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**A Study of Plans and policies execution and efficiency of Government  
personnel in U.P.**

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### **INTRODUCTION**

Management is not merely a word but has become a very important aspect of life to attain highest degree of excellence for any achievement .The management skill is equally important for the execution of plans & policies for small or big projects, specially when a lot of finance, time, material & manpower is involved. Efficient working may be termed only when a person may achieve best possible results out of the available resources.

One can learn a lot from nature about dignity of management & system for ex. - earth rotates around the sun resulting day, night, month, year & so on. It may be called an arrangement of nature/god almighty. In absence of this management system of the nature, the existence of day-night would have not been even imaginable.

### **Managerial & Personnel Policies in government departments**

There are no two opinions of the accepted fact that the managerial & personnel policies of the government are directly responsible for proper or improper functioning of the departments. The policies of the Government implemented for the management & personnel are quite old and are loosing its relevance in the present need of time. The constraints into the superiors & subordinates personnel are that they are bound to the rules & regulations with regards to performance of their duty. The description to take decisions is also not quite open. Due to observance of procedure, red tapism also comes in the way to promptly solve the issues. These are the reasons that certain personnel delay the disposal of work on such lame excuses or take autocratic & unjust decisions at their convenience.

On the other hand the aggrieved person to save their time & avoid inconvenience succeeds in getting favourable output. Such illegitimate behaviour of the Government, personnel and public influence the judicious working of the system, by & large cause harassment to the deserving on merits. The undesirable habits have been cultivated in the system.

Through general discussions and informal views it is revealed that there is world of difference between the policies laid down by the Government in black's & white for the management of personnel and the methods adopted by them in practice.

The success or failure of administration depends largely on how well the authorities are in a position to manage programs of public welfare.’

**Some Views:**

“The heart of administration is the management of programs designed to serve the general welfare” **Dr. Appleby**

“Personnel administrations is a code of the ways of organizing and treating individuals at work so that they will get the greatest possible realization of their abilities, thus attaining maximum efficiency’. **Thomas G. Spates**

The management includes the administrative arrangements, organizational structure, planning, implementation of plan, manpower planning, logistic support supervision, management information system etc. The studies (Ninth plan approach paper 1997, Kumar 1991, Saraf1991 & Mathur1986) have shown that these vital items have been left unattended in one or the other form which affects the efficiency of implementation and very often the objectives of the programs are not realized inspite of well conceived programs

**Role Of Managerial ability for effective Management System:.**

It is the managerial skill and ability of any government personnel which may change the degrees of excellence despite the fact that other constituents and parameters are same. One simple example may clear the issue that in the same district the law and order situation varies with different District Heads responsible for the same, some leave their personality impact of high excellence where others fail even to maintain minimum standards. This is all related to the managerial ability of individual personnel.

It won't be out of place to mention that degree of managerial ability of personnel is an important aspect which is directly responsible for the degree of excellence of results arrived at by the government personnel. Needless to say that better managerial ability of government personnel yield better results of work in department.

**SCOPE OF THE STUDY:**

This was overdue to find out the reason why the personnel engaged in various government Departments are mostly not in a position to achieve the target satisfactorily . There may be many schools of thought on the problem but no comprehensive and relevant study together with suggestions to eradicate the problem has come to notice . This problem remains still unsolved and a matter of great concern. The basic problem regarding managerial and personnel policies implementation analysis therefore attracted to be studied.

U.P. State is very wide and thickly populated with heterogeneous masses, hence its management in itself is not easy in the present scenario. It is well known that most of the systems in the state are managed through government personnel. The scope of the present study is whole of the people and as a sample restricted to Mathura District Of U. P.

### **OBJECTIVES OF THE STUDY:**

- The main objective of the present piece of work is to study the working of Government personnel in Government Departments
- To study some factors such as efficiency, execution of government policies& programs, conduct& discipline, sense of responsibility, managerial ability etc among government workers.
- Assessment of extent and nature of the working of personnel in Government Departments and to find causes behind ineffective management., and
- To suggest modifications & ways to achieve excellence of performance and to attain effective management of personnel to overcome the problem.

### **METHODOLOGICAL NOTE:**

#### **Research design**

- Research Design was descriptive, objectives were decided to provide the basis for field inquiry .The scheme of presentation of the study was developed and given a definite shape in the form of outline of the study.
- To provide the scientific basis of the study, a proper hypothetical framework was also developed, which provided a definite direction & scope to the whole investigation.
- Null and positive hypothesis were used.

