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BESTOW OF INFORMATION TECHNOLOGY IN CIVIL CONSTRUCTION

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Abstract

In Civil Construction branch of Civil Engineer to study various activities closely related to the information which is produced in any stage of the Civil Engineering business and collected, managed, circulated, and used for the efficient and effective realization of the safer and more comfortable society is known as Civil Information their tasks is Observation / measurement / production, collection/arrangement, management/circulation, usage Businesses: acquisition, Investigation, Design, Construction, maintenance, Transportation, Risk management, Weather, Environment, Lifeline. Required technology Acquisition: Clear definition of contents and its quality, estimation and choice of contents and quality of existent information Pre-processing: Format conversion and so forth Software CAD, GIS, Image processing, 3D design, planning, BIM and various business applications. When disaster strikes the land, so-called long-term reference of information can be helpful to make decision (long-term reference), Knowledge acquisition, Know-how and case-base reasoning. Management strategy suitable for lifecycle of each information should be established. Two aims of IT in Civil is discussed in this Research Paper: Information management to promote civil engineering works effectively, and to offer safer and more comfortable land space Necessity of Master-plan: Purposes, policy, organizations and their roles, rules or standards for data-exchange or data-sharing. Roles based on the master-plan: Observation, measurements, generation, collections, management, circulation, re-use or sharing, and organization to complete the purposes. Information generated on the upstream process of survey, investigation, or design goes downstream toward maintenance. In each process, additional information is generated and this information can be referred on the downstream activities.

Keywords: Information Technology, Civil Engineering, Construction, Modeling, 3-Dimensional Designs.

Introduction

To set the stage for the points in this paper we first summarize current use of information technology (IT) in construction. The last twenty years have seen dramatic improvements in and widespread use of IT to describe and document the work of the many disciplines involved in construction projects. Today, practically all project information is entered into software tools or generated by computer programs and is represented in the many different formats used by the many disciplines involved in a project. The software tools tend to be general purpose tools like spreadsheet and text processing software or specialized, discipline-specific tools like mechanical CAD programs or cost estimating software. As shown in Figure 1, the formats commonly used to represent information in construction include text documents, 2D and 3D drawings, schedules in bar chart and other formats, various diagrams and charts, tables, etc. For most decisions about a project, engineers from different disciplines like those shown in the picture of a typical project meeting (Figure 1) (a designer, project manager, cost estimator, scheduler, and MEP (mechanical, electrical, and piping) coordinator) need to share their information with others on the project team. The purpose of the meeting shown in Figure 1 was to coordinate the detailed design and construction methods, cost, and schedule for an office building. In this meeting, each engineer formed an image of the current status of the project and visions of future situations in his head based on his own interpretations of the documents from the other engineers. These interpretations formed the basis for discussions and decisions about the most appropriate design of the facility and its parts, when, how, and by whom it should be built, how long the whole project or a part of the project should take, how much things will cost, etc. In this way, a large portion of the planning and coordination on the project occurred primarily in the

engineers' heads and was not supported by IT. In our experience, this use of IT is typical on projects. Because decisions are mostly based on personal and human interpretations of information generated by many engineers from many disciplines the decision process and resulting actions and results are not consistent and repeatable from meeting to meeting and project to project. As a result it is difficult to predict the outcome of the current design and construction process, and IT contributes little to predict the outcome of projects more reliably. Since most of these discussions and decisions require the input of engineers from several disciplines, it is, of course of paramount importance that the information in the documents of the various specialists is based on the same information and that it is coordinated and communicated effectively. Coordinating and integrating information across disciplines and throughout several project phases has become increasingly difficult and costly as the amount of electronic information each discipline generates has increased.



Fig. 1: On every project, several specialists from different disciplines come together to plan the project and move it forward. Each specialist documents his or her work using different IT systems and formats to represent the information they need for their work.

At the Centre for Integrated Facility Engineering at Stanford University, we have been working on methods and approaches to integrate project information and leverage information across disciplines and phases to create efficient work processes and enable better project decisions since 1988. There are certainly improvements necessary and possible in the software tools and underlying methods used by the individual disciplines today. However, in our opinion, the major opportunity for improving the design and construction of facilities lies at the interfaces between disciplines. Hence the remainder of this paper focuses on the role and scope of IT in support of multidisciplinary planning and coordination of construction projects. Finding a way to participate in such an integrated project design and construction process will be a key challenge and opportunity for individuals and firms in the foreseeable future.

2. EXAMPLES OF MULTI-DISCIPLINARY DESIGN AND COORDINATION

To illustrate the issues outlined above and to set up the role and scope of IT in construction we will consider two examples of multi-disciplinary design and coordination from recent projects.

2.1. Renovation of a large office building: A large public owner recently needed to plan the renovation of one of its largest office buildings. Several functional units of the owner (e.g., real estate, operations, human resources, project management, facility management) as well as an external design team consisting of several consultants (e.g., architect, various engineers, construction manager) considered several options for this renovation. In one approach, all the tenants in the building moved out temporarily while the building was going to be renovated. This approach gave the design team maximum flexibility and opportunity to redesign the layout, structural and mechanical systems, etc. of the building

and organize its construction. In another approach, only half the tenants moved out in the first phase to make room for the renovation of half the building. After the completion of the renovation of the first half the tenants in the second half would move into the new part to make room for the renovation of the second phase, which, upon completion, would then be occupied by the tenants who had moved out originally. This approach provided significant savings in the cost of leasing temporary facilities and minimized the impact of the renovation and move on some building occupants. However, it required the careful coordination of the spaces and various building systems into two self-contained parts and the careful planning and coordination of the renovation work with the remaining tenants.

2.2. Large retail development: On a retail development that suffered a two-month delay due to unforeseen site conditions, the developer of the project asked the general contractor (GC) to develop a recovery schedule so that the project could still finish at the originally scheduled time. Together with its subcontractors the GC considered various acceleration options and analyzed their resource and other organizational needs along with their schedule and cost impact. Together with the developer and some of the subcontractors the GC also evaluated several options to redesign parts of the project to enable partial opening or faster construction.

2.3. Opportunity for IT support illustrated in the examples: These examples illustrate that many situations and decisions in construction require the involvement of several parties and tradeoff between scope, schedule, and organizational issues under consideration of cost, safety and other criteria. In the case of these projects the involved parties considered many of the tradeoffs in their heads, using some computer-generated descriptions of some of the aspects of an

option, such as 2D and 3D drawings, cost estimates, schedules, or 4D models. However, virtually all decisions were made without formal predictions for the expected performance of a particular option with respect to decision criteria and business objectives.

These brief examples also highlight the challenges every company faces with respect to its physical capital assets. To provide the physical infrastructure for its own business, every company needs to:

- ▶ Understand the performance of physical assets and related organizations and processes in light of business objectives, over time.
- ▶ Predict engineering and business behaviors
- ▶ Evaluate predicted behaviors with respect to clearly articulated business objectives
- ▶ Manage the construction projects and the business to maximize measurable business objectives, e.g., Safety, Schedule, Cost, Delivered Scope, and Sustainability.
- ▶ We suggest, therefore, that the principal role and scope of IT in construction should be the support of predictions of the anticipated performance of the design of a project's scope, schedule, and organization with respect to the business objectives of the projects' main stakeholders.

3. VISION FOR THE ROLE AND SCOPE OF IT IN CONSTRUCTION

This section provides an overview of the future role and scope of IT in construction and introduces integrated POP (product, organization, process) modeling in support of the challenges noted above and defines virtual design and construction (VDC) as a design method for more effective leverage of IT in support of integrated POP design (Figure 2). The following sections review the state-of-the-art in VDC and outline a few important research issues.

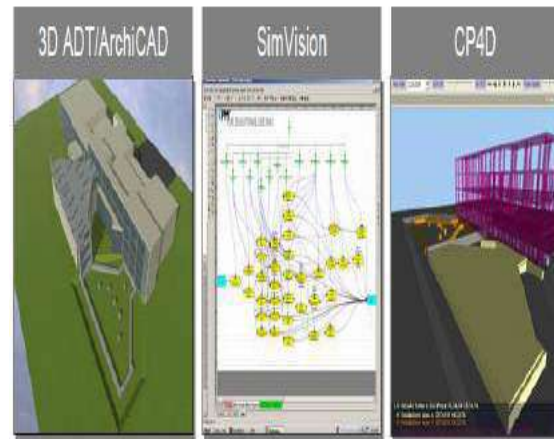


Fig. 2: Product, Organization, Process model using several commercial software tools.

3.1. Role of IT: To support such predictions, practitioners will utilize IT to simulate, analyze, and evaluate the expected performance of the facility design, the design of the facilities delivery process (design and construction schedule), and the design of the organization carrying out the process. These simulations, analyses, and evaluations should be based on an integrated model describing the designed facility, organization, and process. The simulation, analysis, and evaluation results should then be visualized so that the results make clear what the tradeoffs are between optimizing the facility, organization, and process design for a particular discipline vs. the overall project for the wide range of criteria typically found on construction projects. IT should also support automation of the generation of the input for simulation, analysis, and evaluation and automate the simulations, analyses, and evaluations as much as possible. Eventually, IT will support the optimization of a project's design from the perspective of multiple disciplines.

3.2. Scope of IT: As illustrated in the two small case examples above, the scope of IT needs to be multi-disciplinary, i.e., IT needs to support the integration of the information and perspectives about project alternatives for many disciplines. IT also needs to cover the design of the product (facility, project scope), the project organization carrying out the design and

construction, and the process (schedule) to carry out the project. We call this scope 'integrated POP design', where POP stands for product, organization, and process. As the examples illustrate many decisions involve tradeoffs between product, organization, and process design. We suggest that the design of a project is not complete until the product, the organization, and the process have been designed and the interactions between these three areas understood. The reason for making the product, organization, and process of a project in the main scope of IT is that project stakeholders can decide what to build, who should build it how, and when to build it, i.e., the product, organization, and process design are the independent variables on a project. These decisions then lead to a particular performance of the integrated POP design with respect to cost, safety, and other project criteria. These performance predictions provide the yardstick to evaluate the relative and absolute merits of a particular design. Such an integrated POP design requires the modeling of the systems and components that make up the product, the actors, teams, task assignments, and other organizational aspects, and the activities that comprise the design, construction, and operations processes. The activities provide the main glue between the product design and the organization, since each component of the product design leads to one or several activities for its design, construction, and operation, and each actor or team in the project organization is assigned to one or several tasks.

Definition of Virtual Design and Construction: Today, integrated POP design is largely done in the heads of project participants. We envision that integrated POP design will be carried out increasingly with IT. Modeling, simulating, analyzing, visualizing, and evaluating the performance of the product, organization, and process with IT simulates how the real project might

happen. Therefore, we define Virtual Design and Construction. The advantage of computer-based POP design is that POP design is carried out with formal (computer-interpretable) models of the product, process, and organization. This is important to make the models and corresponding predictions and decisions consistent on a project and from project to project. Such a consistent design process will make it more likely that explicit and public project objectives can be addressed in an objective way. In summary, VDC provides an integrating theoretical framework to predict engineering behaviors, and systematically manage projects and the business using the predictions and observed data, to achieve measurable business objectives. The theoretical basis for VDC includes: Engineering modeling methods for the product, organization, process

- Model-based analysis methods including, schedule, cost, 4D models, process risks, etc.
- Visualization methods
- Business metrics, strategic management
- Economic impact (i.e., models of the cost and value of capital investments)

We are not aware of a project that has been designed, planned, and managed with integrated product, organization, process models that relate the different levels of detail needed by the key project stakeholders across disciplines and project phases. However, aspects of POP modeling can be found on many projects.

The most relevant technologies are 3D, 4D, and building information modeling and organization-process modeling and simulation. The following sections review the role and scope and application of these technologies as observed in practice today.

4. PRODUCT AND PROCESS MODELING

3D models are the prevalent method to represent the information that relates to the physical scope of a project. They are used increasingly on many types of projects,

and their visualization and data modeling functionality and interfaces are increasing rapidly. Since 3D modeling technology is well-known, we will not elaborate it in this paper, but rather focus on 4D modeling, since 4D models integrate the spatial and temporal aspects of a project.

4.1. The 4D Concept: 4D Models link components in 3D CAD models with activities from the design, procurement, and construction schedules. The resulting 4D model of a project allows project stakeholders to view the planned construction of a facility over time on a computer screen and to review the planned or actual status of a project in the context of a 3D CAD model for any day, week, or month of the project.

4.2. 4D Model Benefits: 4D models enable a diverse team of project participants to understand and comment on the project scope and corresponding schedules in a proactive and timely manner. They enable the exploration and improvement of the project executing strategy, facilitate improvements in constructability with corresponding gains in on-site productivity, and make possible the rapid identification and resolution of time-space conflicts. 4D CAD models have proven particularly helpful in projects that involve many stakeholders, in projects undergoing renovation during operation, and in projects with tight, urban site conditions. For example, Walt Disney Imagineering used 4D models to plan the construction of the Paradise Pier portion of Disney's recently opened California Adventure in Anaheim, CA. Tight site conditions, a must-meet completion deadline, and many non-construction stakeholders made the project ideal for the application of 4D project management. The 4D model enabled the project team to produce a better set of specifications and design drawings for the construction of the project, resulting in fewer unplanned change orders, a smaller construction team, and a comfortable completion of the project ahead of schedule. Figure 3 shows

several snapshots from the 4D model built for this project.

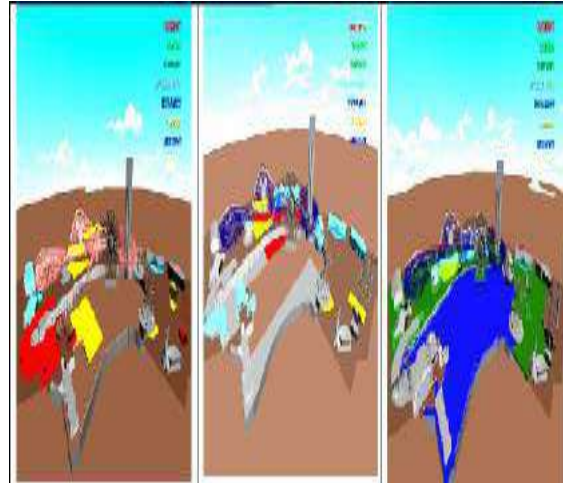


Fig. 3: 4D model snapshots

By improving project communications, the 4D models have reduced unplanned change orders by 40% to 90%, reduced rework, increased productivity, and improved the credibility of the schedule and the project management teams. The application of 4D modeling also demonstrated that an easy to learn and use 4D interface that allows the project team to maintain an up-to-date 4D model with little effort and that makes it possible to explore schedule alternatives easily is essential for the widespread deployment of 4D models.

4.3. The Project Manager's Desktop: 4D Interface: An interactive, easy-to-learn and use, and flexible 4D modeling software was developed in collaboration between Walt Disney Imagineering Research and Development and the Center for Integrated Facility Engineering at Stanford University shows the interface to the 4D software, which runs on the Windows platform. This interface allows the 4D modeler (typically the project scheduler) to organize, link, and view all scope and schedule information necessary for 4D modeling. The hierarchical organization of the project information makes it easy for the user to maintain the 4D model over the life of a project as more 3D and schedule detail become available. The drag and drop functionality makes it

easy to link 3D model components and activities. The resulting 4D model enables everyone interested in a project to grasp and review schedules quickly.

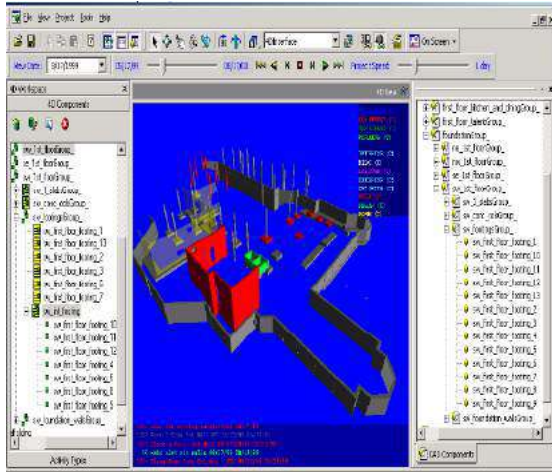


Fig. 4: 4D Model Interface

The top part of the interface contains the time and space controls to orient and position the 3D model in the central window and to move through time in various ways (selecting a date, moving the time slider, or using the video-like controls). Users can also select the speed (intervals) for displaying the model. Here, the speed is set to 1 day, meaning that the 4D View window will show the activities that will take place on the various 3D components day by day. The CAD Components window shows the hierarchical organization of the 3D components that make up the building. This 3D model organization is imported from a Virtual Reality Mark-up Language (VRML) file produced by any 3D modeling software. The Schedule window shows the activities that are needed to build the project. The colored boxes next to the activity names indicate the color in which a particular type of activity will be displayed in the 4D View window. The activities and corresponding fields are imported from scheduling software like Microsoft Project or Primavera's Project Planner. The 4D Components window shows the 4D components organized hierarchically. A 4D component includes one or several CAD components (copied

from the CAD components window) that is linked to one or several activities from the schedule. The 3D model can be reorganized in any way necessary for schedule visualization. For example, the 4D modeler grouped several of the footings from the CAD Components window into a 4D component (highlighted in the 4D Components window) highlighted (rebar, form, pour). The 4D View window shows the pouring of the concrete for these footings on Aug. 17, 1999 in red as well as other activities scheduled for that day in their respective colors.

4.4. Implementation of 4D modeling: On every project, project managers, superintendents, and schedulers run mental 4D movies in their heads to think about the construction of the project. These professionals find it easy to relate to 4D models and to understand and use them. The application of 4D models has been particularly successful when focused questions about the constructability of a design and related schedule are asked (e.g., in what sequence should the roller coaster for the Disney project be built). Owners and contractors have been able to build 3D and 4D models that help address such questions within a few dozens of hours, which makes it economical and beneficial to support a project team's decision making with 4D models

The facility has started or in the early phases of project design for purposes like the following:

- 4D models for multi-year, multi-phase campus retrofit/renovation projects to sequence the individual building projects in the best possible way to support operation of the campus during the retrofit phase
- 4D models for reconstruction of facilities while they are under operation to collect the input of the affected stakeholders and synchronize construction with the operation of the facility

- 4D models for the construction phase of projects with tough temporal or spatial conditions to provide early constructability input to the design
- 4D models for the expected (predicted) degradation of a number of buildings over their life cycle to match the needs for a level of service from a facility to the business drivers and objectives related to the facility owner's core business

During detailed design or early construction phases, 4D models have been used in the following ways:

- ▶ 4D models to plan construction work in detail to coordinate the various subcontractors and make them more productive.
- ▶ 4D models to simulate the operational procedures to refine the procedures and to keep up the operational input to design

4D models built during the start-up and operational phases have focused on issues like:

- ▶ 4D models of the operational procedures to train operators and make the start-up phase more productive
- ▶ 4D models of the life of facilities to plan future extensions, maintenance activities and budget in relation to the business needs of the facility owner

5. EXAMPLES OF 4D MODEL APPLICATIONS

5.1. Helping an owner visualize the future: DPR Construction has used 4D models to win two major expansions and one new hospital construction project. A 4D model links a project's 3D model to the schedule and generates a 3D model for any desired time interval (e.g., for each day or week of the project). A 4D model can be viewed as a continuous movie of the steps to get a project done or in snapshots at selected time intervals. 4D models allow the rapid study of different design and schedule alternatives. DPR's project managers used 4D models to demonstrate to hospital administrators that they had the best approach for maintaining

24/7 operation of critical care facilities. In all three projects DPR won, hospital administrators approved a budget line item for 4D modeling after seeing the 4D model during the proposal stage. Administrators have subsequently used their 4D models to educate physicians and staff about what would be happening during each stage of construction. DPR's 4D models subsequently maximized the construction staff's understanding of the operational needs of the hospital so that the construction approach and schedule minimized the risks to the hospital operations. On one hospital campus, the 4D model alerted the hospital to the need to change the flight plan for the medieval helicopter during steel erection (Figure 5).

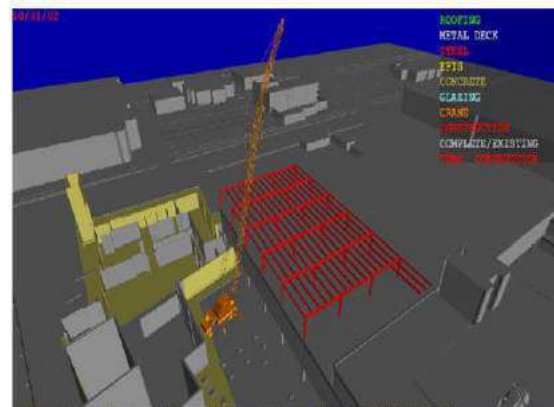


Fig. 5: Early identification of the interference in 4-D

6. 3D MODEL – COST INTEGRATION

Designers and contractors are starting to take advantage of automated quantity takeoff functionality available in 3D CAD tools for cost estimating. 3D CAD tools have offered the ability to take off quantities for quite some time, and estimating tools, such as Timberline's Precision Estimating, have been able to import these quantities as part of an estimate's quantity takeoff (Figure 6). Cost data that is represented to match 3D design data will enable engineers to leverage design data for cost estimating much more rapidly than possible today. For example, Webcor Builders in San Mateo, CA,

experimented with the use of 3D models for automated quantity takeoff and found that estimators could build a 3D model (with Autodesk's Revit software) and take off a project's quantities in less than half the time than they would need for the same quantity takeoff from 2D drawings (Bedrick 2003). In addition to the advantage of doing the same job faster, such a model-based quantity takeoff reduces the variability of takeoff numbers between different estimators and greatly increases the speed of re-estimating a project when the design changes.

