015. This trend indicates that there is a rising trend in private companies in relation to public limited companies. Further, the LLP's have shown a

remarkable increase during the same study period from 17.22% in 2013 to 29.5% in 2014 and embarked to 53.27% by 2015. This data indicates that the LLP form of registration is gaining importance over public and private limited companies. The secondary data collected, compiled, tabulated and analyzed for interpretation clearly reveals that the hypothesis formulated is being proved by exhibiting that the public and private limited companies are going down and the LLP's registrations are increasing.

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| Annexure – 1:  |                |          |                 |          |        |          |
|--|----------------|----------|-----------------|----------|--------|----------|
| No. of Companies and LLP's registered during the year 01.01.2013 to 31.12.2015 |                |          |                 |          |        |          |
| Years  | Public Company |          | Private Company |          | LLP    |          |
| 2013   | 2,814          | (43.305) | 89,039          | (37.774) | 6,783  | (17.225) |
| 2014   | 1,894          | (29.147) | 67,904          | (28.80)  | 11,615 | (29.50)  |
| 2015   | 1,790          | (27.546) | 78,770          | (33.42)  | 20,979 | (53.277) |
| Total  | 6,498          | (100)    | 2,35,713        | (100)    | 39,377 | (100)    |

Source: Ministry of Corporate Affairs in the month of February, 2016 Report

### Annexure – 2:

| Number of Companies and LLPs Registered during the months |                  |                   |                 |     |
|---|------------------|-------------------|-----------------|-----|
| Month   | Public Companies | Private Companies | Total Companies | LLP |
| January 2013  | 182              | 5,326             | 5,508           | 483 |
| February 2013   | 243              | 6,229             | 6,472           | 337 |
| March 2013  | 202              | 6,708             | 6,910           | 535 |
| April 2013  | 383              | 8,643             | 9,026           | 666 |
| May 2013  | 324              | 10,222            | 10,546          | 662 |
| June 2013   | 260              | 7,804             | 8,064           | 565 |
| July 2013   | 230              | 8,554             | 8,784           | 679 |

|                |     |       |       |       |
|----------------|-----|-------|-------|-------|
| August 2013    | 171 | 7,010 | 7,181 | 531   |
| September 2013 | 271 | 7,227 | 7,498 | 524   |
| October 2013   | 175 | 6,410 | 6,585 | 586   |
| November 2013  | 169 | 7,166 | 7,335 | 493   |
| December 2013  | 204 | 7,740 | 7,944 | 722   |
| January 2014   | 256 | 7,950 | 8,206 | 792   |
| February 2014  | 213 | 7,300 | 7,513 | 865   |
| March 2014     | 508 | 9,247 | 9,755 | 897   |
| April 2014     | 27  | 738   | 765   | 562   |
| May 2014       | 29  | 1,760 | 1,789 | 531   |
| June 2014      | 89  | 4,712 | 4,801 | 825   |
| July 2014      | 139 | 7,090 | 7,229 | 1,131 |
| August 2014    | 130 | 6,546 | 6,676 | 1,171 |
| September 2014 | 139 | 6,725 | 6,864 | 1,235 |
| October 2014   | 89  | 4,194 | 4,283 | 963   |
| November 2014  | 125 | 5,346 | 5,471 | 1,244 |
| December 2014  | 150 | 6,296 | 6,446 | 1,399 |
| January 2015   | 144 | 6,758 | 6,902 | 1,526 |
| February 2015  | 129 | 6,009 | 6,138 | 1,761 |
| March 2015     | 308 | 6,723 | 7,031 | 2,334 |
| April 2015     | 156 | 5,896 | 6,052 | 1,666 |
| May 2015       | 132 | 6,725 | 6,857 | 2,026 |
| June 2015      | 148 | 7,052 | 7,200 | 2,276 |
| July 2015      | 127 | 6,886 | 7,013 | 1,949 |
| August 2015    | 129 | 6,769 | 6,898 | 1,836 |
| September 2015 | 137 | 6,131 | 6,268 | 1,753 |
| October 2015   | 119 | 6,688 | 6,807 | 1,233 |
| November 2015  | 110 | 6,040 | 6,150 | 1,074 |
| December 2015  | 151 | 7,093 | 7,244 | 1,545 |
| January 2016   | 150 | 7,217 | 7,367 | 1,570 |
| February 2016  | 177 | 8,587 | 8,764 | 2,154 |

Source: MCA Bulletin, February, 2016.