#### **Respondents :**

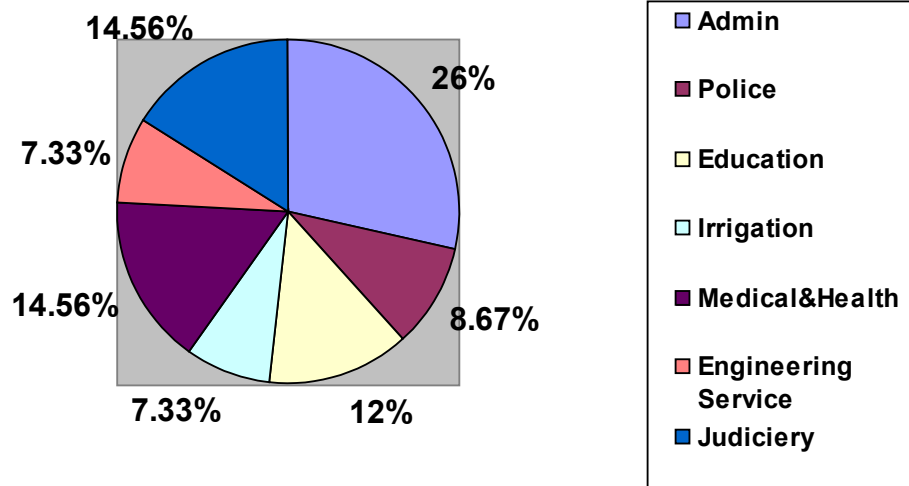
**First Target Group:** Respondents selected on random basis. Mainly two target groups are classified; one target group has been selected as government Personnel, which is responsible for taking decision in planning& execution and deciding the disputes of the public.

Out of the target group sample of 150 personnel has been covered from various departments of U.P. government from different cadres. The departments covered are

mainly district administration, planning department, Judiciary, UPSEB, Irrigation, police, P.W.D. Revenue, Health and Medical Education etc.

Distribution of respondents (Govt. Personnel) according to Department

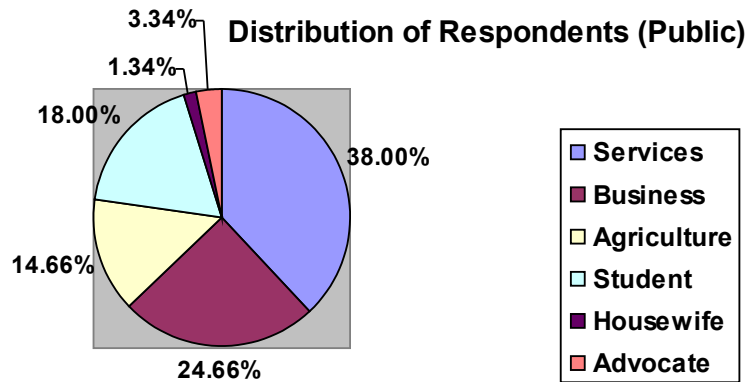
Department	Respondent No.	Percentage
Administration	39	26.00%
Police	13	08.67%
Education	18	12.00%
Irrigation	11	07.33%
Medical & Health	22	14.56%
Engineering Services	11	07.33%
Judiciary	22	14.56%
Total	150	100%



**Second Target group** -Sample of 150people (general public) were selected out of the second target group. This includes persons from different caste and creed having different social & economic status and having different levels of education. Respondents covered rural & urban areas .

**Distribution of respondents (Public) according to occupation**

Occupation	Respondent No.	Percentage
Services	57	38.00%
Business	37	24.66%
Agriculture	22	14.66%
Student	27	18.00%
Housewife	02	01.34%
Advocate	05	03.34%
Total	150	100%



**Final questionnaire & Data Collection:**

Having received the pre-tested questionnaires, from the respondents of both the target groups i.e. government personnel & public. Final questionnaire was developed in which certain reasonable and appealing proposal & suggestions of the respondents were also incorporated.

**Analysis of Data:**

Collected data from the respondents were coded & the master chart was prepared separately for the Government employees & the public. Coded data was compiled and presented in the frequency tables. The data was analysed by the percentage & chi-square test for drawing valid conclusions. Percent were used in descriptive analysis for making simple comparison and chi-square test was applied for testing the agreement between observed and the expected results. Significant level was used at 5% & 1%.