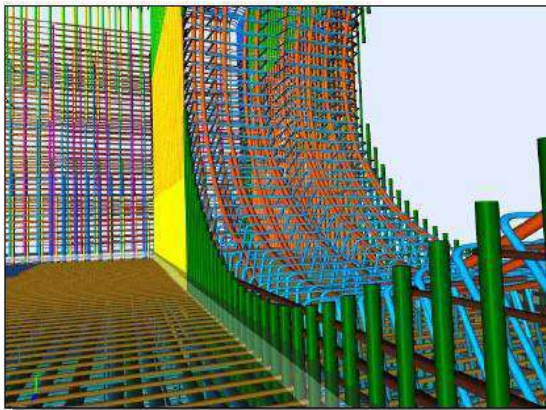


Fig.6: Detailed, integrated reinforcement steel design with 3D models

7. ORGANIZATION-PROCESS MODELING AND SIMULATION

The goal of the Virtual Design Team (VDT) project was to develop theory and tools that enable project managers to build computer models, or "virtual prototypes," of their project work processes and organizations, and then use the computer models to predict the performance of the project organization executing the given tasks. The VDT research project team had the vision that we could build theory and tools that enable project managers to design their organizations in the same way as engineers design bridges. With a theoretically founded organization and process analysis tool, a project manager could systematically diagnose schedule, cost, and quality risks associated with the planned configuration of the project. The PM could then "flight simulate" the project to explore the impact on project performance of a series of managerial

interventions aimed at eliminating or mitigating these risks. After more than a decade of research and application, we, our students and collaborators have now used the VDT method



Fig 7 : 3D computer model

8. BARRIERS TO EFFECTIVE USE OF VDC

In this section we would like to briefly explore some of the barriers we have observed towards effective adoption and use of VDC. It is important to be cognizant of these barriers because they often thwart implementation efforts, but they also present opportunities for companies who find a way around these barriers and for researchers to develop more integrated and automated approaches to POP design.

In our experience these are some of the significant barriers today:

- ▶ Owners (CFOs) assess costs, not value of projects: We lack a formal and accepted method to determine the value of projects.
- ▶ AEC industry culture and methods minimize cost, not maximize value: Many IT systems are in place to account for costs, but very few examples exist of IT systems that address the value of projects. The same is true for university courses in construction.
- ▶ Sharp theoretical basis: Much of POP modeling and the interactions between product, organization, and process at the various levels of detail, across disciplines and project phases still needs to be formalized.
- ▶ Use that leads to improvement in the process and theory: We lack well-established metrics that would

- ▶ allow us to articulate the improvements VDC methods make over existing processes.
- ▶ Integrated tools: As noted the integration between the current commercial and research tools used for
- ▶ POP modeling is still challenging and time-consuming.

9. CONCLUSIONS

The many examples above show that many companies involved in the planning, design, construction, and operation of facilities are already leveraging their human assets and their information and information technology assets through the use of virtual building models. Companies use three different types of virtual building models (or POP – product, organization, process – models):

- **Visual 3D and 4D models:** These models help involve more stakeholders than is possible today early in a project to inject their business and engineering knowledge into the design of the facility, its schedule and organization, and they help to improve coordination in all life cycle phases. Such models can be built quite quickly today with commercially available software and can typically be funded from project budgets. They also currently offer an advantage to companies in getting work, but I don't think that this advantage will be sustainable in the long run. In the long term companies will need to figure out how to deploy such visual models effectively and efficiently across their projects.

- **Building Information Models:** These types of models support the exchange of data between software tools to speed up analysis cycle times and reduce data input and transfer errors. Their set-up, testing, and use cannot typically be financed on a project basis, but rather requires corporate funding. For example one innovative engineering company has been employing about 10% of its engineering staff in its R&D group to make their software and design methods based on product models and to learn how to use product model information other project participant's

produce to their benefit. When successfully deployed, the ability to reuse project data to do more work with the same budget or the same work with far less budget should provide a competitive advantage that is more sustainable than that gained from visual models.

- **Knowledge-based models that support automation:** These models formalize and apply business and engineering knowledge to automate many of the tasks that are today repeated on a project and from project to project. Hence an organization's capacity to process information becomes the limiting factor in determining schedule, cost and quality performance. Therefore, IT needs to support an organization's capacity to model, analyze, simulate, and predict a project's performance as outlined in this paper.

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SOCIO-ECONOMIC AND EDUCATIONAL CHALLENGES OF SEASONAL MIGRATION IN REMOTE HILLY REGIONS: A CASE STUDY OF WAN AND LOHAJUNG VILLAGE, UTTARAKHAND.

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Abstract

There has been a significant change in the social composition of population across hill and plain regions of many states. The significant changes in the social composition of population also indicate seasonal migration among people in order to get more scopes of livelihood and other facilities. In this regard the study intended to investigate into the phenomenon of seasonal migration among people in Wan and Lohajung village, Uttarakhand, with reference to socio-economic and educational challenges associated with seasonal migration. Case study research design was employed for conducting the study. Twenty migrants of the study area were studied mainly to assess the effects of seasonal migration on the family of migrants, particularly with reference to income, education and social relation. The study revealed that seasonal migration, although enhances financial strengths of the migrant households, brought a lot of hardships, including educational challenges, to the family members and children who are left behind.

Keywords: Seasonal migration, Socio-Economic, Educational, Challenges, Migrants, Hilly Regions.

BACKDROP:

Uttarakhand is at 20th position among Indian states; according to 2011 Population Census with nearly 70% of population lived in its remote, rural hilly areas. The state had witnessed significant changes in its demographic structure, particularly during the decade of 2001-2011. It was also registered that the hill districts of the state witnessed much lower

growth in population (0.70%) as compared to plain districts (2.82%) and hill districts with very low growth in their population were Tehri Garhwal, Bageshwar, Chamoli, Rudrapryag and Pithoragarh. Overall, the share of ten hill region in the population of Uttarakhand had declined substantially by about five percentage point from nearly 53 per cent in 2001 to about 48 per cent in 2011 as mentioned by Mamgain, R.P.

(2015). The economy of Uttarakhand is predominantly depends upon mountain activities and tourism performance. Unemployment, unfavourable weather, the non-application of modern technology in agriculture, dry season for tours and trekking had forced the village people to search for alternate sources of livelihood and People of the rural remote areas migrate to urban and plain areas within and outside their districts and also to the neighbouring States as stated by Umar and Awasthi in 2012.

Migration is a social, economic and universal phenomenon through which human being move from one place to another in pursuit of certain objectives like avenues of better employment, better wages, better working and living conditions, better quality of life and better livelihood. Seasonal migration happens during the dry season for 4-6 months when there are no tourists and no means and ways to support livelihood. Low agricultural productivity, degrading soil quality, increase in unwanted natural calamities and no or low employment opportunities force people to migrate in order eke out their livelihood as mentioned by Sati (2009). Basically people from remote villages situated at trekking base camps are forced to migrate in this unfavourable situation when they are having no alternative livelihood options than leaving their villages. In last 10 years, 3, 83,726 people from 6,338 gram panchayats shifted temporarily for these reasons and the associated consequences are resulting into social and educational difficulties for family members and children (Shekhawat, 2019).

SEASONAL MIGRATION IN WAN AND LOHAJUNG VILLAGE:

Wan village is situated at a height of 2,400 meters, in the Chamoli district of Uttarakhand. The village, though living in obscurity, became a well known stop-over destination for trekkers trekking towards Roopkund Lake as well as Bedni Bugyal. Since the village is famous for its natural

beauty, Latu Devta temple, trekkers hut and trekking activities majority of the villages are either engaged in organising trekking and tours, managing trekkers' huts or employed as drivers, porters, cooks, guides etc. In pick season there are ample sources of income but in dry seasons the people become jobless and they are forced to migrate to other areas in search of some good luck. Sometimes the entire family migrate with the head of the family and the impact of migration hits hard. This is caused by some inter-related factors like inadequate food security, lack of local work, low wages or late payment of wages, landlessness and displacement, deforestation, poor agricultural production, indebtedness, lack of transportation and educational facilities. Jangwan (2019) stated that the remote hilly regions are less developed in terms of infrastructure, employment scopes, electricity, road and irrigation which led people to migrate.

LOCATION OF THE STUDY AREA



Fig-1: Locating Wan and Lohajung village situated in Chamoli district, Uttarakhand as per the trekking route towards Roopkund.

RESEARCH QUESTIONS:

The phenomenon of seasonal migration, when analyzed from a socio-economic perspective, raises a number of questions that need to be answered through systematic investigation. This study seeks to find out the answers to the following questions particularly among the People of the study area:

- 1) What is the socio-economic status of the migrant households of the Wan and Lohajung village?
- 2) What are the major factors contributing to the seasonal migration of the people of Wan and Lohajung village?
- 3) How does seasonal migration of the study area affect the members of the migrant households?

OBJECTIVES OF THE STUDY:

The specific objectives of the study are as follows:

1. To study the socio-economic status of migrant households of the study area, i.e. Wan and Lohajung village.
2. To examine the factors associated with the seasonal migration of the villagers of the study area.
3. To investigate the impact of seasonal migration on migrant households of the study area in terms of socio-economic and educational challenges.

METHODOLOGY:

Case study research design is employed in carrying out the study. For the purpose of the present study, twenty migrants are selected purposively. The tools that are employed for the present research are structured questionnaires, unstructured interviews, observation, and Focus Group Discussions (FGDs). In practice, data are collected by the investigator through personal visit to the field and personal contact with the respondents. Extensive field notes are made and photographs are taken for this purpose.

RESULTS AND DISCUSSION:

In this section, the results of case studies of sixteen migrants who frequently migrate for a short period of time seasonally to the nearby districts are presented. The results

presented here are based on the data collected about the cases through questionnaires, unstructured interviews, observation, and Focus Group Discussions (FGDs).

1. Socio-economic status of migrant households of the study area, i.e. Wan and Lohajung village:

Socio-economic Profile of Respondents according to their socio-economic background has been discussed under various heads-

Age Group: According to the socio-economic profile of the respondents, 50% of the migrants belong to the age group of 26-50 years, while 31.25% and 18.75% are in the age group of 0-26 and >50 years, respectively. Thus, the number of migrants is more in 26-50 years age group because labourers in this group can undertake various operations. The percentage of over-fifty year's labourers is less. Devender Bisht, Rakesh Bisht, Mukesh Rawat belong to 26-50 age group have mentioned that because of family responsibilities and lesser scopes of employment during off-season they are forced to migrate Haridwar, Dehradun, Rudraprayag, Pauri, Srinagar etc nearby places.

Educational Level: The illiteracy of people is an important factor which leads to seasonal migration, as the study findings indicate. Among migrants, nearly 43.75% are illiterate, 31.25% have studied up to the primary level, and only 25% up to matriculation level. Thus, the majority of migrants are illiterates and only a few have studied up to matriculation level. Majority of the migrants have reported that lack of access to schools, colleges and lesser scopes of educational facilities are reasons behind their educational difficulties.

Income of the respondents: It is the low income in the village and surrounding areas which induces migration to the areas of better livelihood opportunities. In the pick season, the monthly incomes of 75 % migrants remain in the range of 14000-20000 while in off-season they earn less

than 5000 in a month. On overall basis, maximum income of more than 10000 is being earned by 31.25% respondents, followed by 5000-10000 by 50% and less than 5000 by 18.75% in per month throughout the year. Rajender Bisht and Dev Prakash have admitted that because of the tourist flow during trekking season there are many sources of income but that income is not enough to support their families for the whole year. Dev Prakash, who is a trekking guide and cook has stated that he has to migrate to Haridwar in search of some works during December to February season when very less number of trekkers take a visit in Uttarakhand and another villager named Hari, a driver has admitted that he has to move to Auli where many winter games, snow activities, ice skating are organized during December to February for tourist attractions and visits.

2. Major factors contributing to the seasonal migration of the people of Wan and Lohajung village:

There are different economic, social and psychological factors which lead to migration have been depicted in below:

a) The people migrate in order to attain a better economic status in life. It is observed that low wages and fewer scopes for employment at the native place was the major economic factor which contributed to the migration of 90% migrants. Therefore, unemployment and low wages accompanied by poverty were the major reasons of migration as revealed by the sample respondents.

b) Social factors also induced migration tendency among people. Poverty (75%) and less civic amenities (25%) were reported as the major social reasons behind migration.

c) The psychological factors inducing migration were leading a poor life (87.5%) and aspiration for getting good scopes (12.5%).

Discussion with Trivendra Singh Rawat regarding the causes of his seasonal migration to Uttarkashi for work reveals that he does not find work round the year;

and the daily wages here in the locality is quite less. He faces difficulties to manage his family with this income He gets more wages while he works outside of the village as a labour in construction factory.

3. The impact of seasonal migration in terms of socio-economic and educational challenges of migrant households of the study area:

Discussion with the migrants regarding the problems they and their family members face at the destination and/or source station (village) of migration has revealed the following facts:

a) Socio-economic challenges: There is a change in the income level as an impact of seasonal migration. Income of these migrants is more than other non migrant villagers. Because of the migration it becomes quite easy for them to manage their family expenditure throughout the year not depending on only tourism and agriculture. Nowadays, land productivity is decreasing because of forest fires and many trekking routes have been closed down because of environmental hazards, pollution and tourist pressure. Therefore, to increase the level of income and to get employed for maximum time in a year seasonal migration has become a trend for people staying at remote hilly villages in Uttarakhand. But here also they have to face hardships. Living and working conditions of migrants at work sites are of a poor standard in every respect, including shelter, nutrition, health and security. The work required from labourers is excessively high, and wages are well below the legal minimum. Women and children are also forced to take up exploitative work. Pawan Singh Negi, a labour in sement factory of Srinagar has stated that the contractor exploits him at the destination by paying less than the agreement done at the source. Women and girls have to cope up with home responsibilities as well as the psychological insecurity of living in unprotected environments in new place or

at their native place without guardians and heads.

b) Educational challenges: Due to the nature of migration, the education of every migrant child gets highly compromised. Migrant children face a life of hardship and insecurity from their infancy and 56.25% of children of seasonal migrants never accessed education in formal setting. These children do not gain the required skills and abilities at the right time from schools. Lack of access to school, poverty, gender biasness, seasonal migration with family, parental ignorance, early marriage and lesser scopes to avail educational facilities has established educational challenges for migrant children. Girls are mainly indulged in agricultural activities, stitching and sewing clothes, cooking, cutting grasses and livestock activities. There are only 12.5% enrolled in primary school among girl children of the migrants. It is also found that among the accompanying migrant children many remain out of school and many are forced to drop out and some of them become vulnerable to work as child labour due to seasonal mobility of their parents. Seasonal migration is an insidious promoter of child labour. Even where migrant children are moved with their parents there also they have lack of access to schooling, or educational facilities. Poor education possibilities also push children further into migration by not letting them avail required level of education and skills to get better employment in future.

MAJOR FINDINGS:

- 1) The number of migrants is more in 26-50 years age group because labourers in this group can undertake various operations. The percentage of over-fifty year's labourers is less.
- 2) Among migrants, nearly 43.75% are illiterate, 31.25% have studied up to the primary level, and only 25% up to matriculation level.
- 3) In the pick season, the monthly incomes of 75 % migrants remain in the range of

14000-20000 while in off-season they earn less than 5000 in a month. On overall basis, maximum income of more than 10000 is being earned by 31.25% respondents, followed by 5000-10000 by 50% and less than 5000 by 18.75% in per month throughout the year.

4) Low wages and fewer scopes for employment at the native place was the major economic factor which contributed to the migration of 90% migrants.

5) Social factors also induced migration tendency among people. Poverty (75%) and less civic amenities (25%) were reported as the major social reasons behind migration.

6) The psychological factors inducing migration were leading a poor life (87.5%) and aspiration for getting good scopes (12.5%).

7) Though migration has enhanced the financial strengths of migrants' families but living and working conditions of migrants at work sites are of a poor standard in every respect, including shelter, nutrition, health and security and exploitation is prevalent at work place.

8) Migrant children face a life of hardship and insecurity from their infancy and 56.25% of children of seasonal migrants never accessed education in formal setting.

9) Lack of access to school, poverty, and gender biasness, seasonal migration with family, parental ignorance, early marriage and lesser scopes to avail educational facilities has established educational challenges for migrant children.

10) Among girl children of the migrants only 12.5% are enrolled in primary schools.

EDUCATIONAL IMPLICATIONS:

1) School authorities, planners, administrators, government agencies could be able to track the movement and progress of migrant children and therefore relevant steps would be initiated in order to ensure universalisation of education at various level.

2) Many employment generation programmes and community development

programmes could be arranged keeping in mind the root causes behind seasonal migration.

3) Arrangement of environmental protection camps to prevent pollution, mass awareness generation campaigns regarding girls' education and empowerment, establishment of village level adult education centres and training centres for small scale industries would be taken into consideration while formulating policy and sanctioning rural development packages.

4) This case study would help researchers to carry out more intensive researches in related field so that people get benefitted in true sense by the research findings and suggestions.

CONCLUSION: Seasonal migration is widespread in remote hilly regions but is not well understood or documented and there is an urgent need to look at the wide range of issues associated with seasonal migration. Mapping of migration flows, in-depth investigation of root causes behind seasonal migration need more attention. Government and local agencies should generate alternative employment scopes and focus must be given on agricultural and local level industrial sectors. Schooling and educational facilities are needed to be accessible for all 6-14 years children irrespective of their economic, social and other backgrounds as mentioned in Right to Education Act in order to ensure universalisation of elementary education. Local government, agencies, NGO's should look at the issues like protection of human rights, labour security, women and children safety at work place. The seasonal migrants, whether they move along with families or move alone leaving their families behind, belong to vulnerable section of our society. Migration can provide them very few scopes to earn but these are not long term ways and there are loads of challenges associated with seasonal migration. Therefore, proper advocacy, planning and strategic village development programmes

including mainstreaming of migrants children, women empowerment, and environmental protection are necessary to be taken care of.

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STATUE OF UNITY - A CASE STUDY

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Abstract

The Statue of Unity is a colossal statue of Indian statesman and independence activist Sardar Vallabhbhai Patel (1875–1950) who was the first Home minister of India and the chief adherent of Mahatma Gandhi during the non-violent Indian Independence movement; highly respected for his leadership in uniting the 562 princely states of India to form the single large Union of India. It is located in the state of Gujarat, India. It is the world's tallest statue with a height of 182 meters (597 ft). It is located on a river island facing the Sardar Sarovar Dam on river Narmada in Kevadiya colony, 100 kilometers (62 mi) southeast of the city of Vadodara.

Environmental law refers to rules and regulations governing human conduct likely to affect the environment. It reflects the legislative measures, and the administrative and judicial structures to protect the environment. The statue of Unity Project was first announced on 7th October, 2010 is a monument of 182 meter of Sardar Vallabhbhai Patel facing Narmada Dam, 3.2 km away on the river island Sadhu bet of Narmada river near Bharuch in Gujarat is facing trouble Around 50 environmentalists from across the country have written to the Union Environment Ministry that Chief Minister Narendra Modi's pet project, Statue of Unity, downstream of Sardar Sarovar Dam and Shoolpaneshar Sanctuary, has commenced working without environment approval. This paper investigates the environmental issues associated with this mega project as no public consultation has been conducted as regards environmental Impact assessment.

Keywords: EIA, Unity of Statue, Environmental clearance, EIA Notification, Features, Construction.

INTRODUCTION

1.1 History: Narendra Modi first announced the project to commemorate Sardar Vallabhbhai Patel on 7 October 2010 at a press conference to mark the

beginning of his 10th year as the Chief Minister of Gujarat. At the time, the project was dubbed, "Gujarat's tribute to the nation". A special purpose vehicle named the Sardar Vallabhbhai Patel

Rashtriya Ekta Trust (SVPRET) was constituted by the Government of Gujarat for executing the project.



Fig: Sardar Vallabhbhai Patel

During the recent years there has been increasing awareness of and concern about pollution all over the world and continuous efforts are made towards achieving sustainable exploitation of resources internationally. It is widely agreed that a properly developed policy framework is a key element in the sound management of pollution control. With the population approaching over 1,170 million, India ranks in second in the number of inhabitants amongst the countries of the world. Due to the liberalization processes in India, the international trade has increased. This has also led increased environmental pollution. India is a federal republic comprising of 27 states and 7 Union territories. There is a strict division of tasks between the state and federal Government. Policy areas on the state list are the exclusive responsibility of the States. Other areas are jointly administered by the two levels of Government. 'Environment' is among these 'Concurrent List' policy areas.

1.2. Architect of statue of unity: Ram V. Sutar- The nearly 600-foot-tall Statue of Unity, completed on November 1, is a bronze duplicate of India's first deputy prime minister Sardar Vallabhbhai Patel. It was designed and master planned by Michael Graves Architecture & Design (MGA) and is intended to anchor what will

eventually become a resort. The monument took eight years to design and four to build. Prime Minister Narendra Modi, at the time still the chief minister of Gujarat, first proposed the sculpture in 2010 and construction began in 2014. The statue proper, designed by Indian sculptor Ram V. Sutar, reaches nearly 50-stories tall and sits on a three-tiered base that boosts the height to its record-breaking status. The geometrically-sculpted base sits on its own riverine island and is connected to the mainland via a pedestrian and road bridge. Inside, guests are met with a visitor's center, hotel, and an exhibition hall, all of which is topped with a memorial garden.