# DIABETES AND YOGA: IMPLICATIONS AND HOW YOGA CAN HELP

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## **Abstract:**

India has the second highest number of diabetics in the world. Indians are particularly prone to type 2 diabetics which is linked to obesity, poor eating habits and insulin resistance. The international diabetes federation estimates that India will be home to over 80 million diabetics by the year 2025. Furthermore, diabetes amongst urban Indians doubles the condition amongst rural Indians. Diabetes is widespread globally, but it is estimated that a new case of diabetes is occurring every five seconds in India. And a large number of individuals suffering from diabetes do not get diagnosed and end up succumbing to this condition. But if these statistics are anything to go by, then it's time we wake up to the reality of the situation. Also, how yoga can help if done with proper methodology and systematic manner.

**Key Words: Immunity, Lifestyle Diseases, Pranayam Kriyas, Purification**

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Diabetes occurs when your blood sugar is chronically higher than normal. This is either due to insufficient insulin production or due to insulin being ineffective. But diabetes can easily be controlled through medication and diet planning. Diabetes is of three types- type 1 and type 2, and gestational diabetes. The first type is an auto-immune condition where the body's insulin production is damaged or ineffective. This condition usually occurs in the early life of an individual- below the age of 20. Type 1 diabetes is found in approximately 10% of all cases, while type 2 diabetes is present in 90% of all cases. Type 2 diabetes is strongly associated with an individual's lifestyle and general health. Age and genetics also play a role in the development of this condition. There is also a strong link between overweight individuals and the development of diabetes. It is for this reason that type 2 diabetes is often known as a lifestyle disease. Through it is possible to control the condition effectively and live a normal life, uncontrolled diabetes is dangerous and can cause complications such as kidney failure, blindness, heart disease and in extreme cases it can lead amputation. All these complications occur because of excess sugar being transported through the circulatory system, affecting organs across the body. Chronic conditions like high blood

pressure obesity, high tri-glyceride levels and low levels of HDL cholesterol, are all linked with diabetes. It is interesting to note that one may be diagnosed with pre-diabetes which is a warning sign for the imminent onset of the condition. At this stage, the individual can make effective lifestyle and diet changes to help control the condition. According to recent medical advancements, a laparoscopic surgical procedure can cure type 2 diabetes. This surgery involves shifting of a part of a small intestine to the beginning of the intestinal system. This procedure is known as an ideal transposition surgery or small intestine switch, which claims to help stimulate the production of insulin and therefore control diabetes. Apparently, the patient can start walking on the next day of the operation and being work in a week too. The surgery, supposedly, is also advised for diabetics with normal weight. However, this can be done only after proper medical guidance. Individuals with pre-diabetes can be monitored regularly to ensure that they manage their blood sugar level. Depending on the type of diabetes, doctor prescribes oral medication/insulin or a combination of both. For the obese, weight loss and management is the best method to deal with diabetes and pre-diabetes. Individuals who choose to exercise and make lifestyles changes will also improve

their general fitness and health. Yoga is the best thing one can do in any case. Yoga not only tackles diabetes, but also other conditions like high blood pressure. A change in lifestyle will help reduce the burden on your body and thus reduce the severity of the sugar imbalance in your body. Of all the complementary or alternate therapies yoga is the most cost effective, holistic, hassle-free and easy-to-perform, and to cure deadly diseases like diabetes. It not only purifies body, mind and intellect but, apart from that, it strives to improve digestive, respiratory, cardiac and circulatory, endocrine glands functioning, mobility and sleeplessness of joints and muscles, renders body slim and trim by helping it to shed extra fat from the body, activates sebaceous glands to keep the skin glazed and sparkling, improves health and control senses. Yogasanas are not the aerobic or physical exercises, or work up for sportsmen and athletes, but much more than that. There is hardly mental and physical disorder which is cannot cure, of course it has to be coupled with “pranayam kriyas” to derive optimum and near complete mileage. Readers are advised to go through the following points carefully so that no room is left for confusion.

Yoga lays great stress on pure non-irritant, spice free, anti-toxicant, and fresh seasonal vegetable and fruits. Hence, pure vegetarian diet is an integral part of this unique system. One should avoid fried, saucy, spicy, fat-enriched diet which interferes not only with normal functioning of body organs but also disturbs our mental faculties, thinking, in a way all these factors are health hazards. It has been rightly said that food patterns and dietary habits not only govern our body but also our thinking process. When our mind is ailing, mind is bound to get disturbed, as healthy mind stays only in a healthy body and, in order to keep our mind in a healthy state, our diet must be optimum. For instance, if a person consumes much of spicy and fat-enriched food, alcohol, tobacco, drugs, his digestive system is bound to get disturbed, resulting in many digestion related disorders. Pranayam means suspension or withholding of breath or regulation of breath through inhalation, suspension (withholding) and exhalation, and these three phases are part and

parcel of all yogic postures (asanas). There is life as long as we breath and death ensues only when last breath comes out of our body. If one is able retain breath, the time saved through retention, adds to longevity of life. Prana is nothing other than breath, hence in order to add to years, one must learn how to preserve expense of breath. Yogasanas are designed in such a way that entire body's functions get normalized, breathing process regulated, quality of life improved general well-being of body, mind and intellect ensured. A person who practices yogasanas and pranayam with punctual regularity can be rest assured to lead a healthy, physical and mental life.