**FINDINGS& CONCLUSIONS**

Some of the eminent findings are as follows:-

1. **Execution of work & efficiency of Government personnel.**

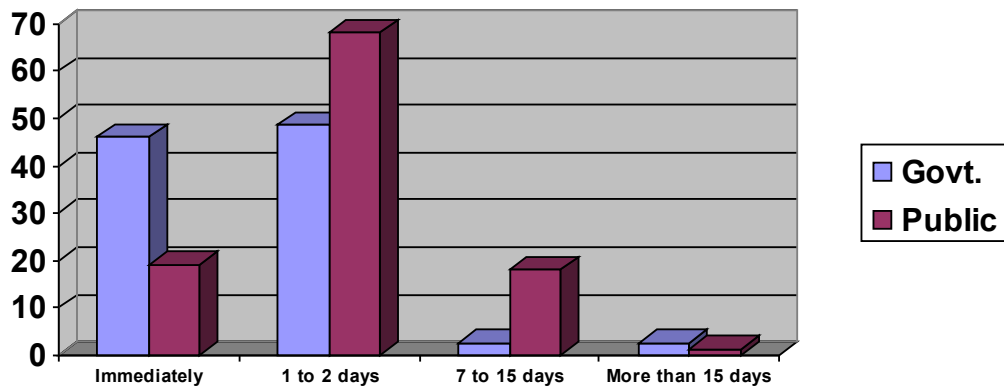
The study depicts significant difference in the opinion of public respondents 68% have expressed that execution takes 1-2 days & 18% say 7-15 days. The 46% Government respondents, the executing class say that execution is done immediately and 48% say execution takes place 1-2 days. It is found that lethargy is persistent in the government personnel towards the execution of government policies and efficiency is not so good. Chi-square test  $\chi^2 = 50.946$   $df = 3$ ,  $p < 0.01$  shows very significant difference in the opinion the target groups.

**Respondents opinion regarding Execution of work & efficiency of Govt. Personnel:**

Respondent	Immediately		1 to 2 days		7 to 15 days		More than 15 days		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
Govt. Personnel	69	46.00	73	48.60	4	02.70	4	02.70	150	100
Public Opinion	19	12.70	102	68.00	27	18.00	2	01.30	150	100

$\chi^2 = 50.946$ ,  $df = 3$ ,  $p < 0.01$

**Respondent Opinion**



2. **Conduct & Discipline:** General punctuality is not observed by the Government personnel in their offices. 65.4% of the public respondents support the findings, 89.32% of rural public respondent say government personnel are accustomed of accepting undue or irregular payments from beneficiaries for doing their work. 94.6% support the statement that Government Personnel are habitual of gossiping during office hours. 88.67% says Government Employees accepts gift from the beneficiaries.

3. **Working of Government Personnel:**

The results show that very few Government personnel carry out visits to the field. This is supported by the 53% Government Respondents. The present study depicts that the

superior government personnel dispose off the work by themselves, this was also supported by government respondents.

Through the present study it is found that a very high percentage, 96% sub-ordinate, I have expressed that the attitude of their superior towards them is normal and routine in nature of working.

**4. Sense of responsibility in Government Personnel:-**

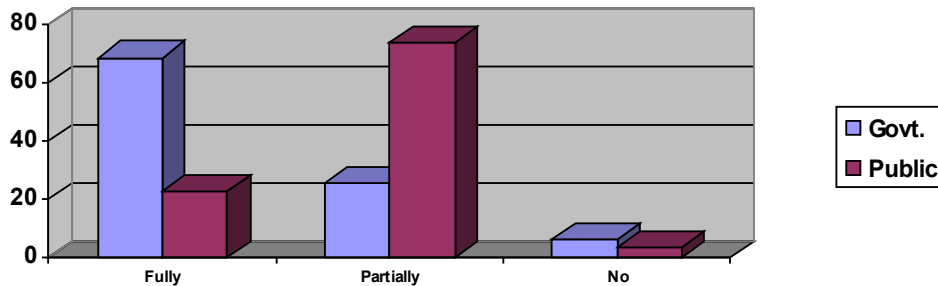
74% public respondents express sense of responsibility in the Government Personnel is partial. On the basis of the study it is concluded that the sense of responsibility among most of the Government personnel is below the desired level.

**Sense of Responsibility in Govt. Personal:**

Respondent	Fully		Partially		No		Total	
	No.	%	No.	%	No.	%	No.	%
Govt. Personnel	103	68.67	38	25.33	09	06.00	150	100
Public Opinion	34	22.67	111	74.00	05	03.33	150	100