1.3. Why India needs statue of Unity: If there is one country in the world that understands the importance of national unity, it is the United States of America. After all it fought a civil war to preserve it. That's why the first memorial to Abraham Lincoln, the man who fought to keep the country together, came up in 1868, just three years after his assassination, at the District of Columbia City Hall. But that was not enough. By the turn of the century, demand had grown for a grander memorial. With a \$300,000 budget, and after raising its height to 19 feet because 10 feet just didn't seem tall enough, it was inaugurated in 1922 remarkably, this social investment was made during the Roaring Twenties, a decade when the US economy grew by 42 per cent and mass manufacturing brought consumer goods within reach of more Americans than ever before. India is experiencing a similar rate of economic growth, but that's not the only reason why a 182-metre statue of Sardar Vallabhbhai Patel twice the height of the Statue of Liberty — seems apt right now.

The Lincoln memorials were built to remind a once deeply divided country about the man who brought it together. It is worth remembering that they were built by people worrying about a country where people spoke one primary language and

followed one principal faith — two of the most potent reasons that break nations apart. There was, of course, no such uniformity of language or religion in India that more than five hundred princely states could be merged — without, as Soviet premier Nikolai Bulganin noted, eliminating the princes. That no royal head rolled during the integration of princely states with British India to create the modern nation state was almost entirely due to Vallabhbhai Patel. Moreover, as Patel biographer P. N. Chopra noted, “Sardar’s India was greater in size than that of Samudragupta, Asoka and Akbar, and the writ of the Centre wielded an authority and respect never dreamt of by these great rulers.” This is why it is apt that the statue of Patel is called the “Statue of Unity”. There are at least 15 statues of Jawaharlal Nehru around India, including by Ram Vanji Sutar, who has designed the Statue of Unity. There are statues of M K Gandhi in nearly 70 countries, one of the most recent being the one that came up in 2015 at London’s Parliament Square, after a well-publicised campaign led by economist-politician Meghnad Desai. True, Patel also had a couple of statues to his name, but none that recognized his contribution to the national movement on par — as it undoubtedly was — with Gandhi and Nehru. That is why, when Rajmohan Gandhi wrote his book on Patel more than two decades ago, he complained that while praise given to Gandhi was dutiful, and to Nehru fulsome, it was niggardly about Patel. This concern is supported by a couple of telling examples. Nehru got a Bharat Ratna as a sitting prime minister in 1955, while Patel’s award had to wait till 1991. Gandhi and Nehru even got their own adjectives — Gandhian and Nehruvian — but there is no ‘Patelian’. This is so because Patel’s contribution has barely been recognised in the way Indian history is learnt. Most Indians do not understand that the map that they have been taught to call India would not exist, or would look very different,

without Vallabhbhai Patel. But perhaps the most important void that the Statue of Unity might fill is that of the trio that led India’s struggle for freedom only Patel never told his story. Both Gandhi and Nehru wrote voluminously about the saga as they saw it. But Patel, when asked by his daughter why he didn’t write his version, famously said that some write history and others create it. But this statue might just fill the gap.

1.4. The Tallest statue in the World: The ‘Statue of Unity’ (SOU) is dedicated to the Iron Man of India, Sardar Vallabhbhai Patel. Sardar Patel is widely considered to be the architect of modern India. The SoU will stand tall as an inspiration to future generations, a reminder of Sardar Patel’s sterling contribution. At 182 meters from the road entry and 208.5 meters from the river entry, the SoU will be the tallest statue in the world; taller than the 153 m tall Spring Temple Buddha in China and almost twice as tall as the world famous Statue of Liberty in New York. For a sense of its height, the statue is 100 times larger than a man of average height of about 5 to 5 and a half feet!



Fig: Comparing the Height of Sardar Patal Statue with Others.

1.5. Features of Sardar Patel Statue

- An exhibition centre at its base showcasing the life and achievements of Sardar Patel
- A 320 m long designer bridge connecting Sadhu Hill to the mainland
- A memorial and visitors’ centre
- 4-lane approach road

- An administrative complex, 3-star hotel and conference centre
- A 40-m suspended fabric roof structure for the visitors' centre

1.6 Engineering Challenges: Wind, Earthquakes: Natural factors like wind and earthquakes posed stiff challenges. Situated right in the middle of the river Narmada, the statue is exposed to the tunnel effect of winds blowing down the river. Studies of wind patterns over the years revealed wind speeds of 39 m per second (roughly translated into 130 km/hr.) could buffet the statue in a worst-case scenario. The statue has been engineered to withstand wind speeds of up to 50 m per second (almost 180 km/hr.). The challenge is not only of the wind blowing against the statue but the succession effect it creates at the back of the statue that had to be considered in the structural design.

1.7. Walking pose of the Sardar: The Sardar's legs are clad in a dhoti, his feet in chappals and in a walking pose that means that the statue is most slender at the base. The walking pose also opened up a gap of 6.4 meters between the two feet which then had to be tested to withstand wind velocity.

1.8. The Face: Another challenge came in the form of the look of the statue. Since Patel's face was an important aspect, special care was taken in casting the facial features that had to be as close as possible to the Sardar's face. The statue is also supposed to appear as if it is walking on water, towards the Sardar Sarovar dam, with its left leg slightly forward. The actual features of the Sardar were decided through a participative exercise involving thousands of people. A mock-up was created and exhibited for people to see and comment on it.

1.9. Movement of Men and Material: The statue is located amidst remote, mountainous terrain, which posed enormous difficulties in delivery of materials. A temporary Bailey's bridge connected the hill to the mainland. The

statue base also stands above the highest flood level recorded over a 100-year period of the nearby Narmada dam. A detailed hydrological study was conducted by a specialist consultant to ascertain the river level and flow during various conditions. Altogether, the statue is divided into five zones. Up to its shin is the first zone, comprising three levels, including an exhibit floor, mezzanine and roof. It will contain a Memorial Garden and a large museum. Zone 2 extends up to the statue's thighs at 149 meters, while Zone 3 goes up to the viewing gallery at 153 meters. Zone 4 and Zone 5 would be out of reach of visitors, with Zone 4 comprising the maintenance area and Zone 5 the head and shoulders.

2. METHODOLOGY

2.1. Structural Design: Part of the statue enclosed inside the 8mm bronze cladding is a two-layered structure. The innermost layer has two 127-metre-high towers made of reinforced cement concrete. These towers rise up to the chest area. The steel frame between the towers and the cladding forms the second layer. There were multiple engineering challenges too. One, unlike the Statue of Liberty and Christ the Redeemer, the Statue of Unity does not have a wider base.

A wider base is required to make a structure stable. As Patel wore a dhoti, the statue is thicker towards the top and thinner at the bottom. This challenge was overcome by keeping the slenderness ratio between the width of the statue and its height to 16:19 — significantly higher than the 8:14 ratio rule that is followed in the construction of high-rise structures. Two, the base of the statue, below the dhoti-clad legs, is about 25 metres high, equivalent to an eight-storey building. This part of the structure houses two massive lifts, which can carry over 25 people to a 135-metre high gallery in just above half a minute.

Fitting these vibration-causing machines inside the statue's two vertical

cores, the first of its three layers, was a challenge for the engineers.

Three, engineers had to factor in the speed of wind, and the possibility of earthquakes and flood. Being built on an island in the middle of Narmada, the statue will have to face the tunnel effect of winds blowing down the river. The walking pose of the statue opened up a gap of 6.4 metres between the two feet. To deal with these issues, the cladding used in the statue has overlapping panels, which allow it to move vertically and horizontally, to resist earthquake and wind forces. Two 250-tonne mass dampers, which are installed in structures to reduce the amplitude of vibrations, have been used.

As a result, the statue is capable of withstanding wind blowing at almost 220 km per hour and surviving earthquakes measuring up to 6.5 on the Richter scale. Four, the statue's location amidst remote, mountainous terrain made transportation of equipment and material difficult. To make the movement to the island easier, the engineers banked on the fact that the island remains accessible from one side of the river via land for at least eight months post monsoon as water in the channel recedes. A rock bridge was built over shallow water and a temporary Bailey bridge was constructed for the monsoon, when there is more water in the river. Over 210,000 cubic metres of cement concrete, 18,500 tonnes of reinforced steel, 6,500 tonnes of structural steel, 1,700 tonnes of bronze, and around 1,850 tonnes of bronze cladding, made up of some 565 macro and 6,000 micro panels, were used to build the statue. Most of this material was moved using the two bridges.

3. CONSTRUCTION

A Consortium comprising Turner Construction, Michael Graves and Associates and the Meinhardt Group supervised the project. It took 56 months to complete – 15 months for planning, 40 months for construction and two months for handing over by the consortium. The total cost of the project

was estimated to be about 20.63 billion (US\$290 million) by the government. The tender bids for the first phase were invited in October 2013 and were closed in November 2013. Narendra Modi, then serving as Chief Minister of Gujarat, laid the statue's foundation stone on 31 October 2013, the 138th anniversary of Patel's birth.

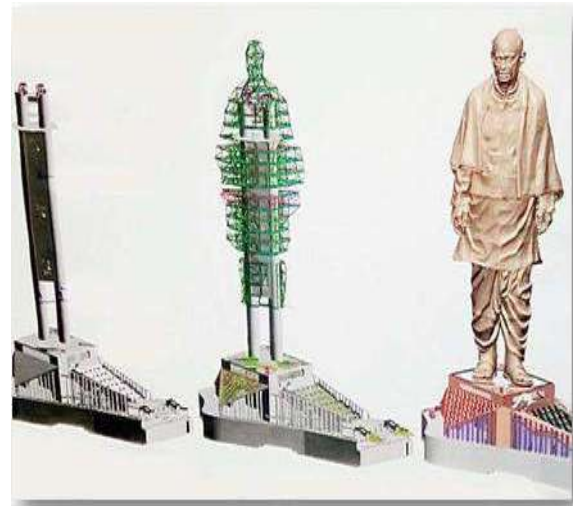


Fig: Constructional Phase of Statue

Indian infrastructure company Larsen & Toubro won the contract on 27 October 2014 for its lowest bid of 29.89 billion (US\$420 million) for the design, construction and maintenance. They commenced the construction on 31 October 2014. In the first phase of the project, 13.47 billion were for the main statue, 2.35 billion for the exhibition hall and convention centre, 830 million for the bridge connecting the memorial to the mainland and 6.57 billion for the maintenance of the structure for 15 years after its completion. The Sadhu Bet hillock was flattened from 70 to 55 metres to lay the foundation. L&T employed over 3000 workers and 250 engineers in the statue's construction. The core of the statue utilised 210,000 cubic metres (7,400,000 cu ft) of cement concrete, 6500 tonnes of structural steel, and 18500 tonnes of reinforced steel. The outer façade is made up of 1700 tonnes of bronze plates and 1850 tonnes of bronze cladding which in turn comprise 565 macro and 6000 micro panels. The

bronze panels were cast in Jiangxi Tongqing Metal Handicrafts Co. Ltd (the TQ Art foundry) in China as suitable facilities were unavailable in India. The bronze panels were transported over sea and then by road to the workshop near the construction site where they were assembled.

Local tribals belonging to the Tadvi tribe opposed land acquisition for the development of tourism infrastructure around the statue. They have been offered cash and land compensation, and have been provided jobs. People of Kevadia, Kothi, Waghodia, Limbdi, Navagam, and Gora villages opposed the construction of the statue and demanded the restitution of the land rights over 375 hectares (927 acres) of land acquired earlier for the dam as well as the formation of new Garudeshwar subdistrict. They also opposed the formation of Kevadia Area Development Authority (KADA) and the construction of Garudeshwar weir-cum-causeway project. The government of Gujarat accepted their demands. Construction of the monument was completed in mid-October 2018; and the inaugural ceremony was held on 31 October 2018, presided over by Prime Minister Narendra Modi. The statue has been described as a tribute to Indian engineering skills.

3.1. Environmental clearance: In the Constitution of India it is clearly stated that it is the duty of the state to 'protect and improve the environment and to safeguard the forests and wildlife of the country'. It imposes a duty on every citizen 'to protect and improve the Natural environment including forests, lakes, rivers, and wildlife'. Reference to the environment has also been made in the Directive Principles of State Policy as well as the Fundamental Rights. The Department of Environment was established in India in 1980 to ensure a healthy environment for the country. This later became the Ministry of Environment and Forests in 1985.

The constitutional provisions are backed by a number of laws — Acts, Rules, and Notifications. The Environment Protection Act, 1986 came into force soon after the Bhopal Gas Tragedy and is considered an umbrella legislation as it fills many gaps in the existing laws. Thereafter a large number of laws came into existence as the problems began arising, for example, Handling and Management of Hazardous Waste Rules in 1989. The Environment (Protection) Act, 1986 authorizes the central government to protect and improve environmental quality, control and reduce pollution from all sources, and prohibit or restrict the setting and /or operation of any industrial facility on environmental grounds. 1986 - The Environment (Protection) Rules lay down procedures for setting standards of emission or discharge of environmental pollutants. The environmental Protection Act, 1986 is an 'Umbrella' Act enacted by the national parliament. This Act empowers the Government to take all necessary measures to protect control and abate environmental pollution. The Act identifies the MoEF, Government of India as the apex nodal agency to deal with environmental problems of nation so that an integrated and holistic policy can be implemented with regard to the environment. The scope of this Act is very broad covering water, Air, Land and human beings and other living creatures. The main functions of MoEF are:

- Coordination of the activities of various central and state authorities established under the previous Acts;
- Laying down emission/ effluent standard for various industrial activities;
- Powers to get information about the industrial process and to inspect the plant, premises, records and other necessary materials including seizure of the documents;
- Giving direction for closure, prohibition or regulation of industrial processes as necessary and

• Stoppage or regulation of the supply of water and electricity or any other services to industries violating pollution standards. Environmental planning and coordination was set up under the 4th five year plan (1969- 1978). Till 1980, the subjects of environment and forests were the concern of the Dept of Science and Technology and Ministry of Agriculture respectively. Later, the issues were formally attended by the Dept of Environment which was established in 1980. This was then upgraded to the Ministry of Environment & Forest in 1985. In 1980, clearance of large projects from the environmental angle became an administrative requirement to the extent that the planning commission and the central investment board sought proof of such clearance before according financial sanction.

Five year later, the Dept of Environment and Forests, Government of India had issued guidelines for Environmental Assessment of river valley projects. These guidelines require various studies such as impacts on forests and wild life in the submergence zone, water logging potential, upstream and downstream aquatic ecosystems and fisheries, water related diseases, climatic changes and seismicity.

A major legislative measures for the purpose of environmental clearance was in 1994 when specific notification was issued under section 3 and rule 5 of the environment protection Act , 1986 called the “Environment impact Assessment Notification 1994”.

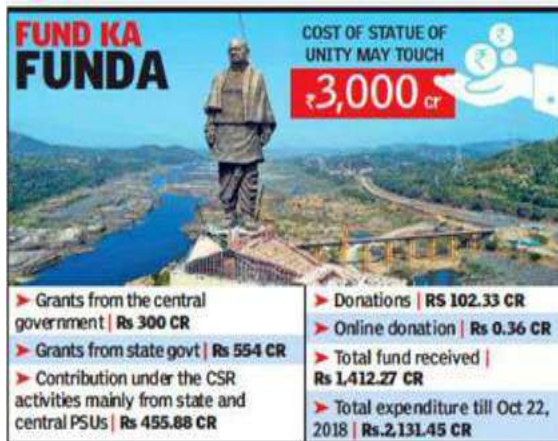
The first step in seeking environmental clearance for a development project is to determine what statutory legislations apply to the particular project. The MOEF has brought out several notifications restricting the development of industries in specified ecologically sensitive areas. In addition there are also draft rules framed for the siting of industries. Environmental clearance for development projects can be obtained either at the state level or at the central

level depending on certain criteria concerning the characteristics of the project. However (regardless of where the final environmental clearance is obtained from), for most projects the consent must first be taken from the state pollution control board or pollution control committees in the case of union territories.

3.2. Environmental Impact Assessment Notification 2006: The Environmental Impact Assessment has been used as a management tool to minimize adverse impacts of the developmental projects on the environment and to achieve sustainable development through timely, adequate, corrective and protective mitigation measures. The Ministry of Environment and Forests (MoEF) has used Environmental Impact Assessment Notification 2006 as a major tool to regulate rapid industrial development of the country for minimizing the adverse impact on environment and reversing the trends which may lead to climate change in long run. Environmental Ministry has said that they are looking into the issue. In a couple of days, ministry will decide whether to send an inquiry team to Gujarat or issue a notice to the State Government. A 10 member delegation headed by Shri Ganpatsinh Vasava, Minister of Gujarat Forest & Environment will meet Governor SC Jamir and Chief Minister Naveen Patnaik and seek their support for the project.

4. RESULTS AND DISCUSSIONS

4.1. Funding: The statue was built by Public Private Partnership model, with most of the money raised by the Government of Gujarat. The Gujarat state government had allotted 6 billion (US\$83 million) for the project in the budget from 2012 to 2015. In the 2014–15 Union Budget, 2 billion (US\$28 million) were allocated for the construction of the statue. Funds were also contributed by Public Sector Undertakings under Corporate Social Responsibility scheme



4.2. Tourism: Over 128,000 tourists visited it in 11 days since it was opened to the public on 1 November 2018. Buses take tourists from the parking lot to the statue, as the area around the statue is a "no private vehicle" zone. Elevators run from 3 to 5 pm to take tourists with tickets up to the observation deck at the top. The statue remains closed every Monday for maintenance.

4.3. Future Plans: As of November 2018, construction was still in progress around the statue for various aspects of the project. As per the government, there are plans to introduce alternate means of transport to improve accessibility to the memorial, including a boat service. An amphibian bus from Kevadiya is also planned as is a jetty service from the site of the Sardar Sarovar dam and a ropeway.

5. CONCLUSION

The project requires environmental clearance from the competent authority. As has been done in recent cases of Adani in SEZ Kutch, the work should be immediately stopped and recommenced after getting environmental clearance. State government has no right to violate the EIA Notification. Statue of Unity is truly an engineering marvel. It is a tribute to Indian engineering skills. Our skilled labourers, architects and engineers have received immense appreciation for constructing this intricately designed enormous piece of art. We are proud to have the tallest statue of the world in our country.

Statue of Unity is a symbol of unity and strength. It reflects the true personality of Sardar Patel who was strong and robust. The initiative taken by PM Modi has been supported and appreciated by people in power as well as the general public. PM Modi sees this statue as an inspiration for the people of our country.

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THE DOWNFALL OF RANA'S YES BANK

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In the recent years, banks are in the limelight for all wrong reasons. From not complying with RBI directions to fraudulent LOUs, there have been more and more blunders tumbling out from Indian banks. One such gaffe in Yes bank shook the Indian banking system, showing serious lapses in risk management in banks and failure of RBI as a supervising authority. Yes bank was founded by Ashok Kapur, his brother in law Rana Kapoor and Harkirat Singh in the year 2003 and its operations was started on 21st January 2004. Yes Bank Ltd runs three units – Yes Asset Management Services, Yes Capital and Yes Bank. Yes bank had its maiden IPO in 2005. It was ranked number 1 bank in the Business Today-KPMG Best Banks Annual Survey 2008. Yes bank was the first Indian bank to be ISO 14001 certified for Environmental Management System and recognized as a Climate Disclosure Leader globally. Yes bank was the first institution globally to receive funding through IFC's Managed Co-Lending Portfolio Programme and the first Indian bank to raise loan under IFC's A/B loan facility. Yes bank announced the listing of the bank's bond issue under its maiden \$1 billion MTN programme on Global Securities Market. The bank, in no time became the 5th largest private bank (market capitalization) in India. In 2014, Yes bank tied up with TRANSFAST, enabling customers to directly deposit money through online platform supported by NPCI. It was one of the first banks to pioneer green infrastructure and issue green bonds for the same. It had 1050 branches, 1724 ATMs. Despite having a long list of credentials, the death of Ashok Kapur in 2008 changed the bank's path. After his death, Rana Kapoor took over. His reign tipped off an ugly spat among the board members of the bank who were also his family members.

Why Yes bank collapsed?

- Loans not repaid is a foremost concern of most banks in India. These unpaid loans are called Non-Performing Assets (NPA). The crisis at YES Bank started when there was huge rise in NPA. The Yes Bank gave loans to companies which were not doing well in their businesses.

Some of the defaulters to whom the bank had advanced funds included IL&FS, Anil Ambani group, CG Power, Cox & Kings, Café Coffee Day, Essel group, Essar Power, Vardaraj Cement, Radius Developers, and Mantri Group.

Yes Bank suffered a notable doubling in gross non-performing assets over April-September 2019 to Rs 17,134 crores. Owing to this, Yes Bank was not able to increase its capital to shore up its balance sheet.

- The bank has also experienced severe governance issues and practices from the death of Ashok Kapur, which had led to a sturdy decline of the bank. For instance, the bank fudged their NPAs to Rs 3,277 crore in 2018-19. This made the RBI to appoint R Gandhi, a former Deputy Governor, to the board of the bank. Another instance is where statutory liquidity ratio of YES bank was breached the RBI's minimum requirement and so was its liquidity coverage ratio. The bank has thus provided Rs 86 crore as a penalty. Yes Bank exhibited many such instances.

Bad corporate governance was noticeable in the Madhu Kapur case, the quarterly results, the NPA divergence, etc.

- The loan book of Yes Bank had grown from Rs. 55,000 crore in FY 2014 to Rs. 2, 41,000 core in FY 2019. In general the other bank's credit during the above period grew only by about 10 per cent, it strange to notice that YES Bank's loan book grew by about 35%.

In the last five years, not only the loan book grew by over four times, but deposits failed to keep pace with loan

growth. The loan book grew to Rs 2,24,505 crore as of September 2019, while deposits were at only at Rs 2,09,497 crore.

- The bank tried to connect with PE (Private Equity) firms in order to raise its capital. "These investors did hold discussions with senior officials of the Reserve Bank although for various reasons eventually didn't infuse any capital," says RBI.

The Yes Bank Crisis - What happens now?