All asanas cannot and must not be performed by all, due to variable disorders and an individual's physical capacity, but pranayama can be practiced by all persons, irrespective of age, physical condition. Asanas have multiple benefits. With certain safeguards and cautions, all men, women and children can perform asanas, depending upon an individual's age, health status or particular diseases from which a person is suffering, like diabetes.

They are easy, cost-effective, perspective, corrective and curative of almost all the disorders, mental or physical or both and no extra material is required to perform them. They help in muscle and tissue build-up and repair thereof, apart from calming down agitated nerves, dispelling fatigue, making up for the lost energy. They help to keep body and mind in good humours. They energize the endocrine glands so that the body receives requisite sections which are vital and necessary for the proper functioning of the body. Digestive system is rejuvenated, appetite improved, digestion related diseases are cured. It is the best method to keep and sustain flexibility of the spine and remove curvature, if any. In addition, it also rectifies posture-related diseases like back pain, shoulder pain, cervical spondylosis, joint pains, stiffness of joints etc. Asanas help to reduce weight, by naturally shedding extra flesh from the body. Asanas sharpen intellect, enhance memory and agility, provide suppleness and strength to mind, enabling it to concentrated/ meditates. All the mental faculties and systems get renewed energy, vigour. Higher values of mind are also

aroused. They tone up the body, from top to bottom, regulate respiration, control cardiac, pulmonary, digestive systems in such a perfect way that hardly any room is left for malfunctioning. They also purify and regulate circulation of blood, by fortifying lungs and heart.

Each and every organ of the body is recharged and activated. Nervous system is toned up and diseases like hypertension, cardiac complications, mental tensions, stress, anger, agitation, approach to life are dispelled. In a way, where other therapies miserly fail and raise their hand time and, above all, the sufferer feels relieved without any trace of side-effects. Those who practice the asanas regularly improve their eyesight and, in certain cases, one may give up the use of specs even or else his number may, at least, fall.

Facial wrinkles vanishes, complexion, improves, signs of old age disappeared and one feels to have gained a renewed vigour, vitality and glow. Rigid joints attain flexibility and mobility, especially flexibility of spine, which is necessary to retain and sustain youth. An old man even attains innocence and agility of a child. Asanas provide immunity against diseases, and also arouse prophylaxis. Other systems merely aim at toning up the body whereas yogasanas provide multifold benefits due to the fact that there are specific asanas for each and every disorder, whether physical or mental. Yogic exercises are very good for the internal organs of the body; like liver, pancreas, intestines, lungs, heart, kidneys, spine and joints etc. In other exercises- the internal organs are not exercised upto that level, as in yogic exercises.

In yoga the muscles are relaxed, heart beats are in perfect rhythm and the mind calm and peaceful as there is no competition while performing yoga, whereas in sports, there is anxiety and stress due to competition. Yoga can be discontinued due to illness or certain other reasons with no side effects or weight gain, whereas if games/ other exercises are discounted; there are chances of weight and lethargy. There are certain precautions that need to be taken. These exercises should not be performed by severely ill persons or who are bed ridden or suffering from acute slip disc pain or having a fracture. Children below the

age of five years should not perform yogic exercises, as their internal organs are very tender. Those who suffer from high diabetes should perform yoga under supervision of expert yoga teacher.

Yoga is not exclusively meant for the benefits of saints, ascetics and mystics. It, in fact, serves to benefit all and one alike but for benefits and time taken to attain the desired result will depend on sincerity, regularity, patience and will to learn and perform. Burning desire to learn is the main driving force behind yoga, besides faith and confidence. It is a complete, dependable and time tested discipline and to derive optimum benefits, following points deserve to be borne in mind.