$X^2 = 71.660, df = 2, p < 0.01$

**Sense of Responsibility**



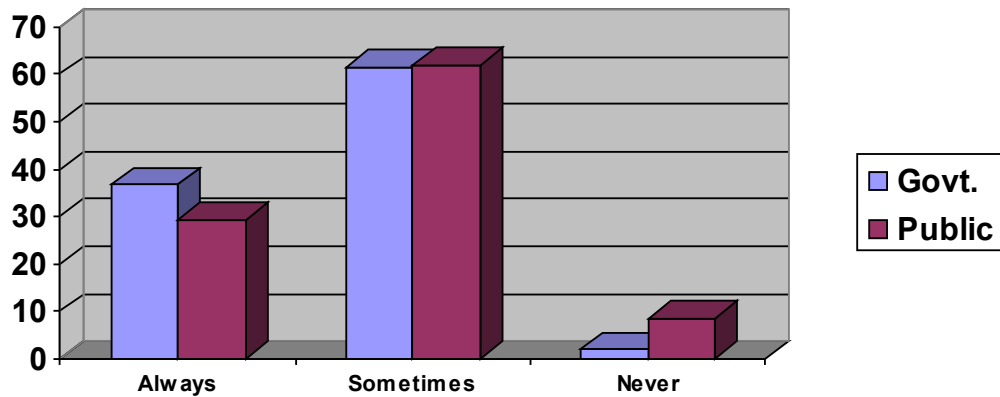
The study says that large numbers of Government personnel are not available on their seats during working hours. A majority i.e. 61.33% the public respondents express that the personnel are available on their seats for sometime. The present study reveals that there is no desirable sincerity & competence in most of the government personnel. The finding is supported by a majority of 51.33% Government Respondents.

**Availability of Govt. Personnel in their seats**

Respondent	Always		Sometimes		Never		Total	
	No.	%	No.	%	No.	%	No.	%
Govt. Personnel	55	36.67	92	61.33	03	2.00	150	100

Public Opinion	44	29.34	93	62.00	13	08.66	150	100
$X^2 = 12.428, df = 3, p < 0.05$								

### Availability of Govt. Personnel in their seats



**5. Efficiency:**

Study denotes the negligence of the duty committed by the Government personnel is responsible for low rate of efficiency in the Government departments. 68% of public respondents express that the disposal of work in the Government Departments are slow, a few rating 18% say that the disposal is done now & then, 60 % of the Govt. respondents express lack of responsibility which is responsible for low rate of efficiency in Government Departments.

**6. Managerial ability improvement need:**

Study depicts that there is strong necessity of improvement in the present management system in the Government departments. The rural & urban public respondents in a majority percentage support the finding in which public respondent’s percentage is high as 100% and overall government personnel percentage is 57 %.

**7. Indiscipline:**

On the basis of the present study it has been found that indiscipline is responsible for low rate of efficiency in the State departments. Views from Government & public respondents by majority support the above findings with & notable majority of government personnel as 67.33% supported by Considerable public opinion.



On the basis of present study we can conclude that the actual working environment is lethargy in implementing Government Policies and welfare programmes by Government personnel. They have a deferring attitude towards work in general. The sense of responsibility among most of the government Personnel is below the desired level.

The present study leads to conclude that there is strong necessity of improvement in the present management system in the Government departments, economic & social changes can also be attained through the befitting managerial ability of the Government personnel.

## **SUGGESTIONS**

1. For achieving desired objectives through the government departments programmes implementation, Policymaking, strategy formulation, program design, and implementation system need to be closely observed and analyzed in totality and subsequently necessary mid-course corrections should be made. Amendments are incorporated to bring the rationality in the decision making at various levels of the entire administrative system in the government departments.
2. There is growing need to adhere to the principle of fixing the accountability of the concerned departments at the place where they function .These departments should report to the agency coordinating all the major development works. This approach of single line administration will facilitate an improved co ordination, which will lead to better planning and implementation of programs and also in achieving the desirable efficiency in government departments.
3. Four major ingredients of effective training system namely identification of training need, planning and designing the training according to needs, assessment of results and performance assessment after training be adopted to help in getting maximum effective implementation of managerial and personnel policies in the state departments.
4. It is apparent from fast developing global technology that the government departments also have to run neck-to-neck with the other agencies. This goal can be achieved only by imparting total instructions to the government personnel during the job. This is necessary to cope with the required expectations of the masses for their betterment. Such specialized training programs will generate enthusiasm among the personnel and confidence in the public towards the programmes.
5. Government personnel and the Government departments need to be equipped with latest and modern facilities. In the absence of use of modern technology it is not possible to meet the need of the time.

6. There may be opinion and feed back of certain un-biased organizations/units/groups that may critically assess the functioning of government departments. NGO's and other similar institutions may be involved for the purpose. These agencies may communicate their observations to the competent authority responsible for assessment of the department work. On the basis of critical study and assessment of such observations received, such amendments can be made in the functioning of government departments which may remove the inefficiency persisting there in.
7. In a nut shell it may be suggested that the old and irrelevant rules be replaced by new and appropriate simplified rules, red tapism be reduced. Decisions be made keeping in view the soul justice and be unaffected by undue pressure of the politicians.

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