After taking into consideration of these developments, the Reserve Bank imposed limits on cash withdrawals and lending operations. To restore confidence in depositors and investors, RBI told the country's largest state-owned bank, State Bank of India, to buy a 49% stake in Yes Bank and hold on to at least 26% for the next three years.

While this problem is still to be settled, another decision by the RBI created an alarm among investors of Yes Bank. The RBI stated that the so-called Additional Tier 1 (or AT1) capital that was raised by Yes Bank would be entirely written off. In a bank, there are different hierarchies of capital. The top tier or T1 has the "equity" capital — that is, money in by the owners and shareholders. It is the riskiest category of capital. Then there are different types of bonds (such as AT1 and AT2), which a bank floats to raise money from the market. What has created a problem is that RBI has said that capital raised via AT1 bonds, which is in the same tier of capital as equity (i.e., Tier 1), will be written off as much as Rs 10,800 crore fall under this category, and many popular mutual funds like Franklin Templeton, UTI Mutual Fund, SBI Pension Fund Trust, etc. stand to lose out. Indirectly, a lot of common investors too will lose out on their investments.

Conclusion:

Even though Indian financial system had faced many stumbling blocks before, Yes bank fiasco worried depositors, public and government alike as it was a major private bank. The government failed to bring about a permanent solution to the problem which was proved in the PMC Bank crisis which took place after the Yes bank mess. The problems that plagued both Yes bank and PMC bank are of similar nature like continuous lending, giving loans to a select few, nexus among borrowers of same bank to name a few. SBI taking over a stake in Yes bank is only a short term strategy. Hence, it was proved that such a step without any abiding solution will never stop future banking disasters.

The catastrophe at Yes Bank is not an expression of slowing economic growth and muted credit demand. It is another example of clear ignorance to the most dangerous risk that every bank faces—the threat of operational risk. Mishandling of credit and market risks may result in loss of revenue or profit.

It is time to strengthen banks' boards by filling them with skilled people with experience in banking and finance. The government must make auditors and rating agencies responsible by levying them with heavy penalties for errors. A sound corporate governance structure with professional management may save the bank from collapse and regain investor confidence.

A STUDY OF TWO CASES ON CORONA VIRUS LOCK DOWN AND ITS IMPLICATIONS ON SOCIAL SECURITY OF UNORGANISED WORKERS (CONSTRUCTION AND OTHER)

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Abstract

The outbreak and spread of Corona Virus has affected all economic activities throughout the globe and has particularly affected the unorganized sector workers very adversely. In India most of the workers get employment in unorganized sector only. The Covid 19 has posed a serious threat upon their survival .

This is a case study on reverse migration of unorganized construction workers and other workers from Punjab to their respective native places in the state of West Bengal ,Bihar etc. due to outbreak of Covid 19 most commonly known as Corona Virus .This states the implications of lockdown on such unorganized workers income ,health and social security .This also explains how scant statutory provisions are there so far as such workers in the unorganized sector are concerned

Keywords: *unorganized construction workers, social security, Covid 19, income, health.*

Two Stories with two different outcomes for the workers:

The case of Mr. Maya Chand :

Mr. Mayachand had come from his native state of Bihar fifteen years back when he was twenty years old. There was a massive flood in his village and he lost all his belongings there .He had nothing to fall back upon and some of his relatives motivated to migrate to Punjab where they could get some gainful employment .He somehow managed to reach Punjab and initially started to work in a hotel as a

helper but soon he left the job and came in contact with a contractor from his native place and he provided him a job in building construction work. He started as an ordinary construction workers who worked in construction activities in different sites. With passage of time he refined his abilities and started to work as Mason .Since the work was provided by the contractor in irregular fashion he mostly got wages on daily basis .If he needed some extra money the contractor give him some advance amount of money

which used to be realized from his due wage payments .He also got married in the meanwhile and became father of three children .He used to stay in a rented house and his children got education in government school. His wife started to help her husband by doing the job of domestic maid. At times he got some work on his own where he got lump sum amount but very rarely.

Mr.Mayachand visited his native place once in a year to see his relatives and pretended to do some respectable office job in Punjab.

In the second half of the March month(2020) the government announced Lock Down and curfew was also imposed. All activities were put to standstill and everybody was forced to stay at home .No movement was allowed .Few persons avoided the lock down and got good lesson form the police Mr Mayachand had got the work on 20th of March but was paid till 19th of March. He tried to contact the contractor but he did not respond. After many efforts the Contractor paid him Rs.900 He purchased food grains and eatables for his family and returned .At home he found that he has got food grains and eatables for three days .He murmured why this lock down? His children were happy to get unofficial holidays later to be converted to vacation .He remembered that he already paid the house rent but he had to pay for next month. No worry everything would be ok next month he thought. Three days passed and all eatables finished .Hardly any money was left .The next day his wife said my employer has asked me not to come for the job and also paid my salary of Rs.500 .Now the difficult situation was very much confronting him with full might. He tried to contact his contractor and demanded some money but he refused .He talked to his friends but they were facing the same situation. He also came to know that trains are not moving to any place .Now he even tried to move outside to do some job but in vain. Somebody told him that vegetable

vendors are allowed to sell their stuff under certain conditions. They had to get pass from the police .He talked to her wife. She had saved some money amounting to Rs.5000 against rainy days .He decided what he would do. Next day he borrowed a cart from his friend for a month. He took permission from the police and purchased vegetables and fruits from the whole seller. He had to purchase a mask and sanitizer. He had to move from one lane to another from morning till late evening. He used to earn Rs.200 to 300 daily. Some NGO from his locality provided him food grains also. Now he reduced his expenditure to bare minimum. Till today he is surviving this way. Although there is unorganized workers social security act 2008 it did not help him anyway. As per the law social security of all types need to be provided to him by the state but he has to do everything on his own. He hopes to get the work when lock down is revoked. But he is optimistic.

Case Questions

1. What is the central issue in the case?
2. Whether to switch over the job was a right decision?
3. Should Mr. Maya Chand have returned to his native place.
4. Do you think the contractor played his role rightly

The Case of Mr. Sohan Patidar :

Mr. Sohan Patidar left his home in West Bengal due to a financial crisis in his family 10 years back when he was thirty years old .He had hardly any education but knew the work of cooking very well. One of his relative was working in the city of Jalandhar in Punjab for quite some time and motivated him to join him. He went there and started working as porter in a transport company. After two years he left the job and joined a food restaurant as a helper. Later on he become one of the cook and was paid Rs.8000 per mensem as salary with free food. He was already married before coming to Punjab and had two children. His children studied in local government school and his wife was not

doing any job. Apart from his salary he got some amount of money as bonus during festive season. He visited his native place once a year and his employer provided him one side fare of train. Everything was going as usual when in the second half of the March Month 2020 he heard that there is a curfew in Punjab and also lockdown. The restaurant where he was working was closed by the administration. He got his salary for that month. After few days his employer called him and gave him Rs.1000 and some food grains and said you are no longer in job. He stayed at home waiting for opening of the restaurant but even after a month nothing changed. Now he was very worried he had no money left. He was staying in a rented house and the owner demanded the rent. He somehow managed to pay the rent. In the meanwhile some food stuff was provided by local authorities. He heard that some of the persons are going home

on special trains meant for migrant workers. He reached the station with wife and children. There was real chaos. But he along with members of the family managed to get in the train and reached Jharkhand. From Jharkhand he managed to reach his native place on a goods truck. Now he thinks as to what he will do in the village. He has a house to live in with a small plot of agriculture land. He does not know whether he should return to Punjab or will he ever get his previous job. What about the education of children? He is just puzzled and hopeless.

Case Questions :

1. What is the central issue in the case ?
2. Was the decision to return to the native place by Mohan Patidar right?
3. Was there any alternative course of action available ?
4. What can be done by Mohan Patidar to survive in his native place ?

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FINANCIAL INCLUSION OF THE POOR: A CASE STUDY ON THE ROLE OF BANKS IN DEVELOPMENT OF KARAİKAL REGION, PUDUCHERRY (U.T.)

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Financial inclusion is a key determinant of sustainable and inclusive growth, which in turn is essential for building an equitable society.

-pranab Mukherjee, Ex-president of India.

INTRODUCTION

Meaning of Financial Inclusion of poor:

Financial Inclusion focuses attention on the need to bring previously excluded people under the umbrella of financial institutions. Financial Inclusion is the most useful frame of reference for considering how poverty might be reduced through provision of financial services. The financial service needs of the poor are simple, but their satisfaction can be life enhancing. A broad conception of microfinance embraces deposits, remittance, payments, micro-insurance and pensions, aside from credit. The poor need access to convenient, liquid and safe deposit services which are protected against inflation by positive real rates of interest. With saving in reserve, the poor are able to smooth their consumption expenditures in the face of uncertain income streams. Savings give household a shield against catastrophic events, whether affecting individuals or entire communities. Misfortunes such as illness or bereavement, or destruction due to natural disasters, might otherwise force the vulnerable to divest productive assets, tipping them over the divide between meagre sufficiency and poverty.

Financial exclusion

Financial exclusion is the lack of access by certain customers to appropriate, low cost, fair and safe financial products and services from the main stream providers. The various reasons for financial Exclusion were caused by

physical distance, access exclusion, condition exclusion, price exclusion, marketing exclusion and self exclusion. The research financial inclusion program for bank access to finance, within which attention is paid to financial exclusion of the poorest people and to determining how

access to financial services can be measured by government. Micro finance remains the most potent weapon available for financial exclusion. The pattern of economic growth in India in the recent years has brought in its wake a number of concerns, which include expanding this growth across regions, sectors, and people. The major objective is to ensure inclusive growth by removing the constraints of poor infrastructure, improving economic efficiency and spreading the benefits of growth over a vast population, which has remained outside the purview of this development process. The financial sector in the country has also experienced revolutionary changes but a segment of population has been excluded from the advantages of this revolutionary process. Financial exclusion, which is generally the outcome of poverty, ignorance and environmental factors, is to a great extent related to supply side issues, i.e., lack of appropriate financial products and services to the poor. Hence, for the inclusive growth financial inclusion is the need of the hour.

Challenges and Opportunities:

After adopting multi agency approaches in rural and agricultural credit system. Indian banking has shown tremendous growth in volume and outreach resulting in increase in the total number of branches of banks and reduction of the average population per branch office. There are, however, concerns that banks have still not been able to reach a vast segment of the population and provide them with basic banking services. Growth has also not been uniform across all the regions / States of the country and there still continue to be wide gaps in the availability of banking services in the rural areas. The government of India announcement of implementing financial inclusion in a mission mode along with the big bang launch of the Pradhan Mantri Jan-Dhan Yojana (PMJDY) on August 28, 2014 after the speech of Prime Minister Shri. Narendra Modi deliver this in the

2014 Independence Day Speech produced a lot more focus on an important poverty alleviation measure.

Steps to ensure financial inclusion:

Savings / Deposits

No frill Bank Accounts
Branchless banking
Retirement Savings
Insurable Contingencies
Buffer Savings

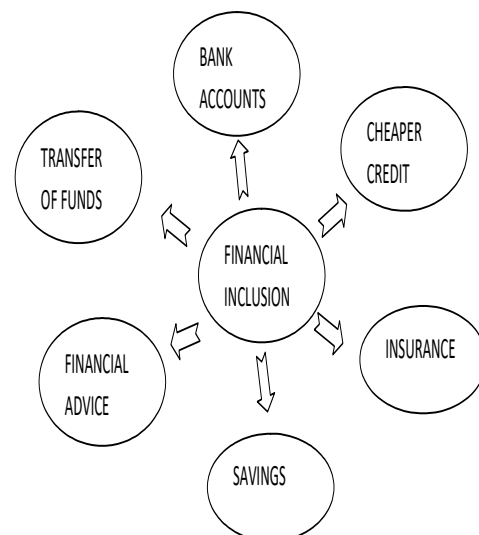
Services

Digital Banking
Insurance – health care
Remittances & Payment services
Investment plan for child 's education
Financial
Pension for old age
Business correspondence & Self Help group
Deposit Loan Insurance
Advisory service

Credit / Loans

Emergency Loan
Housing Loan
Consumption Loan
Entrepreneurial credit
Micro finance & micro credit facility
Business Livelihood
Mortgage Loan

SERVICES OF FINANCIAL INCLUSION



Statement of the Problem:

The All India Debt and Investment Survey (2012-2013) conducted by the National Sample Survey Organization has pointed out that between 1991 and 2002, the share of institutional finance in the outstanding cash dues of rural households decreased by 7 percentage points to 57 per cent, while share of non-institutional sources showed a corresponding increase. The survey also showed that the non-institutional agencies had advanced credit to 15.5 per cent of rural households, while the institutional agencies had financed only 13.4 per cent households. The All India Debt and Investment survey, (2012-2013) reported that the average amount of debt for a rural household was Rs. 35,522 and urban households Rs. 85,625. The incidence of debt was lowest for ST (16.9 per cent) households and the highest for OBC (35.7 per cent) households. Further, the result of survey showed that non-institutional agencies play a major role in advancing credit to the households particularly, in the rural area. The Government of India, RBI and NABARD took various measures, which includes SHG – Bank linkage programme, redefining the role of Lead banks, capitalization of RRBs, capitalization the weak PACSs, encouraging the banks to open ‘no frills’ accounts, issuing General Credit Cards, Micro Insurance, and providing Financial Education. For this purpose wherever it is possible the support of NGOs, SHGs and other civil society organizations be enlisted.

In this background it is worthwhile to study the role of banks in financial inclusion in Karaikal Region, Puducherry, because the Government of India implemented the pilot project on financial inclusion in Niravy in Karaikal Region. This pilot project had ripple effect and all the banks at present have their own strategies for financial inclusion. In this context some questions need answers. What are the strategies followed by banks

for financial inclusion? What is the effect of these strategies on the socio economic status of the poor in this region? How do the stake holders – clients, employees and administrators – perceive financial inclusion approach of the banks? Hence, the present study entitled ‘Financial inclusion of the Poor – A Study on the Role of Banks in Karaikal Region, Puducherry U.T. was undertaken.

Review of Literature

The literature on Financial Inclusion is quite youngest in India. Here an attempt is made to review the studies available on Financial Inclusion and its impact on the lives of rural people. Though the literature available is fairly large, some of them are reviewed hereunder. The first comprehensive study conducted during the post-independence era was the survey done by the All India Rural Credit Survey (AIRCS) Committee (1954). The survey revealed that 92.7 percent of the cultivators depended on the NIAs for borrowing. The studies conducted by Subbi Reddy, T and Ramamuni Reddy (1980,p.32), Tiwari S.N. and Sharma P.K (1986,p.30), Basavaraj Banakar and Suryaprakash, S (1981, p.78) and Satyasai K.J.S. et. al., (1987, p.54) confirmed the continuance of poor access to formal sources of credit even during the eighties. A study conducted by Pratap Singh (1988, p.286) confirmed that although the IAs were providing credit to cultivators, the farmers of all categories had to depend on the moneylenders. The ignorance and conventionality, non-fulfillment of productive needs from the Cooperatives, inflexible and untimely Cooperative finance, high intimate knowledge on the part of moneylenders regarding local production potentialities, the innate and age old link of the borrowers with

moneylenders and poor access to formal capital because of the failure on the part of the farmers to repay the Cooperative dues-all these reasons have underlined the survival of the moneylenders as a source of finance.

Objectives of the Study:

The present study has the following objectives:

1. To trace the evolution of financial inclusion schemes programmes and strategies adopted in India for inclusive economic growth.
2. To study the schemes and programmes of the sample banks for financial inclusion of the poor in the Karaikal Region.
3. To study the socio – economic profile of sample respondents.
4. To evaluate the extent and use of financial inclusion programmes of the banks by beneficiaries.
5. To suggest suitable measures for improving the climate for inclusive growth of this Region.

Methodology

This study is both descriptive and analytical. Survey method was used for the study. Both primary and secondary sources of data were collected and used for the study. The data relating to business profile of sample banks were collected from reports of Lead Bank, The data relating to the performance of sample banks in financial inclusion programmes were collected from the records of the Lead Banks. Apart, from these the publications of Reserve Bank of India, NABARD, Government of India, Government of Puducherry and other documents were referred to elicit the needed data for the study.

Sampling Procedure

The Union Territory of Puducherry comprises of four erstwhile French territories in India viz. Puducherry, Karaikal, Mahe and Yanam, covering a total area of 479 Sq. Kms. Karaikal Region is situated

in more or less in the plains. The Karaikal Region (Study Area) consists of 5 Communes (Administrative Units) the Indian Bank being the Lead bank has branches in all the 5 Communes, from each Commune a Indian Bank branch was selected and from the records of these branches weaker sections were identified and from among the weaker sections 15 per cent of the weaker sections (Customers) was selected on proportionate Random Sampling procedure as on 2011-12. The process of procedure adopted for the selection of sample respondents is given in the following.

Selection of Sample Respondents for the Study

(figure in numbers)

Sl. No	Name of the Commune in Karaikal Region	Total No. of Poor (Weaker Section) Account Holders	Sample selected for the study
1.	Nedungadu	573	86
2.	Thirunallar	527	79
3.	Karaikal – North	693	104
4.	Karaikal – South	680	102
5.	Neravy – T.R Pattinam	507	76
Total		2980	447

Source: Compiled from Indian Bank's, Annual Credit Plan for various years (SLBC)

Period Covered by the Study

The study covered a period of five years, i.e., from 2011-12 to 2015-2016.

Data collection

Both primary and secondary sources of data were collected by administering a structured and pre tested interview schedule separately for banks and the customers. Also, Focus Group

Discussion was used to collect adequate data and information for the study.

Framework of Analysis

An interview schedule was designed to collect data from the 447 sample respondents. The data collected were analyzed through statistical tools to draw inferences. Apart from this, personal discussions were also held with the village opinion leaders, bank branch managers, Lead Bank Manager and other officials who were involved in the implementation of financial inclusion programmes in this Region. The qualitative information obtained from these discussions was used to analyze the quantitative data obtained from the field. The collected data were analysed using statistical tools like T test, Chi-Square Test and ANOVA, etc.,

Scope of the Study

This study mainly focused on socio - economic conditions of the sample respondents who benefited from financial inclusion initiatives of banks located in the selected rural areas in the Karaikal Region. The aim of financial inclusion is to try and ensure that a range of appropriate financial services are available to every individual, in the rural areas. Apart from the regular form of financial intermediation, it also involves opening of 'no frills' banking accounts for receiving payments. At the same time, financial inclusion, in the narrow sense, may be achieved to some extent by offering any one of the services. Financial inclusion is essential for ensuring access to timely financial services and adequate credit to vulnerable groups at affordable cost. Hence, this study mainly focused on the initiatives of banks in Karaikal Region, Puducherry (U.T) in

implementing the schemes of financial inclusion and their utilization by the rural poor.

Socio-Economic profile of Research area

The union territory of Puducherry comprises of Puducherry, Karaikal, Mahe and Yanam regions which were erstwhile French territories. On 26th April, 1956 Pandit Jawaharlal Nehru, the then Prime Minister of India announced in Parliament about the *Treaty of Cession* of French Establishments of French Government and the Government of India. The Territory of Puducherry was merged with the Indian Union on 1st November 1954 in terms of the DEFACTO agreement signed between Government of India and Government of France on 21st October 1954, subsequently the transfer of Puducherry took place on 16th August 1962.

Karaikal

The district is situated in more or less a flat land. This district consists of almost entirely coastal alluvial soil which is highly suitable for cultivation of paddy and pulses. The total geographical rural area of the district is 14035.56 hectares. The percentage of cultivable area to total area and percentage of irrigated area to total cultivable area are 84.92, 82.81 respectively. Pulses, cotton, chilies, coconuts, ground nuts, vegetables and sun flower are the other popular items grown in the district. Karaikal is a good fishing centre.

Banking Network in Karaikal Region

Year	Public Sector Banks	Private sector Banks	PSCB and PBGB	Total Banks
2011-12	21	7	9	37
2012-13	21	7	9	37
2013-14	26	8	10	44
2014-15	29	8	11	48
2015-16	30	8	11	49

Source: Compiled from Indian Bank's, Annual Credit Plan for various years (SLBC)

It was found that there were 253 bank branches in Puducherry U.T. during the year 2015-16. The nationalized commercial banks had 150 branches in this region and private sector commercial banks 39 branches. The Puducherry State Cooperative Banks had 27 branches, while the Regional Rural Banks in Karaikal Region had 36 branches. As credit support from banks played a pivotal role in the development of priority sectors of the economy, monitoring and improving of Ground Level Credit for priority sectors under the Annual Credit Plan at various forum of bankers have been give due importance during recent years.

Banking Network in Puducherry U.T.

Banking Development in U.T. of Puducherry

(Rs.in Crores)

Sl No	Details / Sectors	2011-12	2012-13	2013-14	2014-15	2015-16
1.	Total No of Branches	187	205	214	241	253
	Of which – Rural	76	78	79	81	83
	Semi Urban	35	45	47	66	70
	Urban	76	82	88	94	100
2.	Total Deposits	8169.49	8712.46	9676.51	10685.59	12236.83
	Of Which NRI Deposits (%)	696.48 (8.53)	784.89 (9.01)	921.82 (9.53)	1084.42 (10.15)	1213.34 (9.92)
3.	Total Advances	6044.36	6749.15	7452.84	8329.08	9488.44
4.	CD Ratio (%)	74	77	77	78	78
5.	Investments	178.06	215.40	351.12	331.77	299.11
6.	Cr. + Inv. / Deposit Ratio (%)	76	80	81	81	80
7.	Total Priority Sector Advances	3603.59	4083.32	4595.13	5321.98	6245.82
8.	Percentage of PSA to Total Advances	60	61	62	64	66
9.	Total Advances to Agriculture	1094.34	1335.58	1603.12	1875.78	2140.91

10.	Percentage of Agri. To Total Advances	23.09	19.79	21.15	22.52	22.56
11.	Advances to Weaker Section	753.38	856.72	1006.32	1165.72	1440.35
12.	Percentage to W.S. to Total Advances (%)	12.46	12.69	13.50	14.00	15.18
13.	Advances to SC/ST	259.50	324.54	376.62	450.12	640.15
14.	Advances to DRI	3.66	4.01	5.04	5.50	5.86
15.	Advances to Minorities	378.19	469.16	581.99	700.16	885.88

Source: Compiled from Publications of Indian Bank, SLBC, Puducherry for various years.