One should not nurture any ill-will, tension or inimical feeling. Mind should be in a happy and peaceful state, while you embark upon performing asanas. Ideal time to perform asanas is the early morning time, preferably sunset. If, however morning time does not suit, asanas can be performed in the evening time also but on the premise that nothing should be taken 3-4 hours prior to performing yogic kriyas. While doing yoga one should not exert undue strain on your limbs. Initially, due to lack of practice and rigidity of joints and muscles, it may take a bit longer time but, as the time passes, all such problems would disappear or, at best, show a declining trend for the better. One should have patience; do not be cruel to your body as it will require some time to adjust itself to respond and withstand the demands made on it. It is not wise to change timings so be punctual and regular.

Neat, clean, open, fresh environs are the prerequisites for yogic practice. Polluted, contaminated and unnatural environs will do more harm. If latter is the case, it is better to bid goodbye to such a practice, till such time one is able to find suitable site. Open, green and clean gardens or countryside or bank of river are perhaps the most ideal places which are a miss in modern big cities. Instead, you can utilize your terrace for the purpose or else well ventilated rooms, where fresh air can enter without disturbance. Proper place, light, open and fresh air, a soft blanket mat should always be handy. In winter one may use even a mattress. After completing an asana, give

rest to your nerves, rather to whole body, and performing of shavasana would meet this requirement. Rest is necessary for the tired body and before one switch on to another asana there should be a reasonable gap, whenever after doing an asana, you ever feel tired, at once suspend the asana and give proper rest to your body. Whenever, during course of an asana, feel your body is getting tired and that you are unable to carry forward or continue any asana anymore, at once start, relaxing your body. Fatigue is a warning signal from nature, warning you that as the optimum exertion has already of any consequences, what matters is how much mileage you have derived in the minimum of the time span. There should ideally be a gap of half-an-hour between asanas and breakfast. Take only light and easily digestible breakfast and should not be so much to fill your belly to the full. Avoid taking any food immediately after an asana is over. If one wants, one may have a glassful of hot milk. It will be always handy. In winter you may use even a mattress or else a quilt may be used. After completing an asana, give rest to your nerves, rather to your whole body, and performing of shavasana would meet this requirement. Rest is necessary for a tired body and, before you switch onto another asana, there should be a

reasonable gap. All the asanas are based on and named after parts of the body, material objects, and animals. There are innumerable asanas but, in practice only 84 asanas are said to meet all the disorders which afflict all persons, in one way, or at one time or the other. Asanas are medicines or tonics that tends to cure diseases like diabetes. They also awaken our auto-immune mechanism which is adversely affected by various factors. They correct the defective metabolism, including and fortifying the fighting capacity of our body to drive out the invading forces. They aim at rooting out the cause of the malady which often emanates from disturbance of the mind.

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## BOOK REVIEW

- **Book:** SAN ASSEE
- **Author:** Dr. Mithilesh Kumar Choubey
- **Language :** Hindi
- **Category:** Fiction
- **ISBN:**978-93-5267-586-9
- **Availability :** Amazon
- **Price :**150



“San Assee” is a treat for the lovers of contemporary realism which can be easily related to the daily lives of ordinary people. A realistic novel can be characterized by its complex characters with mixed motives that are deeply rooted in social class and operate accordingly to the prevalent social structure. The characters are set in the time frame of 1980s’ where the struggle starts between changing lifestyle from moving of characters from rural to urban area-closed economy to open economy.

Mixed culture of Jamshedpur, the life surrounded near river Kharkai and Swarnrekha are very well described. The Protagonist, Nishikant who is experiencing the different shades of human emotions and has his own viewpoint as what he has perceived during different stages of life. Some incidents such as, Suresh his childhood friend with whom he shares his best childhood memories and his love life, but later this friendship converts into fear. Ramdhani Tiwary as a father has shown and inbuilt courage which had deep impact on the

Nishikant. Second part of the book is very impressive which very sensibly and creatively incorporates all the social, emotional and political issues. Readers can justify with the incidents and feel the connectivity with the characters and create their own viewpoint. Of course people from Jamshedpur feel more connected but this book also gives reading satisfaction to all readers who love reading about their surroundings and the language they listen and used throughout their grownup period. College life as described during 1985 the struggle between English and Hindi languages, a very common problem with the students of Hindi belt.

Professor ‘Amrit’ s character sketch is also found to be very interesting and also his connect and impact on students. 1980s was the beginning decade of organized crime in Jamshedpur affects families of Suresh and Nishikant, is also seems to be close to reality. The conversation between Professor ‘Amrit’ and Nishikant has very strong message to the readers, every individual have to find solution of their complexities by their own willpower and risk bearing capacity, that segment is very well written.

I must say the ending lines of the book are actually a new beginning of different thought process to the young generation of Jamshedpur and other cities and they can make a difference in their lives and others also.

- *Pallavi Sahay*, Research Scholar,  
Kolhan University, Jharkhand



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