Performance Financial Inclusion Programme in Karaikal Region

Credit Rating Information Services of India Limited (CRISIL) Index in June 2015 has released the report of financial inclusion which covers the entire 625 districts of India (CRISIL: 2015, p.7). It has taken three different parameters to measure the level of financial inclusion such as bank penetration, deposit and credit penetration to measure the index of financial inclusion. Hence, basically, the branch network or penetration is considered to be key element in the context of financial inclusion as the other two elements are based on this element. In this study also the same indicators were adopted to measure the level of financial inclusion in Karaikal regions. While analyzing the status of banks branch network in Karaikal Region it was found that 25 banks were serving the people with 49 branches. It was found that Indian Bank (6+8=14) being the lead bank of this region had more number of branches, (it includes the Pudhuvai Bharathiyar Grama Bank PBGB(8)) which was followed by Indian Overseas Bank (5). It was found that branch penetration in the Karaikal district have been adequate. It means that bank branch penetration enable the population to have physical access to the services of bank branches. Further, it was found that the number of branches of

Commercial Bank increased from 21 to 30 during the study period

Position of Deposits Mobilized in Karaikal Region

Government owned banks particularly SBI, IOB and Indian bank accounted for nearly 60 percent of the total deposits of banks in Karaikal, in 2011 -12. But in 2015 while SBI increased its share to 23.4 of the total deposits mobilized, Indian bank and IOB in fact recorded decline and the respective percentage being 15.1 to 15.9. The private banks improved their position during the study period and particularly the performance of Karur Vysya bank, Lakshmi Vilas bank and ICICI bank was noteworthy. PBGB, too showed improvement in deposits mobilization.

Major Findings,

The salient findings of this study are given below:

1. It was found that the total numbers of bank branches was increased from 187 to 253 during the study period in Puducherry UT.
2. It was found that more than 80 per cent of the branches were working in rural areas.
3. It was found that the CD Ratio was more than 70 per cent during the study period.
4. It was found that priority sector advances was more than 70 per cent

- to total advances made by banks during study period.
5. While analyzing sector wise target and achievement in lending loans by banks, it was found that in all the years the target was achieved by banks except during the year 2015-16. This was due to the adverse situation created out of cyclone in this region.
 6. While analyzing the status of banks in Karaikal Region, it was found that 49 banks were serving the banking needs of the people.
 7. It was found that Indian Bank being the lead bank of this region had more number of branches, which was followed by Indian Overseas Bank.
 8. It was found that though Indian Bank and Indian Overseas Bank had more number of branches than other banks, deposit mobilized by State Bank of India was higher than other banks. Primarily this trend was due to goodwill.
 9. Consequent to this trend in the deposit mobilization, the total loans advanced to agricultural sector by State Bank of India was higher than other banks. For example the total agricultural loan issued by State Bank of India during the year 2011-12 was Rs.50.16 crores which was 19.45 per cent to total credit disbursed in this region. The total agricultural credit issued was increased to Rs. 117.81 crores and its per cent to total loan was also increased to 22.23 per cent.
 10. It was found that all the banks in this region have been implementing various Government schemes and programmes for the Financial Inclusion of the poor.
 11. It was found that there was significant correlation exists between all social variables and amount deposited in the bank and benefits availed under various government schemes.
 12. At the same time it was found that there was correlation between all economic variables and amount deposited and borrowed from bank.
 13. It was found that all the sample respondents opened accounts in the banks only after the implementation of Financial Inclusion programmes by the banks.
 14. It was found that majority of the sample respondents (82 per cent) were having 'no frill' account with the banks.
 15. It was found that majority of the sample respondents (79 per cent) have availed benefits under various schemes and it was possible because of bank accounts.
 16. It was found that majority of the sample respondents (64 per cent) were not depending upon non institutional sources of credit for their credit needs.
 17. Also majority of the sample respondents agreed that the role of money lenders in rural credit market has come down after the introduction of Financial Inclusion Programmes by the banks.
 18. It was found that Financial Inclusion Programmes have brought SHG movement in this region.
 19. It was found that the financial inclusion strategies adopted by banks in this region have significantly contributed to the livelihood of the sample respondents in terms of employments generation, increase in income, better access to instituted sources of credit and standard of living.
- From the above analysis it is concluded that the Financial Inclusion strategies of banks in the Karaikal Region have significantly contributed for the sustainable livelihood of the poor.

Suggestions

The following suggestions are offered for accelerating the financial inclusion initiatives in Karaikal region.

- Establishment of Financial Inclusion cell.

- Digitization of Financial Inclusion Programmes.
- Financial Literacy Programme.
- Pro Poor Banking Products.
- Social Cash transfer.
- Mobile Technology for inclusion.
- Index-based agricultural insurance.
- To offer an interest-free banking window in conventional banks.
- Business correspondent models (BC).
- Encouraging co-operative farming.

Conclusion

The Financial Inclusion Programmes could be viewed both as a business opportunity as well as a social commitment by banks. Through the network of branches are offering basic banking services, the banking sector could play a role in the overall development of the poor and the downtrodden. In this context, this study found that the branch banking has wide reach in Karaikal region. Both deposit and credit penetration had also been good. In fact, the implementation of Financial Inclusion Programmes by the banks in the study area was quite impressive. However, in the current liberalized and globalized economic environment, banks in the Karaikal Region need to design new products and services for these small account customers. Good organizations could be built only with significant customer's stakes. Keeping all these in mind the management of the banks should respond positively to the above challenges for sustainable development of the poor by scaling up their participation in Financial Inclusion Programmes, progressively. This in due course would help the banks to broad base their operations and reduce the role of money lenders in rural credit market in this region. Hence, from the above analysis it could be concluded that the Financial Inclusion Schemes and programmes of banks in the Karaikal Region had significantly contributed to the economic development of poor in this region.

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POWER INFLUENCES ON EMPLOYEE BEHAVIOR IN AN INDIAN PUBLIC SECTOR ORGANIZATION

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INTRODUCTION

Organizational Power (Pfeffer, 1981) can be defined as the ability to potentially influence employees, to overcome resistance, to change the course of actions and to get work done by individuals that they would otherwise not wish to do. Ensuring that managers cannot be unconscious of the substances of their surroundings and cannot avoid from changing to deal those substances is the real trick in the organizational context. The use of power and influence is widely existent in organizations. The process of implementation of power and influence has its own problems. Wherein, the emphasis lies primarily on the method rather than the structure of organizational processes and systems. However, the objective is to view power and influence as one of the ways of getting things done in organizations, an important way but not the only way. Managing with power in organizations essentially implies understanding the fact that to get work done, power is required, more power than those whose resistance one should overcome which will consequently lead to the understanding of the sources of power and how these sources can be accessed and developed. It is of fundamental importance to employees to understand power and acquire it, failure of which will lead the employees to be less effective than they are expected to be. Managing with power also means understanding the strategic actions and tactics as a basis of which power is exhibited in organizations. Such an understanding will help the employees to become astute observers of the behavior of others.

There have been few attempts to link the effects of power on one type of behavior, such as non-verbal communication, with the effects of power on other types of social behavior, such as emotion or social perception. Though there has been very little attention given to the concept of power in organizational theory and organizational learning, its considerations and its exercise are so central in the understanding of public organizations

and other government bodies. The significance of power can be stated as an idea to understand the leadership skills and as a medium that enables the management to work profitably and effectively. The current study takes up one such organization to look at the power influences, dimensions and dynamics and an attempt to understand in depth the behaviour of employees subjected to power through their own experiences.

2. Study Context

In most democracies and in particular, India power has a very negative connotation to an extent where many individuals influence themselves they don't need anything to do with it. The moral fears associated with power are justifiable however, no one can abjure power. Power, as we are currently talking about it is essentially the ability to realize certain expected results in the behaviour of others. The word "Power" in almost all Public Sector Units is ubiquitous and fundamental in the understanding of how work is done and how employees ensure that the work is done effectively. To understand this one needs to understand the organization, the employee behaviour, how they possess power and what are the managerial implications of exerting the power they possess. The research findings and employee experiences are presented to examine the various power processes, decision making, influence, power tactics, resistance and effects of influence processes in organizations.

3. Literature Review

3.1 Power

The traditional and widely accepted definition of power in the organization context was given by Dahl (1957), Pfeffer (1981) and Weber (1947) stating that the ability to get individuals to do what they would otherwise not do despite of their resistance is power. The research conducted by Pfeffer gave an understanding between the relationship of the power holder and the individuals subjected to power. According to Anderson and Berdahl, (2002) power has a pervasive impact on the actions of the management and the responses of the

employees with respect to those actions. An issue which has been critical throughout is the actual definition of power.

There have been improvements over Dahl's definition of power as:

"the extent to which A can get B to do something that B would not otherwise do," many subsequent conceptions (e.g. Saunders 1981) nonetheless remain hampered by the fact that we can never know what "B would otherwise do."

Pfeffer & R Salancik (1977) studied "Who gets power and how they hold on to it: A strategic contingency model of power". The study indicated that the subunits in any organization that are able to adapt to the organization's uncertainties and critical issues tend to gain power. Such critical incidents and uncertainties influence the decision making process in the organization. The adaptation to the organization's environment is facilitated by the use of power. Pfeffer (1981: 130) also stated that power gained through information control is achieved mostly from the position in both informal and formal communication networks.

Tjosvold and Andrews (1991) studied "Power and Interdependence in Work Groups". Power is the fundamental part of the management and is crucial to the relationship between the employees and their managers. There has been a negative understanding of power as being very disruptive in relationships traditionally. Bennis and Walton (1969) suggested that the management must try to equalize power in the organization in order to facilitate improved communication and interaction. The contemporary point of view is that power is both unavoidable and conceivably valuable according to Kouzes

and Posner (1987). The study developed a useful way to understand organizational power. Power as control over valued assets, is a measure of the degree of dependence; the larger the resources the greater the dependence and hence greater the power. However, different conclusions can be derived about the dependence of the organizational actors and their directions.

Emerson (1962) viewed power converse of dependence. Greater access to information and control over resources is available to people who are in the central network positions. They are able to control the relevant resources available to them which increase the dependency of others on them. Structure and behaviour have independent effects on power. Structure and behaviour effectively affect power. Structure may bring about power regardless of the involvement of behaviour strategies, or behavioural strategies might be related with power regardless of structure. By way of obtaining, maintaining and having complete control access to people, information and systems and processes the lower participants tend to achieve power. This enables the higher-ranking participants depend upon the lower participants.

Bass (1960) in his study differentiated between the two sources of power: position power and personal power. Position power is derived from a person's position formally and gives the legitimate authority to exercise power and exert positive and negative endorsements such as rewards and coercion. Thus, organizational hierarchy is a determinant of positional power which enables the ability to control the behaviour of others in the management and also to facilitate the processes and structure of the organization. Such use of power is direct and observable.

French and Raven's (1959) classical study expanded the power bases beyond positional power which included not only legitimate power, reward power, and coercive power but also expert power

and referent power. The concept of personal power for expertise, referent power, charisma, etc. was used widely by Bass (1960).

3.2 Understanding Power

Organizational Power revolves around 3 main issues:

3.2.1 The Motive to acquire Power:

Research on the motive to acquire power tends to categorize individuals who are in high need of power and also seeks to identify the sources and implications of the motive behind acquiring the power. (A. Adler, 1930; McClelland, 1975; Winter, John, Stewart, Klohnen, & Duncan, 1998; Winter & Stewart, 1978).

3.2.2 The Bases of Power: Research done on the bases of power gives an understanding of the resources individuals use specifically to amend the strong belief system, the behavioral aspects of other individuals and attitudes. (Bruins, 1999; Bugental, Blue, & Cruzcosa, 1989; et al). This research gives the structure of the power bases in an organization and also identifies the conditions in which the individuals utilise such power bases and examine how the individuals subjected to power respond to such bases. (French & Raven, 1959).

3.2.3 The Consequences of having Power:

A third area of research aims to examine how power influences those who possess it, and the managerial implications on the organization and the individuals subjected to power, which is the focus of the current study.

3.3 Authority, power and the ability to influence

Affinito and Malone (2014) stated that Control or Ability to influence the behaviour of subordinates depends upon the subordinate's acceptance to such an aspect of the relationship. The inhabitants of the same or comparative positions inside an association contrast as to their

capacity to impact their subordinates' exercises.

Weber (1947) stated that authority is a role which is institutionalized or a system that enables power. Authority is normally means the capacity which depends on the legitimate right given to an individual of specific higher position, to influence individuals to do things that they would not wish to do. Authority is the means to influence with respect to the position the person holds. The ability to reward and punish is acquired from the right associated with the position.

3.4 Influence

Comstock defines influence as the use of relevant resources which aims to change the behaviour of other individuals. Social influence can be viewed as the essential outcome of power (Cartwright, 1965; French & Raven, 1959; Kipnis, 1972, 1976; Lewin, 1951); it is characterized as the ability to change others' feelings, thoughts and behaviour (Asch, 1955; Cialdini & Trost, 1998; French & Raven, 1959). Hence, when individuals possess power they tend to have an increased ability to influence others.

3.5 Behaviour

Research done by Ward and Keltner (2001) has shown that power impacts the behavioural which extends from the everyday activities such styles of dressing and eating habits, as to behaviour with significant noteworthiness, such as organizational decisions (Gruenfeld, 1995), intergroup stereotyping (Fiske, 1993), and wrong doing behaviour (Green, Strolovitch, & Wong, 1998).

Thompson and Luthans (1983) gave a rundown of the behavioural approach through their research. They noticed that "power is exhibited through behavioural activities" (1983: 75). The structure of the organization provides access and control over the valued assets of the organization while practices to gain and deliberately utilize those assets become prevalent.

Affinito and Malone (2014) explained in their study that the traditional bureaucratic structure of the organization interlocks and integrates the position and the respective behaviour. The individuals who are a part of such a system perform certain duties and are answerable to certain people. The behaviours of the occupants of such positions are correlated previous to that particular occupancy.

3.6 Sources of Power

The two broad domains from where power can be generated include individual based characteristics and organizational structure based characteristics.

3.6.1 Individual Based Characteristics

Legitimate power, reward power, coercive power, expert power and referent power are the individual based characteristics. The characteristics are not mutually inclusive and independently exclusive as per the traditional method. These sources may be acquired separately or combined to achieve influence in organizations.

3.6.2 Structure Based Characteristics

Structure based characteristics are characteristics that generate power with respect to the structure of the organization. The structures include resource power, decision-making power, and information power. Each of these powers can be exhibited individually or combined in an organization to achieve influence.

3.7 Factors Influencing Power

- **Expertise:** Increase in specialization makes the employee an expert in the organization. Power is maintained because other employees become dependent upon the expert for the special skills and access to information
- **Location and Position:** The individual's area in physical space and position in social space are imperative components impacting access to people, data, and instrumentalities
- **Coalitions:** The many channels of power and ways of achieving it forms

an interesting part of the power processes within organizations. In complex organizations different functional groups possess its own power structure within the organization.

- **Effort and Interest:** The degree to which subordinates may practice power depends to some degree on their interest to apply exertion in regions where higher-positioned members of the organization are frequently hesitant to participate
- **Attractiveness:** Another individual trait related with the power of participants in an organization is attractiveness or personality. Individuals who are viewed as attractive are more likely to get access to people, information and in turn power
- **Rules:** The subordinates can use their knowledge of the rules and regulations of the organization to thwart the attempted change.

The gaps identified questions the relevance of the traditional bases of power in today's context. This paper addresses to study the relevance of the traditional bases of power in an Indian Public Sector Unit despite being identified as an hierarchical organization and its impact on employee behaviour.

4. Organization Overview

The organization is a Public Sector Unit serving for over 50 years with around 8 branches all over the country. The Company has been registered under the Companies Act, 1956 and is being managed by its board of director and Managing Director (MD). The two people who have been authorized with delegated powers and responsibilities to manage and handle the day to day activities in the organization. They constitute the top-most management and meet in every quarter to discuss, consider and formulate the various policies. Every department of the organization consists of a Departmental Head, who is in charge to lay down the

procedures of the company in alignment with the decisions and directives, the powers laid through the delegator positions, approved policies and other related rules which are applicable by law to facilitate the decision making. These procedures are formulated by the concerned officials to putting up to each superior officer for supervision / approval of the Competent Authority. The headquarters of the PSU where the research was conducted consists of around 223 permanent employees including helping staff and contract workers as on 30th April, 2017.

5. Research Methodology

5.1 Research Objective

The main objective of the study was:

- To understand the sources of power acquired by employees in an organization
- To analyze the power dynamics prevalent in the organization
- To study the influences of power on employee behavior

The current paper focuses on the employee experiences while subjected to power and the impact it has on behavior, attitude and productivity of employees.

5.2 Qualitative Approach

The research objectives are extensive in the understanding of the sources of power and its impact on employees. The purpose of the study was to get insights on "how power play happens in the organization and how employees perceive and respond to it". A qualitative approach was adopted. According to Yin (1981) "because the context is intentionally a part of the research design in the case study method, there will dependably be too much 'variables' for the quantity of observations made."

According to Siggelkow (2007) and Yin(2003), "the existence of a particular phenomenon can abundantly be described by single case studies". The research was conducted through a Single Case Study Method where one

organization was chosen to do a detailed study with a view to provide answers to the research question and give an insight to analyze the context of the study and the processes involved. The application of a standard tools and survey design is not applicable with respect to this study.

5.3 Data Collection

Data was collected from all levels and departments of the organization. The respondents were from top-level managers to ground staff. In-depth semi-structured interviews were conducted across levels in the organization. The workplace communication patterns amongst the employees were observed and noted. The observations of the interview process and the environment was observed and recorded by the researcher. The noted observations will be analyzed as part of the study. The employees were also encouraged to share interesting experiences where they have been prone to possess and exhibit power. The respondents were also further encouraged to share critical incidents where they have been subjected to power.

The interview schedule was constructed section-wise covering the following aspects in a sequential manner:

- **Part 1:** The association of the respondent with the organization
- **Part 2:** The respondent's understanding of power and the factors that influence power
- **Part 3:** The power dynamics of power in the organization which includes aspects such as power tactics, compliance, control and dependency
- **Part 4:** The influence of power on employees with respect to their behavior, attitude and communication patterns
- **Part 5:** The sources of personal power and its influence on the employees
- **Part 6:** The sources of socio-political power and its influence on the employees

- **Part 7:** The perception of the employees on the positive and negative impact of power play

The data collection was stopped because no new insights with respect to the concepts were generated. Sampling of more data did not lead to new information that would answer the research question i.e., theoretical saturation was achieved by clear evidence (Strauss and Corbin, 1998)

5.4 Data Analysis

A qualitative content analysis was adopted to analyze the data collected through the interviews. Categories discovered through the interview transcripts were developed according to grounded theory techniques ("Glaser and Strauss 1967, 'theory building' through a combination of induction and deduction"). The categories were grouped to themes during analysis. The patterns and the emerging themes were identified and checked, with actual responses in the transcripts. The transcripts were analyzed independently from each interview and the themes and patterns were derived from the same. The key findings from the data collection process were developed by reviewing the themes that emerged. The themes included the major influences, trends and patterns that conceptualized the key factors of power influences in the organization. The researcher's observations was also analyzed and discussed as part of the methodology.

6. Findings

As a part of the summative approach to qualitative content analysis, the data collected was analysed by calculating word frequency counts (Kondracki & Wellman, 2002) for each dimension in the transcript. The findings are presented below with respect to the statements mentioned by the respondent in the course of the interview and the categories were grouped in accordance with the number of repetitions that occurred in the responses.

Table 1: Research Findings

Themes	Categories	Responses Frequency Count
Understanding of Power	Authority	4
	Power lies within everybody, Ability to get work done, Control	2
	Ability to streamline things, Power is functional, Complete know-how, Strength, People who pressurize other employees, Ownership over subordinates, Decision making ability	1
Factors that influence power	Knowledge	6
	Position	7
	Pay Scale, Information on how to do things, Decision-making ability, Taking control	2
	Roles & Responsibilities	3
	Skills, Attitude, Ability to do work, Relevance of the role, Credibility & Performance, Virtue, Ability to teach juniors, Experience/Seniority, Approach, Other Employees Behaviour	1
Dynamics of Power: Competition to acquire power	No competition exists	6
	Yes	5
	- To sustain power, I have to - Power gives respect	4
Do the powerful get work done easily?	Yes (but doesn't make any difference)	4
	NO (Work can be done only through care, affection, friendly behaviour, communication)	11
Who is powerful?	Yes (But with power and personality)	4
	Senior Management	8
	As per Seniority	2
	Managing Director	7
	People who are informative & knowledgeable, Authoritative People, Unions, Bosses, AMs (who face the customers), Depends on the roles & responsibilities, People involved in the decision making process	1
Power Tactics/Power Play	Everyone	2
	No power play takes places	2
	Go well with bosses/Good relationships	1
	Manipulative behaviour/Flattering	2
	Influence your surroundings, Do favours and become influential, Make people obliged to do work	1
	Threats ("I will talk to the GM about this")	1
	Favouritism, Preferences, Short term – be in the good books of the bosses, Gather information, Spread rumours, Sympathy gainers/excuses, Conflicts	1
	Not much of an effect because of the time-scale	

Power Influence on Employees	promotion policy, Careless behaviour/ Don't care attitude/Neglection of work	1
	Gossips start, Conscious of the environment	2
	Demotivation	3
	It upsets others, Change in attitude and results, The relationship becomes weak, Disheartened	1
Personal Power	Maintain good/healthy relationships	4
	Make friends with employees	7
	No pressure while working	1
	Good connections, Personality/Popularity	3
	Negotiating powers with suppliers	2
	Leadership skills, Make people feel important, Managing/Administering, Staff relationship, Attitude, Politeness, Behaviour	1
Socio-Political Power	NO	11
	Gender disparities in leadership positions	
	Gender – the kind of interactions differ	
	Caste Community/Region wise	4
Advantages of being powerful	Drives to work more, Larger benefit of the organization	2
	Make people do what they have to do, Confidence & Satisfaction, Otherwise no one will listen to you, You get a grace and feel better, Positivity	1
Disadvantages of being powerful	Responsibilities increases	2
	Answerable, Accept challenges no matter what	
	No acknowledgement, People lose respect, Disliked by majority, Lose friends/relationships	
	Image will be degraded	1
	The corporation/organization suffers	3

6.1 Outcome

On analysing the transcript of every respondent, the data had certain recommendations that were given by the employees subjected to power. The recommendations revolved around aspects on what should be done by the top-

management or the organization as a whole in order to facilitate effective management in terms of people and revenue management. The following are the findings with respect to the suggestions given in the data:

Table 3: Recommendations by the Respondents

Respondents' Suggestions	Power should be exercised only within the bounds of the designation or position
	Power should be used without harming other individuals
	Power should be used for the larger benefit of the organization only
	Implementation of a reward system
	Training Needs for: Motivation, Leadership Skills, Personality and Attitude , Communication Patterns and Conflict Management

7. Observational Analysis

It is important to understand the subjective feelings of power and the experiences of the employees while studying and analysing power in organizations. Such feelings serve as an important component in the effects of power influences. The finding from the data brings into light the fact that the manager's perspective of power itself affects the way how power is exercised in the organization. Each employee is an individual and every individual has certain needs. They strive to satisfy those needs in addition to satisfying the requirements of their job. However, the employees have a backlog of experiences be it through the previous occupancy or the history associated with the current position or the good and bad experiences with managers, peers and subordinates. These backlogs of experiences create a sense of fear, resistance and reluctance in the minds of the employees which is strongly instilled.

According to the typology of observer roles classified by Gold (1958), the researcher takes up the role of the observer as participant. In this role, the researcher has only minimal involvement in organization. However, there is a connection to the organizational setting but the observer is not naturally a part of the social setting of the organization. The researcher has paid attention systematically to the various changes in body language, eye contact, hesitant behaviour, the construction of responses, the choice of words and the emotional context of the respondents, at every step of the research process.

7.1 Choice of words

The choice of words and the hints that the respondents gave has been very crucial in the analysis of the data collected. Some strong statements reflect the actual exercise of power and feeling of being subjected to power dynamics. Statements like *"the perks of the Seat"*, *"the addiction of being powerful"* reflect on the impact of power influences through strong feelings.

Some statements reflect on the subdued behaviour of the employees subjected to power. Respondents also gave hints during the interview process. Rather than answering to the questions openly, they chose to leave answers incomplete with the use of words such as, *"You have seen us working, you must be knowing certain things on who works in what way"*, *"I don't think I have to explain you"*. The hints given by the respondents while sharing critical incidents added value in the analysis of the data collected.

7.2 Behaviour

There was a cautious behaviour that was felt throughout the interview process. The respondents, most of them being store managers refused to stand or sit in one place during the interview. They were conscious about their surroundings, the people who are watching and listening to the conversation they had with the researcher to an extent which the respondent proceeded to the next question by giving incomplete answers. When there was a sense of another manager or employee nearing the interview space the eye contact was completely lost and the respondent seemed to be apprehensive and disturbed. There was also an instance wherein the employee standing next to the respondent was asked to support the answer with examples and critical incidents by exercising their power. Though the other person responded by supporting the answer of the respondent there was a sense of fear and unwillingness that was felt in the other person's responses. The respondents were highly reluctant in the beginning of the interview process wherein they refused to disclose their identity and quote examples to support their responses. One of the respondents even claimed that *"how can we share incidents with you"*. Some of the respondents were very much contradictory in nature by way of their responses and the kind of expressions that they were wearing. For sections that covered questions with respect to power tactics, the

respondents took a while to frame sentences and then respond.

7.3 Emotional Context

During the interview process, some respondents seemed to become furious while supporting their answers with examples of their own experiences. Respondents continuously repeated some statements to emphasize on what they were trying to convey. The respondents who perceived themselves to have been subjected to power or powerful managers felt a sense of submissiveness which was reflected in their responses. They clearly have mentioned that they possess no power in the organization and they tend to have a very negative understanding of power. However, people who perceived they have some kind of power in the organization felt a sense of ownership and command which was reflected in their responses.

7.4 Resistance

There has been a negative side of power relations and process of influence between individuals in the internal and external organizational environment which was reflected in the data. The statements that supported this analysis were “*Power does not exist in our organization, your question is wrong*”, “*there is nothing like power tactics in this organization, everything is good and everyone is friendly*”.

However, unconsciously the respondents do accept that power exists in all organizational actions.

8. Triangulation and Discussion

The data collected through the interview process and through the observations must be triangulated to form the basis for discussion. Triangulation (Denzin, 1970) refers to the use of different data collection techniques within one study in order to ensure that the data are telling the researcher what she thinks they are telling. The studies in the diverse areas of psychology reveals that a broad range of behavioural aspects have been

affected by power. The study objective was to understand the power bases in the organization and analyse its impact on employee behaviour. The following section would first summarize the power bases present in the organization. The section will then elucidate into the impact of power influences on the behaviour of employees as indicated by the respondents.

8.1 Understanding of Power

The respondents seemed to have a negative understanding of power. The category that emerged to be the most prominent among the responses was the understanding of power closely associated with authority, the ability to instruct, the ability to command, the ability to control the subordinates with respect to the power holder's position and designation. One of the respondents categorically stated that “*Power is the demand of the designation you are in*”. The employees in the organization understand power as the asset that employees own with respect to their position and key deliverables in the organization. However, another category that was prominent was the understanding of power as a strength that lies within oneself. The employees do understand that each one of them possess some kind of power or another closely in alignment with their roles and responsibilities in the organization.

8.2 Power Bases

8.2.1 Position Power

From the data collected through interviews, the most prominent power bases that was present in the organization as perceived by the employees was the power bases of position. The formal, legitimate authority possessed by an employee with respect to his/her position was the most common response that was received. Other categories that also submerged within position were responses such as top management, senior officials, the General Managers, Managers and the Managing Director and their respective roles and responsibilities. The power acquired with respect to the position was

also closely cited as the decision making ability or the power to make decisions which broadly involved the four stages such as initiating, providing information, choosing the course of action, and implementing action as indicated by the respondents through examples and encounters with the top-management officials.

8.2.2 Knowledge and Information Power

The next power base that was equally prevalent in the organization was the power of information and knowledge. People who were perceived to possess information about the products, the systems, the people and the processes seemed to be the most powerful. The employees who were experienced and who were the senior most with respect to age in the organization were perceived to be powerful. Statements claim that people who are experiences, informative and knowledgeable tend to be powerful.

8.2.3 Power Dependency

People who possess immense knowledge and expertise over certain skills also tend to acquire power. An example given by one of the respondents claiming that the assistant working in the IT services department is the most powerful in the organization because he is the only person whose name is taken by everyone in the organization when IT related issues arise. Individuals, who have the knowledge and expertise over a particular skill, tend to create a dependency factor in the organization.

The dependency created gives power to the person to whom other employees are dependent on. If an individual A is dependent on another individual B; B has a power that creates this dependency.

Knowledge without the power to exhibit is remarkably of no use. Similarly, power without the right kind of knowledge to employ it efficiently likely gets to be wasted. Thus, knowledge and information sharing constitutes an important part in understanding the power bases in the

organization. It can also be deduced that the aspects of power does not only flow from the norms and rules set by the organization but also by the characteristics and behaviors of the individuals.

8.2.4 Personal/Connection Power

In addition to the knowledge and position power present in the organization, the organization also has a prominent personal power. Power with respect to the personality of employees, their attitudes, the kind of relationships they tend to have with other employees, the ability to create connections with people and maintain friendly relationships to get work done was constantly mentioned by majority of the respondents. Statements like *"If I help him today, he will be obligated to help me tomorrow"* justifies this claim.

8.3 Power Tactics

Every employee in an organization has independent goals. With the perception that power is limited in a public sector organization, managers and subordinates tend to get competitive to achieve independent roles. Employees who are subjected to power explain incidents wherein how other employees compete by using behavioral tactics in the organization. Illustrations like *"People in this organization want to build them up by tearing others down"* which indicate the perceived negative bias in the employees. One of the respondents claimed that *"Power gives you respect"*. The possession of power was expected to give space and respect to the power holder which propels employees to compete in order to acquire power. The respondents also claimed that there is an ease of working in the top-management because of the presence of subordinates from whom work can be get done. A reason why power play happens in an organization is to sustain one's position with respect to the reputation and image he/she carries. Employees are in a position to acquire some kind of place for themselves as a means to shine in the organization.

“People with high power have been shown to pay less attention to others and to use stereotypes more (Fiske, 1993; Goodwin, Operario, & Fiske, 1998; Keltner & Robinson, 1996, 1997)”. Managers also tend to believe that if their subordinate over-performs their power gets diminished and effectiveness reduces. For the reason which the manager fails to give acknowledgments and appreciation to his/her subordinates. Power in this organization is primarily used to influence organizational decisions under circumstances that both require and favour its use.

The other behavioural aspects such as maintaining good relationships with immediate bosses, flattering, doing personal work, doing favours for other employees and making them obliged to do work for oneself and gossiping are other power tactics played by the employees in this organization.

8.4 Impact on Employee Behaviour

From the data collected from the interview process, it was observed that there is no impact on the employees with respect to acquiring a particular designation because the organization practises a time-scale promotion policy. However, in relation with the behaviour of the employees in the workplace the respondents mentioned the impact of being subjected to power and its respective changes. One of the respondents mentioned that the behaviour of the employee changes when the individuals who are claimed to be the most powerful in the organization are around. Statements like “when Sir comes, you are entitled to give respect” justifies the changes in the actions of the employees. However, when the higher authority is around and monitoring the work of the subordinates, it exhibits a sense of conscious behaviour and a feeling that the manager does not trust the subordinates. The categories that emerged emphasized that the employees lose motivation and exhibit a careless behaviour when they are subjected to

power. The respondents mentioned the communication patterns of the individuals who are power holders such as “If asked politely, we can cooperate” supports the claim that communication patterns impact employee behaviour both positively and negatively.

The responses reflected on the sensitive side of the employees’ feeling wherein it was indicated that with the exertion of power by the power holders the relationship between the power holder and the individual subjected to power weakens and gradually declines. Most of the respondents mentioned that the relationship will be broken or weakened and they tend to lose their friends. The way power has been exercised sometimes upsets other employees. The manager’s authoritative behaviour of getting work done will have positive and negative impact on the employees. Statements like “It is his job requirements to command and instruct” it is justified that some employees feel compliance and commitment whereas some employees feel resistance and reluctance.

On analysing the positive factors of the power holders, they tend to gain confidence and optimism in the workplace and can get work done by exhibiting the power. As quoted by a respondent, “I am all in all in the department” signifies the extent to which the power possessed by the individual creates a feel good factor in them. However, it was also indicated that power tends to over load people with many responsibilities and creates a situation wherein they enter a state to be answerable to the higher authorities.

Organizational climate consists of ‘shared perceptions’ about organizational policies, practices and procedures (Reichers & Schneider, 1990; Schneider, Gunnarson, & Niles-Jolly, 1994), organizational political climate similarly consists of ‘shared perceptions’ of practices, policies and procedures specific to organizational politics. The organizational practices give a clear

insight to the organizational political climate. It is framed around perceptions of people work with and work around policies and procedures associated with the organizational decision making process, allocation of resources and achievement of goals. The power bases prevalent in the organization can be understood with the dimensions of the organizational political climate. The power bases in the organization can conceptualize and measure the political climate in the organization. It will consist of the shared perceptions that employees build and use power bases in practices and workarounds regarding policies and procedures to influence organizational decision making, resource allocation and achievement of goals.

The organizational political climate consists of four dimensions: positional power, personal power, information power and connection power. These bases accommodate positive, neutral and negative accounts of organizational politics. The traditional five power bases: coercive power, reward power, legitimate power, referent power and expert power described by French and Raven were sub-classified as personal power bases or positional power bases by Bass (1960). The positional power base constitutes of the legitimate authority, coercive and reward powers. Personal power includes referent power, expert power and charisma. The personal power bases are attributed to the individual, and the positional power bases are attributed to the individual's position. Raven (1965) extended French and Raven's (1959) five power bases to six by adding informational power. Hersey et al. (1979) later added a seventh power base of connection. The inclusion of information and connection power acknowledges the fact that these two bases of power cannot be assigned to a particular person or position.

In the context of organizational political climate, with respect to the organization, the employees tend to

perceive that individuals build their positional power by seeking positions in which they will be able to exhibit significant influence and in which they will have control over significant resources. By referring to the data collected, the respondents perceived that people use their positional power by using their position to amend or introduce policies, influence decisions, and bend the rules to fit situations, or influence the allocation of resources. As indicated earlier, these practices could be perceived positively or negatively and contribute to a functional or dysfunctional organizational political climate.

Building and use of personal power is used as a common practice while analyzing the case of this organization. The factors included competition involved in participating as a group and recognition that personal reputation is important in an organization. In a functional organizational political climate, individuals could be perceived to build their reputation and personal power based on demonstrated expertise, experience and success. In contrast, in a dysfunctional organizational political climate, individuals could be perceived to build their personal power based on exaggerated claims of expertise, experience and success which potentially benefits the individual at the expense of the organization. In this organization, it has been analyzed and observed that both the functional and dysfunctional attributes of organizational political climate is present. Individuals do possess power of expertise and also claim to exaggerate the work delivered.

As highlighted earlier, information power is an important power base in the organization where information is not only accessed formally but also can be accessed informally. This is one of the real ways to get work done, by accessing information. Finally, 'connection power', the fourth power base, as proposed by Hersey et al. (1979), is related to the notion of networking and relationship building. It

can be derived through internal networks, external networks and network centrality. This is one of the most emphasized power bases in the organization. These attributes help in understanding that people are more likely to do things for influential people, and that people get ahead based on who they know. Connecting the facts with respect to the organization, it was mentioned earlier that *“People will help me only if I maintain friendly and cordial relationships”*. Individuals do favors for each other so that the one who has been favored feels obliged to help the individual in future. In this organization, there is a huge amount of negotiation power that every employee has with their suppliers/clients. Such situations compel the employee to network effectively and sustain connections with the customers, the supplier and the organization itself. Again, these activities could be perceived to be positive and negative and result in functional and dysfunctional outcomes. For example, employees could build networks to help ensure that their supplies are on time and as per expectations. On the other hand, individuals could build networks with the suppliers to buy products for themselves too at lower margins. The importance of making connections and maintaining relationships was strongly felt through the case of this organization which also reflects the strong Indian Culture induced in the public sector unit. The importance of creating a family oriented culture even in the workplace, to take people along and emphasize on faith, trust, care, affection and loyalty is strongly felt through the data collected from the interview process.

In summary, the four power bases provide a comprehensive account on how analyzing the functional and dysfunctional political climate of the organization.

9. Managerial Implications

Managers and employees depend on each other and the behaviour of either of them is determined mutually. The identification and acquisition of power

bases provide a framework that HR practitioners can use to inform their strategies for organizational effectiveness. However, employee involvement in the effective use of power is crucial in every organization. This also emphasizes on the fact that the belief system of the employees about the negative connotations of power must be eradicated. The managers who view power as a growth opportunity are motivated and able to exercise their assistance and support to employees and develop friendly relationships while simultaneously feeling their own power reinforced. Employees in a public sector context have the tendency to feel dissatisfied and alienated if there is an indisputable gap between exercising power and employee feelings. This lack of alignment needs to be addressed to ensure optimum efficiency and productivity.

10. Recommendations

In a summary, it is recommended to the management that the initiatives to educate and orient the employees about the power bases existing in the organization in such a way that the positive connotation of power is felt amongst the employees. Further the human resources practitioners or the personnel department of the organization must take organizational initiatives with an aim to empower the employees and make them aware of how to identify, construct and utilize the range of power bases available to them. An implementation of systems, procedures and workshops to support the functional political climate of the organization will be a positive action. Since power is not a unitary concept and it involves the power holder perspective as well as the perspective of the individuals subjected to power, it is of extreme importance to emphasize that the shared values, goals and vision of the organization allows the possibility that multiple groups exercise power at the same time without harming or upsetting any particular individual. Power is exercised on different levels by different employees at different times however,

power on a functional level is important to align the behavior of the employees with the strategic decisions of the management. The management rather than minimizing or avoiding power should get oriented and adapted towards providing help to each other to grow and develop the valued resources in the organization. The organizational political climate that was exhibited through the analysis of the data should be recognized as an organizational reality. Managers should seek to develop “power-with” the employees rather than “power-over” them. Training workshops on emphasizing the leadership skills, personality and attitude, communication processes and conflict management will enable the management to perform effectively. It is known through literature that reward follows compliance. Behaviours that seem to lead to rewards tend to be repeated, whereas behaviours that seem not to lead to rewards or seem to lead to punishment tend not to be repeated. Getting people to behave in certain ways is equivalent to influence and the degree of influence is dependent on the ability to control the perceived or actual rewards and punishments of the objects in the influence process.

11. Conclusion

The paper has reported a study of a Public Sector Unit, where power dynamics and influences of power play on employees have been analysed. It focused on the sources of power acquired by employees in an organization, the dynamics involved in the organization and its impact on employee behaviour. The study has found that the sources of the power bases in the organization are based on the individual characteristics rather than structural based characteristics. The most prominent power bases prevalent in the organization have been found to be position power and expertise power which are traditional sources of power. Despite being identified as an hierarchical organization existing in the Indian governmental set-up, it is found that

knowledge power and connection power are widely existent among the employees in the organization irrespective of differences in the position they hold in the organization. Position and expert power have been prominent in most research work and has been adapted as the traditional bases of power, the presence of information/knowledge power and connection power have been discovered as the trending bases of power in this organization.

The current case also indicates the importance of establishing connect with managers, subordinates, suppliers and customers. The organization seems to possess core values of unity and family oriented culture aligning with the Indian cultural values and systems. There was a drastic trend in emphasizing on maintaining friendly relationships with employees to get work done. The presence of power play and tactics was discussed in detail with respect to the communication patterns and channels of supervision while the power holders try to get work done and how the individuals subjected to power respond to the stimulus. Further, the impact of these tactics may be seen as being reflected in the individual in most of the behavioral parameters. The exercise of power through authority seems to have a negative impact on employee behavior. The case had potentially important implications for the study and practice of leadership in organizations.

To summarize, the study concludes that knowledge-information, assistance, emotional support and the ability to solve problems form the bases of power in the organization emphasizing the need to exchange resources and expertise, discuss conflicts and integrate different views in a broader perspective for the larger interest of the organization.

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IMPACT OF COVID -19 LOCKDOWN AMONG COLLEGE STUDENTS IN MADURAI CITY – A CASE STUDY

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Abstract

The COVID-19 pandemic in India its impact in society and students community in exploring area of online learning, craft, creativity, online business through social pages were practiced.

Introduction:

The COVID-19 pandemic in India is part of the worldwide pandemic of corona virus disease 2019 (COVID-19) caused by severe acute respiratory syndrome corona virus 2 (SARS-CoV-2). The first case of COVID-19 in India, which originated from China, was reported on 30 January 2020. As of 31 May 2020, the Ministry of Health and Family Welfare have confirmed a total of 182,143 cases, 86,984 recoveries (including 1 migration) and 5,164 deaths in the country.^[5] India currently has the largest number of confirmed cases in Asia^[8] with number of cases breaching the 100,000 mark on 19 May 2020. India's case fatality rate is relatively lower at 3.09%, against the global 6.63% as of 20 May 2020.^[10] Six cities account for around half of all reported cases in the country

Mumbai, Delhi, Ahmedabad, Chennai, Pune and Kolkata. As of 24 May 2020, Lakshadweep is the only region which have not reported a case.

The outbreak has been declared an epidemic in more than a dozen states and union territories, where provisions of the Epidemic Diseases Act, 1897 have been invoked, and educational institutions and many commercial establishments have been shut down. India has suspended all tourist visas, as a majority of the confirmed cases were linked to other countries.^[12]

On 22 March 2020, India observed a 14-hour voluntary public curfew at the instance of the prime minister Narendra Modi. The government followed it up with lockdowns in 75 districts where COVID-19 cases had occurred as well as all major cities. Further, on 24 March, the Prime

Minister ordered a nationwide lockdown for 21 days, affecting the entire 1.3 billion population of India.^{[15][16]} On 14 April, the prime minister extended the ongoing nationwide lockdown till 3 May. On 1 May, lockdown across the country was further extended by two more weeks till 17 May. On 17 May, NDMA further extended the nationwide lockdown till 31 May. Dr V Ravi, Head of Neurovirology, National Institute of Mental Health and Neurosciences, said that up to 50 percent people in India would be infected by COVID-19 by the year-end if further relaxations are introduced to lockdown rules after May 31.

Michael Ryan, chief executive director of the World Health Organisation's health emergencies programme, said that India had "tremendous capacity" to deal with the corona virus outbreak and, as the second most populous country, will have enormous impact on the world's ability to deal with it. Other commentators worried about the economic devastation caused by the lockdown, which has huge effects on informal workers, micro and small enterprises, farmers and the self-employed, who are left with no livelihood in the absence of transportation and access to markets. Observers state that the lockdown has slowed the growth rate of the pandemic by 6 April to a rate of doubling every 6 days,^[24] and, by 18 April, to a rate of doubling every 8 days.

The Oxford COVID-19 Government Response Tracker (OxCGRT), in its report based on data from 73 countries, reports that the Indian Government has responded more stringently than other countries in tackling the pandemic. It noted the government's swift action, emergency policy making emergency investment in healthcare, fiscal measures, investment in vaccine research and active response to the situation, and scored India with a "100" for its strictness.^{[26][27]}

Objectives:

1. To find out the activities carried out by the respondents.
2. To know the perception of the respondents about online learning.
3. To check the rapport builds by the respondents with their family members.
4. To note the measures taken by the respondents to enhance their potential.

Case Studies

Case :A said that use to spend the time by praying, then playing shuttle cock in the morning. After that helping her mother in the kitchen, doing some household works like cleaning the vessels, washing the clothes and ironing the dresses etc., Case A shared that these kind of works was not done by her earlier but during this lock down period ,the respondents expressed that no choice. Finally, Case A expressed that being at home made to engage in some kind of house hold activities. Not only that, it also helped to strengthen their relationship with their loved ones. Recalling the past experiences and learnt what to do and what not to do out of their life time experiences etc., Case A felt happy that her parents recollected the past memories and this made to come closer with one another.

Case:B shared that this lockdown gave a way to participate in online quiz, learnt to engage indoor games, start to do the online part time job and generate income being at home. Not only that Case B learnt to do the works on time based on time schedule earlier case B use to be very lethargic and cool but after joining this online job more engaged in the work which Case B is more interested. Learnt to spend time with the siblings and exchange of knowledge with them makes to understand their interest and accept them with full heart.

Case:C said that more time is utilized to care oneself, then helping the members at home with their household activities namely cleaning the floor, ceiling etc., Helping the mother in the kitchen with the trial of different recipes. Started a new channel and uploading various kinds of matters and attract the public and feels

happy with their comments replied to them. Case C expressed that not very big matters are shared. Simple and minute matters were discussed with the support of the grandparents because they have plenty of experiences what they shared with us was shared in their channel. So the comments which have been received from the public made me to realize that grandparents are the treasure house which Case C failed to recognize but anyway atleast now, this lockdown made me to realize.

Case:D narrated that this lockdown is a crucial period but this also made me to appreciate why because this lockdown period gave way to recall the traditional games played during the childhood period. Made everyone to be connected understand each other. This lockdown was a break from routine life and allowed to try for alternative ways to keep engaged oneself because all these days we spent more time for work and life was highly mechanic and mentally stressful. But this lock down changed everything and made Case D to find time for oneself.

Case:E The experience shared by case E is during this lockdown she engaged in exploring the pursuing in online course and she identified several positive exposure to the course. The five main aspects she acrossed a)A New pace of learning in an online environment, b) New learning style, c) immediacy of feedback, d) method of content delivery, and e) issues around navigating content..

Case:F limelight upon the huge spike in the number of people watching videos online during the lockdown. She tried and succeeded as a you tuber in excelling her profieciency cum hobbies in cooking , interior designing, gardening, dancing or art & crafts, by creating professional-quality videos to get followers on YouTube.

Case:G used this lock down period by learning and stitching to masks and gloves to generate petty income during these difficult times and joining hands

with their parents to reap monetary benefit by working with SHG members to make easy sale of their own prepared health care products.

Case:H shared that she utilized lockdown duration by enhancing her creativity and profession in Art & Craft Products and tried to Use the unused items in house in different art and craft products, which she sold through her personal contacts, neighbours, and tried to start her own website and social media pages to reach online customers and to earn income for her family.

Case:I shared his experience that as a one among the Students community she spent time [to make good on social commitment](#) by extending her attitude towards social purpose and set of values, or care for her own neighbours, domestic residing people by giving awareness about keeping social distance, issuing gloves and mask, sanitiser etc., through NSS, Rotract Club and other stakeholders.

Case:J shared that during this lockdown period she understood the situation and get into career prospect, by enrolling in free online webinar, E-Quiz to enlighten awareness in her own discipline and to know unknown platform.

Conclusion:

Even though COVID 19 has created cognitive dissonance in students mind towards various situations they have faced in their day to day life in association with the society, family, and learning. It has created the revolution in Indian higher education, as there was lots of resistance in towards adapting to technology and virtual engagement but still it paved way to rapport building, students' creativity involvement in E-Learning is more than the regular class engagement. This lockdown made the respondents to engage in household activities and helped to be connected with their loved ones at home.

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AN EPIDEMIC OF CORONAVIRUS DISEASE 2019 20 (COVID-19): CASE STUDIES OF ELDERLY POPULATION IN INDIA FROM JANUARY 30, 2020 TO MAY 28, 2020

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Objectives

The main objectives of this study are to identify the people affecting COVID -19 in various geographical locations in India. Especially for Health Advisory for Elderly Population of India during COVID-19. Avoidance is improved than antidote, there is no drug for COVID-19 as of now, and it will be worthy to yield precautionary measure which boost our immunity in these epidemic periods.

Introduction

Corona viruses are a crowd of connected RNA viruses that cause diseases in living things, and birds. In individuals, these viruses cause respiratory tract toxicities that can series from minor to dangerous. Minor illnesses comprise certain cases of the common cold, while more dangerous assortments can cause SARS, MERS and COVID-19. Coronavirus Disease 2019 (COVID-19) has been an unadorned communicable respiratory disease caused by an often revealed corona virus (SARA-CoV-2). Risky people infested with the COVID-19 virus run-through mild to endurable respiratory illness and recovering without wanting special treatment, the disease presence is more predictable to be obliged in elder people, and those with primary medical difficulties like cardiovascular

disease, diabetes, chronic respiratory diseases.

Since from January 30, 2020, an epidemic of COVID-19 has spread quickly. As on May 28, 2020 India recounted **158333** confirmed cases of COVID-19. COVID -19 is more likely to be infect elderly people are at a higher risk of COVID-19 infection due to their decreased immunity and body reserves, as well as multiple associated co-morbidities like diabetes, hypertension, chronic kidney disease and chronic obstructive pulmonary disease

Also, the development of disease inclines to be more severe in the case of elderlies ensuing in higher mortality. COVID-19 has squeezed plentiful occurs and is progressively mounting its assortment. While Indian Government has taken rigorous actions to encompass the blowout of COVID-19, comprising

nationwide lockdown, it is also serious for each one of us to follow the protocols and take necessary methods and protections to break the chain of transmission of the disease.

Methods

For this retrospective study repeatedly recognized all hospitalized positive personal belongings are spotted with COVID - 19 infection between January 30, 2020 and May 28, 2020 in India.

This Summery number and geographical location of new COVID -19 infection released daily by the central Government were screened to identify COVID-19 positive cases aged between all categories of people especially for aged people, Migrated People. Demographic Infection, including age, gender and geographic location. COVID -19 spread to the community through anonymous Meeting point such as vegetable shops and all other crowded places.

Table 1.1

COVID-19 State wise Status in India from January 30, 2020 to May 28, 2020

S.No.	Name of State/UT	Total Confirmed Cases	Cured/Discharged/ Migrated	Death
1	Andaman and Nicobar Islands	33	33	0
2	Andhra Pradesh	3171	2057	58
3	Arunachal Pradesh	2	1	0
4	Assam	781	87	4
5	Bihar	3061	1083	15
6	Chandigarh	279	187	4
7	Chhattisgarh	369	83	0
8	Dadar Nagar Haveli	2	0	0
9	Delhi	15257	7264	303
10	Goa	68	37	0
11	Gujarat	15195	7549	938
12	Haryana	1381	838	18
13	Himachal Pradesh	273	70	5
14	Jammu and Kashmir	1921	854	26
15	Jharkhand	448	185	4
16	Karnataka	2418	781	47
17	Kerala	1004	552	7
18	Ladakh	53	43	0
19	Madhya Pradesh	7261	3927	313
20	Maharashtra	56948	17918	1897
21	Manipur	44	4	0
22	Meghalaya	20	12	1
23	Mizoram	1	1	0
24	Nagaland	4	0	0
25	Odisha	1593	733	7
26	Puducherry	46	12	0
27	Punjab	2139	1918	40
28	Rajasthan	7703	4457	173
29	Sikkim	1	0	0
30	Tamil Nadu	18545	9909	133
31	Telangana	2098	1284	63

32	Tripura	230	165	0
33	Uttarakhand	469	79	4
34	Uttar Pradesh	6991	3991	182
35	West Bengal	4192	1578	289
	Cases being reassigned to states	4332		
	Total	158333	67692	4531

Preventive and Precaution Measures:

I) Health Advisory for Elderly Population of India during COVID-19:

COVID-19 spread among habitually for the elderly population, related to younger and children. However COVID-19 would be condensed by enchanting the following actions: Stay at home. Avoidance is gathering visitors at home. If an assembly is essential, maintain a remoteness of one meter. Wash your hands and face at regular intervals with soap and water. At the time of Sneeze and cough either using tissue paper or ahankie. After coughing or sneezing dispose of the tissue paper and wash your hand kerchief with hot water.

Make sure proper nourishment through home cooked fresh hot meals, hydrate repeatedly and take fresh juices to boost immunity. Drink regularly Hot water. Isometrics and ruminant. Take your everyday recommended drugs frequent. Chat with your family members (not residing with you), relations, friends via video conferencing, proceeds help from family members if needed. Reorganize your appointed surgeries like cataract surgery.

Clean the regularly touched surfaces with disinfectant repeatedly. Screen your health. If you grow fever, cough and/or breathing difficulty immediately contact the nearby health care facility and follow the medical advice rendered. Wearing N95 mask or surgical mask.

Avoid cough or sneeze into your unadorned hands or without covering your face. Avoid go close your associates if you are distress from fever and cough. Avoid touches your eyes, face, nose and tongue.

Avoid drive nearby affected/ sick people. Avoid self-medicate.

Avoid shakes hands or hug your friends and close ones. Avoid not go to hospital for a routine checkup or follow up. Avoid to go to crowded places like parks, markets and religious places. Avoid go out except it is completely in dispensable.

II) Immunity Boosting Measures:

In the awaken of the COVID-19 outbreak, complete menfolktransversely the globe is distress. Enhancing the body's natural defense system plays a significant contrivance in conserving optimum health. Prevention is better than cure. Even though there is no medicine for COVID-19 till now so that it will be compelling preventive measures which boost our immunity level in this epidemic times.

Drinking Warm Water Throughout the day. Regular Training of yoga Sana pranayama and meditation for at least 30 minutes. Use *turmeric, cumin, Ginger, Garlic* in Cooking. Hot drink like Black Tea, Herbal Tea, Turmeric Milk once or Twice a day. At the time of sore Throat/ Dry cough Steam Inhalation with garden-fresh Mint Leaves can be proficient once a day. Clove powder mixed with natural sugar or honey can be taken 2 – 3 times a day.

Result

158333 people were identified between January 30, 2020 to May28 2020(Table). All patients were hospitalized. Out of these 15833 patients 67692 people were discharged and 4531 people were died due to COVID-19. Most of them conveyed to have fever, respiratory tract delinquent, and few of them had no statistics on symptoms, but

tested positive for COVID-19 in a designed screening.

Conclusion

Ministry of AYUSH recommends convinced self-care procedures for preventive health procedures and boosting immunity with distinct situation to respiratory health. Based on the sources of the data used in this study 158333 patients were affected with COVID-19 and were hospitalized in various government health centers. The number of infected people identified was huge in metropolitan areas such as Maharashtra, Tamilnadu, Delhi, Gujarat, Odisha etc. This study showed that older people can be infected by COVID-19. Community and family clustering occurred in all infected adults. Once the persons are identified who have infected COVID-19 the entire family members and Communicable persons should be screened or tested and family clustering should be reported and isolated for next 14 days.

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YES BANK, NO BANK-COLLAPSE OF YES BANK

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Abstract

An economic collapse is often combated with a several waves of interventions and fiscal measures. For example, banks may close to curb withdrawals, new capital controls may be enforced, billions could be pumped into the economy through the banking system, and entire currencies may be re valued or even replaced. The reasons for such failures are quite transparent. In essence, the sloppy regulatory oversights, weak supervision, absence of accountability, susceptibility to misuse by prominent figures and the ineptitude to learn from past mistakes keep adding to the woes of the financial system. The case is discussing in detail about Banking crisis is not a new development in the Indian financial history; the failures in the past didn't have severe implications due to the relatively small size of the banks. The banking slumps date back to the 1900s when the Indian banking sector was rapidly soaring up. The overwhelming entrepreneurial growth saw the prominent banks granting large loans to influential business tycoons. The same problems of overextended balance sheets, accounting frauds saw the mushrooming banks head to a sad fate. India's central bank, despite being in constant touch with the management of Yes Bank in finding a solution for improving the balance sheet and liquidity, couldn't determine the impending disaster. The case takes a look at the way in which the collapse of major private player Yes Bank (India's fifth largest private sector bank) has also come under the RBI action for mounting bad loans. The bank indicated they are likely to be successful and gave false hopes assuring the situation was under control. It struggled to acquire serious investors ready to infuse their capital. Besides, it witnessed a regular outflow of liquidity that further deteriorated their financial position.

Keywords: RBI, Yes bank, Bad debts, Bank crisis, Accountability, banking system, economic collapse, Non-Performing Asset

ISSUES

The case is structured to achieve the following objectives

- i) Understand the Prompt Corrective Action framework.

- ii) Analyse the strategies to carry out governance reforms in the financial sector.
- iii) Analyse the impact of Yes Bank Crisis reflects badly on RBI
- iv) Discuss and debate about commercial banks and shadow banking institutions to implement prudential norms in events of providing loans.
- v) Suggestions in order to save Yes Bank from collapsing and to preserve people's trust in the Indian banking system, RBI has taken several measures.

QUESTIONS FOR DISCUSSION

1. The Yes Bank Crisis - A Brief Timeline
2. Why Yes bank collapsed?
3. What Is The Current Status?
4. What Has Gotten The Bank Into A Jam?
5. Why was Yes Bank Destined to Fail?
6. What happens now?
7. How will the crisis at Yes Bank and RBI action impact its corporate clients and employees now?
8. What happens in the event of a merger with another bank?
9. RBI's draft Yes Bank reconstruction scheme

INTRODUCTION

Yes Bank Limited is an Indian public bank head quartered in Mumbai, India^[5] and was founded by Rana Kapoor and Ashok Kapur in 2004. It offers wide range of banking and financial products for corporate and retail customers through retail banking and asset management services. On 5 March 2020 in an attempt to avoid the collapse of the bank, which had an excessive amount of bad loans, the Reserve Bank of India (RBI) took control of it. RBI later reconstructed the board and named Prashant Kumar former Chief financial

officer of SBI as new MD & CEO at Yes Bank.

YES BANK, NO BANK.

Within months of a small cooperative bank fallout in India, major private player Yes Bank (India's fifth largest private sector bank) has also come under the RBI action for mounting bad loans. In order to save Yes Bank from collapsing and to preserve people's trust in the Indian banking system, RBI has taken several measures.

What steps RBI has taken?

- First, the Reserve Bank of India has taken over the YES Bank management.
- It has imposed a moratorium whose cash withdrawal limit has been capped at Rs 50,000.
- The RBI used the instrument of moral suasion on the SBI to acquire the Yes bank.
 - **Moral Suasion** – is a qualitative control method of the **RBI**.
 - **Moral Suasion** means the use of compulsion or informal suggestion by the **RBI** on Commercial banks for the condition of Credit Policy.
- The RBI announced a draft 'Scheme of Reconstruction' that entails the State Bank of India (SBI) investing capital to acquire a 49% stake in the restructured private lender.

1. The Yes Bank Crisis - A Brief Timeline

1. **2003** - Rana Kapoor and Ashok Kapur start Yes Bank.
2. **2008** - Ashok Kapur dies during the 26/11 Mumbai terrorist attacks of 2008.
3. **2008 - 2017**: Rana Kapoor begins giving loans to poorly performing companies in exchange for taking loan fees upfront, and using that money to run the bank.
4. **2018** - RBI kicks Rana Kapoor out of the CEO position of Yes Bank.

During that time, Yes Bank also loses a lot of money.

5. **2019:** CEO change - Ravneet Gill. Things go well for a while until RBI slaps Yes Bank with non-compliance, violating money transfer norms and PPI norms.
6. **July 2019:** Rana Kapoor takes a loan against his entire stake in the market and then sells it, and then in a few months, sells some of it to the open market.
7. **Nov 2019- Jan 2020:** Yes Bank finds a private investor in Hong Kong, however, the deal doesn't go through. The bank continues to incur a big loss.
8. **March 2020:** RBI and government take matters in their own hands. The RBI also asks SBI (State Bank of India) to form a consortium and buy a stake in Yes Bank.

2. Why Yes bank collapsed?

- **Domino effect of IL&FS crisis:** Yes Bank illustrates the widening damage from India's shadow banking crisis, which has left the Bank with a growing pile of bad loans.
 - Yes Bank's total exposure to Infrastructure Leasing & Financial Services (IL&FS) and Dewan Housing Finance Corp (DHFL) was 11.5% as of September 2019.
- **Rising NPA's:** Apart from these, Yes Bank suffered a dramatic doubling in gross non-performing assets over the April-September 2019 to ₹17,134 crores.
 - Due to this, Yes Bank was unable to raise capital to shore up its balance sheet.
- **Vicious cycle:** Decline in the financial position of Yes Bank has triggered invocation of bond covenants by investors (redeeming of bonds), and withdrawal of deposits.
 - The bank was facing regular outflow of liquidity. It means that the bank was witnessing

withdrawal of deposits from customers.

- **Governance issues:** The bank has also experienced serious governance issues and practices in recent years which have led to a steady decline of the bank.
 - For instance, the bank under-reported NPAs to the tune of Rs 3,277 crore in 2018-19.

Effect of Yes bank Crisis

- **This revived the theory of India's Lehman Moment.**
 - The government took over IL&FS in 2018 in an effort to reassure creditors after the defaults. Also, in 2019, the RBI seized control of another struggling shadow lender, Dewan Housing Finance Corp., to initiate bankruptcy proceedings.
 - The Yes Bank crisis could trigger a domino effect that could lead to the collapse of various other financial institutions.

India's Lehman Moment

The IL&FS default spooked the markets and raised fears of a Lehman-like crisis, referring to the collapse of the US investment bank Lehman Brothers in 2008-09.

The event rocked global stock markets and led to the biggest financial crash (Global financial crisis) since the Great Depression 1929.

3. What Is The Current Status?

1. Shares of Yes Bank surged more than 25%.
2. Yes Bank has become Rs. 2 per share bank.
3. State Bank of India (SBI), agreed to do a viability assessment and buy a stake in troubled Yes Bank.
4. The Reserve Bank of India (RBI) on March 3 imposed a month-long moratorium and restricted certain business transactions.

4. What Has Gotten The Bank Into A Jam?

Just a couple of years ago, Yes Bank was a 'big deal' in the banking industry. Everyone expected the bank to become one of the largest private banks in India. Investors, customers - everyone was happy, and the man leading the bank, the CEO - Rana Kapoor started considering himself the wolf of "Dalal Street". That is until RBI refused to let him continue being the CEO.

The company's stock price plummeted. Investors were clueless as to why Rana was being ousted. Yes Bank's stocks started shrinking and on 21st September 2018, and the private bank lost Rs. 22,000 Crores in a single day of trading.

That's when rumours and skeletons started tumbling down the closet. There were speculations that the company was underreporting bad loans. In order to improve the situation, a new CEO was appointed along with a change in management. But despite optimistic assessments, Yes Bank was destined to lose.

5. Why was Yes Bank Destined To Fail?

1. **Decline in the Financial Position:** The financial position of Yes Bank has been on a constant decline over the last few years. The private bank was struggling to raise capital and improve potential loan losses and downgrades. This invoked bond covenants by investors, and withdrawal of deposits. The bank was making huge losses and inadequate profits since the last four quarters.
2. **Government Issues:** The bank has always seemed to be in the bad books of the government and RBI. For example, the bank continued to under-report its NPAs (Non-performing Assets) which turned out to be INR 3,277 crore in 2018-19. This made RBI dispatch R.

Gandhi, former Deputy Governor of RBI, to board the bank.

3. **False Promises:** Every time RBI tried to probe the bank, management tried to indicate that they are in talks with various investors and are close to cracking a deal. In reality, the bank was not able to propose a concrete proposal to investors. Hence, no investors were ready to put in the money required to survive and grow.
4. **Non-serious Investors:** The bank tried to engage with few PE (Private Equity) firms in order to infuse capital as per the filing in the stock exchange. "These investors did hold discussions with senior officials of the Reserve Bank but for various reasons eventually did not infuse any capital," says RBI. This shows that the investors were not serious enough to put capital in the bank.
5. **No Market-led Revival:** The RBI did say that a market-led revival would be a better option as compared to regulatory restructuring. RBI made all type of efforts to facilitate such a process and gave enough opportunity to the bank management to come up with a credible revival plan, which they were not able to materialize.
6. **Liquidity Outflow:** The bank was going through severe outflow of liquidity. Deposits are bread and butter of any bank. The bank was witnessing withdrawal of deposits from their customers.

6. What happens now?

Impact on employees: In similar cases, when there are distress mergers, the probability of the acquiring entity trying to cut cost or trim or overlapping functions. Hence there are charges that in Yes Bank's case, some employees might have to let go. But that's just a thought for now as the call is yet to be taken by the acquirer.

Impact on corporate customers: Companies that have a line of credit from Yes Bank or bank guarantees, may face problems. Hence, corporate clients and SMEs (small and medium enterprises) might seek alternate options to not have liquidity problems.

Impact on retail customers: RBI capped withdrawals within INR 50,000 per account limit till 3rd April 2020. This may impact a certain type of customers, like retirees, who have deposited their life savings in the bank and are withdrawing monthly payment interest. Normal banking transactions like fund transfer, cheque clearances and EMI debits will stay unaffected.

Deteriorating Financial Position

The financial position of Yes Bank has undergone a steady decline over the last few years because of its inability to raise capital to address potential loan losses and resultant downgrades, triggering invocation of bond covenants by investors, and withdrawal of deposits. The bank was making losses and inadequate profits in the last four quarters.

Governance Issues

The bank has also experienced serious governance issues and practices in recent years which have led to a steady decline of the bank. Take, for instance, the bank under-reported NPAs to the tune of Rs 3,277 crore in 2018-19. That was prompted RBI to dispatch R Gandhi, a former Deputy Governor, to the board of the bank.

False Assurance

The Reserve Bank says that it was in constant touch with the bank's management to find ways to strengthen its balance sheet and liquidity. It says that the bank management had indicated to the Reserve Bank that it was in talks with various investors and they were likely to be successful. But in reality, there was no concrete proposal from investors to put the kind of money that the bank required to survive and grow.

Non-serious Investors

The bank was engaged with a few private equity firms for exploring opportunities to infuse capital as per the filing in stock exchange in February this year. "These investors did hold discussions with senior officials of the Reserve Bank but for various reasons eventually did not infuse any capital," says RBI. Clearly, it shows that the investors are not serious enough to put the capital into the bank. In fact, the size of capital would have given the new investor (s) a large stake where RBI's permission is a must.

No Market-led revival in sight

The RBI says since a bank and market-led revival is a preferred option over a regulatory restructuring, it made all efforts to facilitate such a process and gave an adequate opportunity to the bank's management to draw up a credible revival plan, which did not materialize.

Outflow of liquidity

The bank was facing regular outflow of liquidity. It means that the bank was witnessing withdrawal of deposits from customers. In fact, the deposits are bread and butter of a bank. The bank had the deposit book of Rs 2.09 lakh crore at the end of September 2019.

7. How will the crisis at Yes Bank and RBI action impact its corporate clients and employees now? Employees

It is too early to say. In the event of distress mergers, there is a possibility that the acquiring entity may seek to cut cost and look at trimming overlapping functions in the target bank. This may involve letting some employees go. But there is no need to panic at this stage as the call is yet to be taken by the acquirer.

Impact on its corporate customers

More clarity is required from the new management. But senior bankers said those companies, which have a line of credit from Yes Bank or have bank guarantees, may face difficulties. Bankers told Money control that corporate clients and SMEs (small and medium enterprises)

should seek alternate options to avoid liquidity problems.

“In a normal scenario, the bank has to honour its commitments on the guarantees that it has issued. Breaching this will permanently damage its reputation in the market. But in Yes Bank’s case, what will happen is a question,” said a former senior banker.

Impact on retail customers

RBI has capped withdrawals at Rs 50,000 per account till April 3. This will impact certain category of customers, for example retirees, who may have deposited their entire life savings in the bank and are drawing monthly interest payments.

Regular banking transactions are likely to remain unaffected including fund transfer, cheque clearances and EMI debits. But all cash outgoes will be within the Rs 50,000 limit.

Yes Bank: Salary account, EMI, fund redemption frozen? Here’s what you should do immediately

Will the withdrawal limit be raised?

In the case of Punjab and Maharashtra Cooperative Bank, the initial withdrawal limit was Rs 1,000. This was gradually increased to Rs 1 lakh. In the case of Yes Bank too, RBI may relax restrictions after a while when more clarity emerges on the bank’s future.

Will the deposit insurance scheme come into play?

The deposit insurance scheme ensures that a customer receives up to Rs 5 lakh from the Deposit Insurance and Credit Guarantee Corporation in the event of a total collapse of a bank. In Yes Bank’s case too, this provision will be triggered if all efforts to revive the bank fails. But bankers said it is highly unlikely that things will worsen to that stage.

▪ The Yes Bank Crisis reflects badly on RBI egregious on two counts:

- **The unjustifiable delay:** After being sluggish in identifying governance faultlines among

IL&FS, DHFL, and now Yes Bank, RBI was slow to act.

- **Erosion of depositor faith:** Even after RBI’s takeover of Yes Bank, the news of limiting withdrawals at Rs 50,000, has led to long queues of people claiming their money back.

- Capping withdrawals for depositors for Punjab and Maharashtra Cooperative Bank was bad enough. Using the same principle for Yes Bank will only serve to erode the faith of depositors in private banks in general and the banking regulator in particular.

▪ The choice of SBI as the investor to effect the bailout reflects the paucity of options the government.

- Owing to the recent announcement of the merger of banks, the majority of PSBs are in a transition period. After the merger, PSB will be reduced from 21 to 12.
- Thus, the onus has fallen on India’s largest bank (SBI) to play the role of a white knight (in economic terms it means a firm that saves a weaker firm from economic crisis) for Yes bank.

▪ It will also have adverse impacts on the Banking sector.

- One, people will gravitate towards public sector banks which are already reluctant to provide credit.
- Two, private banks will be forced to offer higher deposit rates, keeping the cost of credit higher.
- Thereby banks will not be able to cater the credit requirement which is a prerequisite to realise

the dream of becoming a \$5 trillion economy by 2024-2025.

- **Effect of Indian Economy:** Collapse of Yes Bank is highly undesirable, at a juncture when the growth in the Indian economy has dropped to 5%.

Way Forward

- Yes Bank crisis is not exactly new or unique and its problems with mounting bad loans reflect the underlying woes in the financial sector ranging from real estate to power and non-banking financial companies.
- Thus, Yes Bank crisis should be seen as a good opportunity for the various stakeholders:
 - For RBI to review its **Prompt Corrective Action framework**.
 - For the Government to carry out **governance reforms** in the financial sector.
 - For commercial banks and shadow banking institutions to implement **prudential norms in events of providing loans**.

8. What happens in the event of a merger with another bank?

This will be good news for Yes Bank's customers. Takeover by a bigger bank, like State Bank of India, will ensure that every penny of depositors' money in Yes Bank is safe and normalcy is restored. The acquiring bank will take care of the commitments of the acquired entity.

9. RBI's draft Yes Bank reconstruction scheme:

- 1) All deposits with Yes Bank will continue in the same manner and with the same terms and conditions, completely unaffected by the scheme
- 2) Authorised capital shall stand altered to ₹5,000 crore and number of equity shares will stand altered to ₹2400 crore of ₹2 each. The investor bank shall agree to invest in the equity of reconstructed Yes Bank to the extent that post infusion it holds 49% shareholding

in the reconstructed bank at a price not less than ₹10 (face value of ₹2) and premium of ₹8.

- 3) The investor bank shall not reduce its holding below 26% before completion of three years from the date of infusion of the capital into Yes Bank.
- 4) From the appointed date, the office of the administrator of Yes Bank, appointed by the Reserve Bank, shall stand vacated, and a new board will be constituted.
- 5) The investor bank shall have two nominee directors appointed on the board of the reconstructed Yes Bank.
- 6) RBI may appoint additional directors on the board of Yes Bank. It will be open to the board of directors of Yes Bank to co-opt more directors.
- 7) All the employees of reconstructed Yes Bank shall continue in its service with the same remuneration and on the same terms and conditions of service (T&C), including terms of determination of service and retirement, as were applicable to such employees immediately before the appointed date, at least for a period of one year.
- 8) The board of directors of reconstructed Yes Bank will however, have the freedom to discontinue the services of the key managerial personnel (KMPs) at any point of time after following due procedure.
- 9) The offices and branches of reconstructed Yes Bank shall continue to function in the same manner and at the same places they were functioning prior to the effective date, without in any way being affected by this scheme.
- 10) RBI said it will be open to the reconstructed Yes Bank to open

- New offices and branches or close down existing offices or branches, in accordance with the extant policy of the central bank.

CONCLUSION

Requirement of a Rapid Resolution Scheme

The lenders must try to maintain a balance between corporate and retail lending. This will prove to be a big step in administering the bad loans. To avoid collapse, the banks must voluntarily refrain from drawing out to one or a few large borrowers to minimize the chances of potential defaults.

To guarantee the consumers, taxpayers and borrowers don't suffer and

pay for such collapses; the government should see that new bank licences are given to those emerging public or private sector banks which are coupled with a mechanism to exit in case things go sour.

Economic growth is indispensable, but to encourage this, the government shouldn't pressurize banks to over lend. Banks must not grow their loans faster than their deposits.

If these checks are implemented, and the government confirms stringent penalties for mishaps by auditors and rating agencies, India will be able to resolve and control a fair number of crises.

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DECISION-MAKING FOR SELECTION ON MERIT

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EXECUTIVE SUMMARY

The case at hand is about one reputed college belonging to one of the states from western part of India, which selected a lady Assistant Professor, initially on a full time regular post but was never given an appointment to that effect compelling her to work on part-time or lecture basis for a whole year and then in the subsequent year the institution appointed an ineligible candidate in her place. The original selection of the qualified candidate was done by duly constituted selection panel but the same was changed by the next selection panel. Fulfilling all the necessary eligibility conditions and being originally selected by the duly constituted panel, this candidate was denied the initial full-time appointment. In the subsequent year the same post was unwarranted re-advertised and another unqualified candidate was selected as against this qualified candidate to the same post. On account of such injustice, the originally selected candidate after exhausting all other remedies such as representations was compelled to approach the High Court by way of Writ Petition. The matter was considered by the High Court and the claim of the originally selected candidate was upheld by the Honourable High Court ordering the employer to issue the necessary appointment order to the Petitioner. This is a classic case for the failure of recruitment and selection process in a government-controlled institution arising out of bad decision-making where the norms of selection based on merit were not followed by the institution. The case being cited here brings to light what consequences result when the well-established principles for recruitment and selection are flouted due to faulty decision-making by an organization seeking to recruit personnel. The facts of the case and decision taken are detailed out in the case study. The author's perception is also expressed in the proceeding section wherein the author has criticized such faulty and flawed decision-making by the organization letting it being drawn into litigation and suffering a loss of face for its failure in pursuing correct decision-making. This case is an example where the faulty decision making by the organization paved the way for an employee to drag the organization to Court and prove that the decision of the organization in employing an unqualified candidate, after first selecting a meritorious candidate, was guided by extraneous factors and not merit, compelling the organization to reverse its faulty decision, thereby ensuring justice to the protagonist.

DECISION-MAKING FOR SELECTION ON MERIT

Vinita Parkar had been eagerly awaiting the Appointment Order from the Institution's head in June 2009 to the full time post of Assistant Professor in the subject of Hindi. She had successfully cleared the interview held in May 2007 but for the two intervening years she was appointed on contract with the oral promise that once the approval is received from the State University she would be given the regular appointment. Thus despite having selected this candidate on merit the institution did not appoint her to the post and instead, in the month of May 2009 Vinita was asked to submit for yet another interview for the same post on the pretext that the interview held in May 2007 was no more valid due to lapse of two years. As she was given the assurance that this fresh interview, consequent to a new advertisement for the same post, was a mere formality and would not affect her earlier selection, Vinita had willingly appeared before the new Selection Panel.

She was also aware that apart from her there was no other qualified candidate for the post appearing for this fresh interview. However, in June 2009 she was shocked to learn that though she was continued as an Assistant Professor on contract, another person was appointed to the regular full time post of Assistant Professor in the subject of Hindi. Vinita could not fathom how despite her earlier selection on merit and despite she being the only eligible candidate at the latest interview, someone else and obviously one who was not eligible, could have been selected for the full time regular post while she was retained on a temporary contract post.

Vinita Parkar who was born in 1982, came from a rural background from a state in western India. She was the eldest daughter of parents who were farmers eking out their existence by toiling on their small ancestral piece of agricultural land. Vinita was a first generation learner. Her

parents had no schooling but were progressive in their outlook of educating their daughter. Her early life was spent in utter poverty and in the rural underdeveloped region of one of the least developed parts of the state. She had completed her schooling in the government school in her ancestral village. Her desire was to become a teacher and it was kindled by her Hindi language school teacher who was very caring and supportive towards. It was this inspiration that had set her on the way to college and university education. Vinita had graduated from college in 2001 majoring in Hindi. Thereafter in 2003 she had completed her Master's degree in Hindi from one of the well-known universities of the region. Immediately in 2004 she had enrolled for Ph.D programme under the same state university and also joined as an Assistant Professor on temporary clock-hour basis in one of the colleges affiliated to this university intending to make a career in higher education as a teacher.

Her dream was to become an Assistant Professor in Hindi and knowing well that to achieve this goal she needed to clear the National Eligibility Test (NET) conducted by University Grants Commission (UGC) of India she had started persevering towards this end. She subjected herself to rigorous study to prepare for clearing the NET. Just around this time she got married to a close friend and a colleague Rajiv who like her, was also a teacher of Hindi and also a first generation learner from the same region. Vinita passed her NET exam in the year 2006 and was awarded her Ph.D in 2007. Hence she had succeeded in getting herself fully qualified to be selected and appointed as an Assistant Professor in Hindi by June 2007.

The opportunity for employment as Assistant Professor in Hindi came in May 2007 with an advertisement in a local newspaper in her state and being fully qualified and eligible she had applied for this full time position in one of the oldest

and a premier institution of higher education on the west coast of India.

Being fully qualified and eligible for the post, the Selection Committee had selected her on merit and recommended that she be appointed to the post of Assistant Professor in Hindi subject on starting pay of Rs.8000/- basic in view of the advertisement dated 29.04.2007 and consequent to the interview held on 12.06.2007.

The Principal not only kept the appointment in abeyance for almost two years but went ahead and unwarrantedly issued an advertisement dated 07.05.2009 and even held fresh interview on 02.07.2009 attempting to change the recommendation of the Selection Panel of 2007 by getting the new Panel to recommend another candidate who was not qualified, since she did not possess NET.

In view of the recommendation of this new Selection Committee, the Principal on 30.07.2009 forwarded the name of the other candidate to the region's State University, for approval, for her appointment on full time basis despite the fact that she did not possess the requisite qualification, namely NET. The University communicated vide letter dated 26.08.2009 to the Principal that the other candidate was not qualified for the post as (regular/full time basis), as she was not having required minimum qualification of NET/SET or M.Phil or Ph.D. The Principal, despite this communication continued to keep the other unqualified teacher on the full-time post and the Vinita on a temporary contract post.

Hence even though the Vinita had the requisite qualification of having passed NET examination she was not recommended by the new Selection Panel under the chairpersonship of the Principal, and instead had recommended an ineligible and unqualified candidate for a full-time regular post. The other teacher selected for the post did not possess either NET/SET or M.Phil or PhD and was in no

way eligible for appointment to a full-time regular post of lecturer. Given the fact that the Vinita possessed all the eligibility requirements for the post of lecturer, there was no reason and or ground to consider the candidature of any other unqualified person by the authorities of this college. Given the original recommendation made by the duly constituted Selection Committee in clear and unequivocal terms for the academic year 2007-08, the recommendation and report of the Selection Committee for the year 2009 was not tenable and was prima facie a totally flawed decision.

Clearly the very basic right of Vinita was violated by the decision of this new Selection Committee. This caused a great deal of stress and agony to Vinita who was struggling for many years to achieve her dream of becoming a teacher in a college. Having been denied the appointment Vinita made efforts to represent her case before the College and the University authorities but to no avail, as the College was not willing to relent from the decision taken by it through the new Selection Panel. The College authorities had continued to prefer the unqualified candidate to occupy the position leaving Vinita no other option but to challenge the same before the regional High Court by way of a Writ Petition. The wrong decision by the authorities of the institution denied Vinita her rightful appointment to the position. The only way left for her to secure her right to employment and to keep her dream to make a teaching career in higher education field alive was to fight.

Vinita was extremely upset and disappointed that despite having all the requisite qualifications, including NET and PhD, a candidate who did not possess any of these, but merely a Master's degree was given the position which was not merited by that candidate. The sole perpetrator of this situation was the faulty decision of the authorities. For a girl who came from a poor rural background and who had

struggled for years to achieve every qualification and requirement for a career in higher education, the future suddenly seemed quite bleak and gloomy. But she was never the one to give up. She had always believed that hard work and determination is the only way to true success. She had always learnt that adversity is an opportunity to overcome it and show one's true mettle and inherent strength. Though the opportunity seemed to be slipping out of her hands, Vinita still had deep faith that she will still be able to achieve her dream of becoming a teacher at an institution of higher learning under the University.

Vinita Parker looked back and her whole struggle as a first generation learner came back to her mind vividly with all the sacrifices she and her family had made to help her reach the pinnacle of higher education. But now it all seemed in vain as an undeserving candidate was unscrupulously appointed to a position of Assistant Professor she deserved the most. She suddenly realized that she was pitted against the most powerful forces of the Institution where she intended to make her career and wondered whether she could ever win against such injustice. She began to feel depressed and defeated and wondered whether she could ever win this yet another battle to achieve her dream of becoming a Professor. Her husband reassured her and promised to stand by her in any decision she may take to secure justice. Now with slim chances of a permanent job and a young child, Vinita was not sure what course to follow. This was not an easy decision to take even though her husband was very supportive; she was not sure which course of action to take considering their adverse financial condition.

Vinita therefore decided to consult a professional person who is well-versed in such service matters and who could help her out with her problem. She decided to meet him and therefore sought an appointment. But something extra-

ordinary happened as she left to meet that person that evening. While sitting in the auto rickshaw on her way to meet that person to explain her case, she suddenly recalled the inspiring lines from one of the most impactful poems, titled "Koshish Karnewalon kiharnahihoti" by a great Hindi poet and writer, Dr Harivanshrai Bacchan, the father of Bollywood superstar Amitabh Bacchan :

"The boat that fears the waves never gets across

But those who try despite all odds are never defeated

The tiny ant that carries a grain and climbs a wall

Slips and falls a hundred times, but never gives up,

It soars and slips, then slips and soars until it reaches its goal

A diver who scours the deep for pearls comes up empty many a times

It is not so easy to get pearls from so deep the waters

But his hands are not always empty 'cause one who tries never always fails.

So until you succeed sacrifice your sleep and rest

Never run away from the battlefield 'cause you won't win unless you try

For those who try never fail."

The following options loomed before her:

1. To go for an expensive and most likely prolonged legal remedy
2. To again represent to the higher authorities of the University, such as the Registrar, Vice Chancellor and Chancellor for justice.
3. To apply for openings in other institutions which respect merit and get appointed on merit.

PERCEPTION OF THE CASE

WRITER

Having sought professional advice Vinita realized that the best option before her was a legal battle. She was now more than ever determined to fight the battle for justice. She had now made up her mind to pursue the legal battle despite all odds and

when she met the lawyer who was specialist in service matters words flowed out of her mouth freely and courageously. The lawyer was convinced about the merit of her case and agreed to take up the matter before the High Court in the form of writ for enforcement of her fundamental right to livelihood and against arbitrary and discriminatory decision of the College which had denied her the appointment.

A Writ Petition was presented before the High Court under the Articles 14, 16, 226 and 227 of the Constitution of India seeking the protection of her fundamental right to livelihood as provided under Article 21 of the Constitution. The College, being a grant-in-aid institution receiving public funds from the Government, and the State University being an instrumentality of the State came within the ambit of the Writ jurisdiction of the High Court and the case came to be admitted by the High Court against the College and the University. The Petitioner Vinita Parkar, in her Writ Petition had prayed for issuance of Writ of Mandamus or an order or a direction commanding Principal to appoint the Petitioner to the full time regular post of Assistant Professor on regular pay scale as applicable to the said post from the academic year 2009. The University pointed out to the High Court that the appointment made by the College of an unqualified candidate was against the established norms and hence violative of the UGC and University recruitment rules.

The case was argued over several days and the High Court heard the concerned parties on 17.6.2009, 24.7.2009 and 28.8.2009 and reserved the passing of the judgment for a later date. There seemed to be a glimmer of hope to Vinita against the bad decision of the authorities. The High Court having heard the all the concerned parties, finally passed orders on 13.10.2009. The High Court held that the appointment of the other candidate to the post was without merit, arbitrary and hence unlawful and that the post should be

rightfully be given to Vinita Parkar who was fully qualified and eligible for the appointment. The High Court ordered that Vinita Parkar be appointed to the said post with effect from June 2009 and paid all dues for the period from June to October 2009. The University was ordered to accept the appointment of Vinita Parkar as legitimate and meritorious.

Based on the orders of the High Court, the College immediately terminated the unlawful appointment of the other candidate and issued the Order of Appointment to Vinita Parkar. The University also immediately issued the approval for the appointment of Vinita Parkar as the Assistant Professor in Hindi. Finally Vinita Parkar got justice but not without fighting for it.

This is therefore a classic example of failure of rule based decision making by the appointing authority. The case resulted in not only acrimony between the petitioner and the authorities but also exposed the College to ridicule and criticism by the High Court as well as the University and even the teaching fraternity and society at large.

It is said that a “stitch in time saves nine”. But here is a case of an institution due to flawed and faulty decisions taken, in contradiction to well established norms such as appointment of candidate on merit, became the butt of ridicule which could have been avoided by a just decision-making by concerned authorities. This could have prevented scorn in the eyes of the court and the public. The fundamental or root cause of this entire happening has been flawed decision-making which apparently was guided by extraneous, motivated and even malicious considerations. Such decisions cause the reputation of an organization to take a serious beating and lowers the good name and good image of an organization in the eyes of the society.